DEPARTMENT OF CONSUMER & BUSINESS SERVICES

2025-2027

Agency Requested Budget

DCBS | Department of Consumer and Business Services

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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.

Department of Consumer and Business Services

AGENCY NAME

350 Winter St NE Salem, OR 97309

AGENCY ADDRESS



SIGNATURE

Director

TITLE

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.

X Agency Request

_____ Governor's Budget

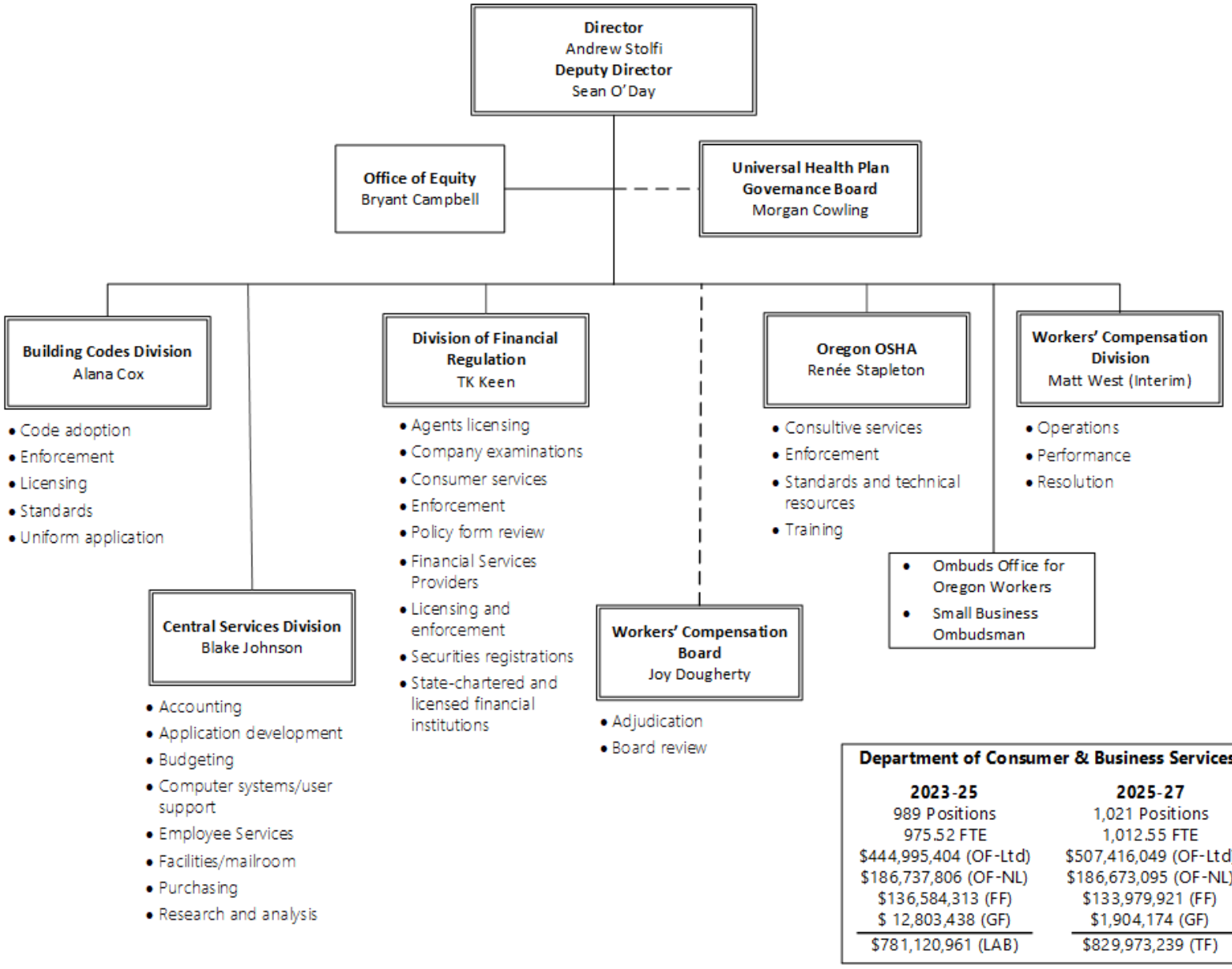
_____ Legislatively Adopted

44000 - Department of Consumer and Business Services

Agency Contact: Anita Mendiola

CFO Analyst: Patrick Heath

Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
2023 Regular Session	N/A	2023	HB 5010	Agency main budget bill for the 2023-2025 biennium
2023 Regular Session	N/A	2023	HB 2052	Policy bill requiring data brokers to register with DCBS
2023 Regular Session	N/A	2023	HB 3409	Policy bill relating to reducing green house gas emissions
2023 Regular Session	N/A	2023	HB 1089	Policy bill establishing the Universal Health Plan Governance Board
2023 Regular Session	N/A	2023	SB 5506	End of session bill appropriating funds to the Fire Hardening Grant Program
2023 Regular Session	N/A	2023	SB 80	Policy bill directing DCBS to reimburse claims under the Prescribed Fire Liability Pilot Program
2024 Short Session	N/A	2024	SB 5701	End of session bill increasing expenditure limitation in five divisions within DCBS
2024 Short Session	N/A	2024	SB 1537	Policy bill directing DCBS and DLCD to jointly establish and administer the Housing Accountability and Production Office
2024 Short Session	N/A	2024	HB 4149	Policy bill requiring pharmacy benefit managers to be licensed by DCBS

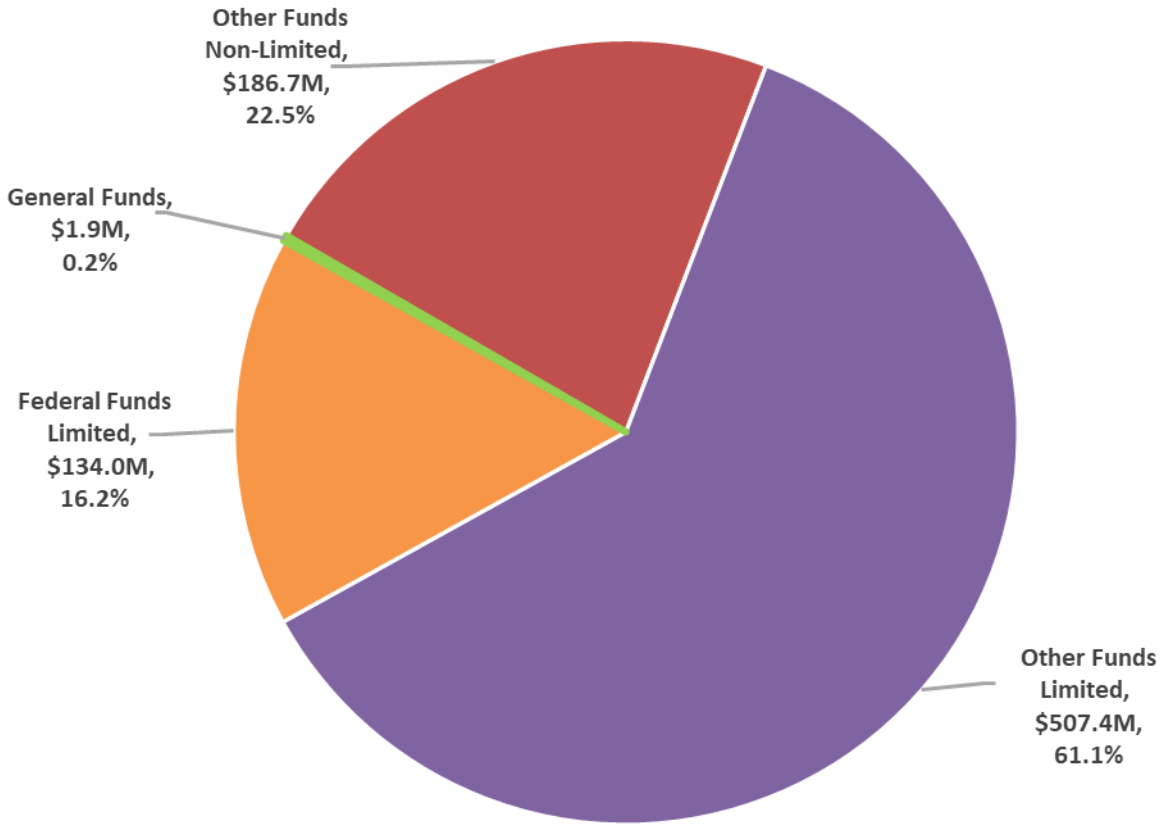


Department of Consumer & Business Services	
2023-25	**2025-27**
989 Positions	1,021 Positions
975.52 FTE	1,012.55 FTE
$444,995,404 (OF-Ltd)	$507,416,049 (OF-Ltd)
$186,737,806 (OF-NL)	$186,673,095 (OF-NL)
$136,584,313 (FF)	$133,979,921 (FF)
$ 12,803,438 (GF)	$1,904,174 (GF)
$781,120,961 (LAB)	$829,973,239 (TF)

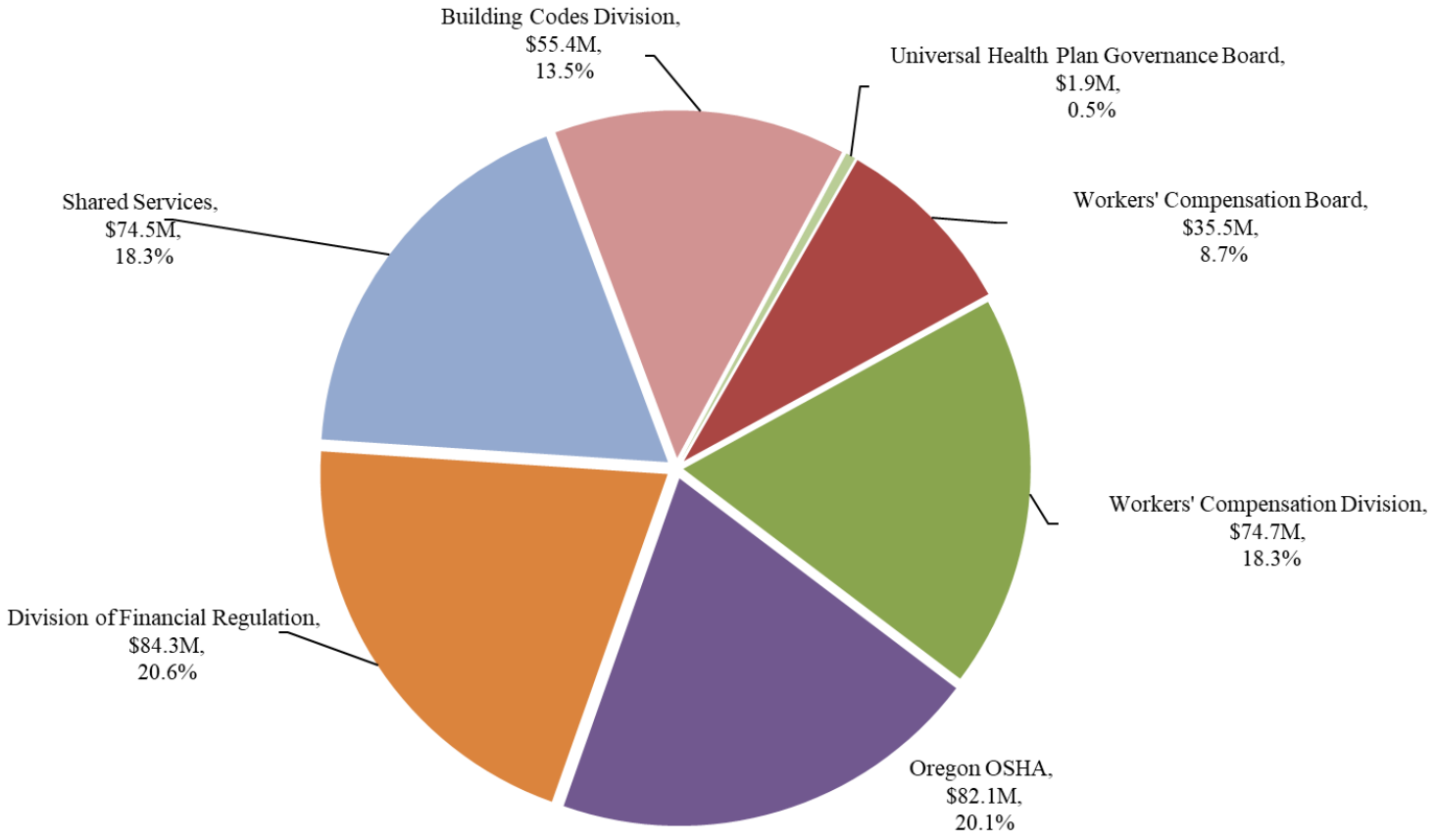
DCBS Expenditure Summary

	2023-25 LAB	2025-27 ARB	Percentage Change
Base, Other Fund Limited	402,908,611	471,030,562	
Base, Other Fund Non-Limited	186,012,644	186,673,095	
Base, General Fund	13,437,333	13,147,376	
Base, Federal Fund	122,131,918	138,074,572	
Subtotal Base Budget	**$ 724,490,506**	**$ 808,925,605**	**12%**
Essential Packages, Other Fund Limited	(98,308,185)	(107,719,829)	
Essential Packages, Other Fund Non-Limited	-	-	
Essential Packages, General Fund	(13,359,357)	(11,243,202)	
Essential Packages, Federal Fund	(107,150,579)	(120,300,045)	
Subtotal Essential Packages Budget	**$ (218,818,121)**	**$ (239,263,076)**	**N/A**
Continuing Service Level, Other Fund Limited	304,600,426	363,310,733	
Continuing Service Level, Other Fund Non-Limited	186,012,644	186,673,095	
Continuing Service Level, General Fund	77,976	1,904,174	
Continuing Service Level, Federal Fund	14,981,339	17,774,527	
Subtotal Base + Essential Packages Budget	**$ 505,672,385**	**$ 569,662,529**	**13%**
Policy Option, Other Fund Limited	117,405,282	144,105,316	
Policy Option, Other Fund Non-Limited	-	-	
Policy Option, General Fund	12,664,600	-	
Policy Option, Federal Fund	120,313,942	116,205,394	
Subtotal Policy Packages Budget	**$ 250,383,824**	**$ 260,310,710**	**N/A**
E-Board and Special Session, Other Fund Limited	22,989,696	-	
E-Board and Special Session, Other Fund Non-Limited	725,162	-	
E-Board and Special Session, General Fund	60,862	-	
E-Board and Special Session, Federal Fund	1,289,032	-	
Subtotal E-Board and Special Session	**$ 25,064,752**	**$ -**	
Total Budget, Other Fund Limited	444,995,404	507,416,049	14%
Total Budget, Other Fund Non-Limited	186,737,806	186,673,095	0%
Total Budget, General Fund	12,803,438	1,904,174	-85%
Total Budget, Federal Fund	136,584,313	133,979,921	-2%
Total Budget	**$ 781,120,961**	**$ 829,973,239**	**6%**

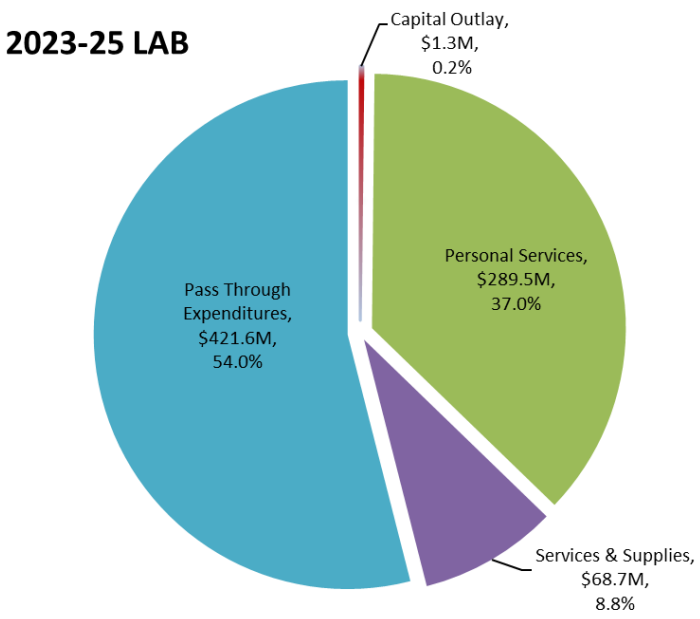
DCBS Expenditure by Fund Type
$830.0 million

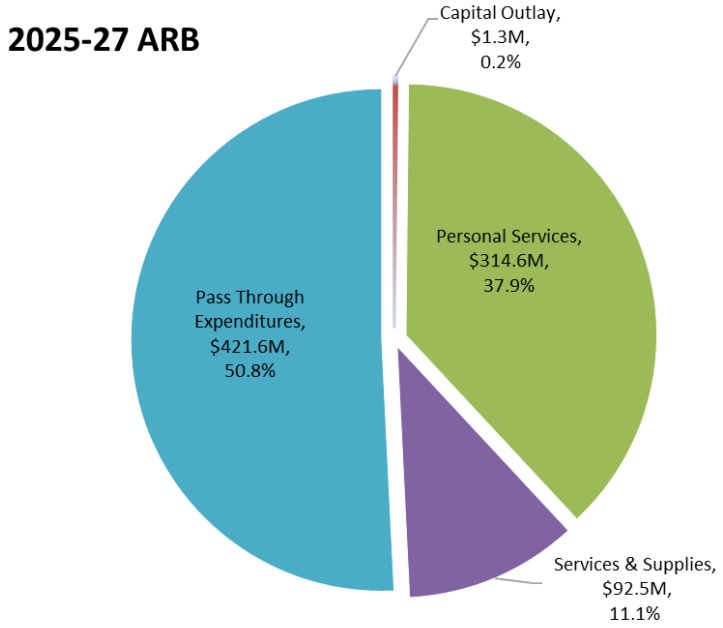


DCBS Operating Budget by Division
$408.4 million



DCBS Total Budget by Category
$830.1 Million





Mission

To equitably protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment.

Program	Statute	Rules
DCBS, General	ORS 705	OAR 440
Building Codes	ORS 446, 447, 455, 460, 479, 480, 693	OAR 198
Division of Financial Regulation	ORS 59, 86A, 97, 446, 645, 646, 646A, 650, 697, 705, 706, 707, 708A, 713, 714, 715, 716, 717, 723, 725, 725A, 726, 731, 732, 733, 734, 735, 737, 742, 743, 743A, 743B, 744, 746, 748, 750, & 752	OAR 441 and 836
Oregon OSHA	ORS 654 and 656	OAR 437
Workers' Compensation Board	ORS 656	OAR 438
Workers' Compensation Division	ORS 656	OAR 436
Universal Health Plan Governance Board	ORS 751	N/A

Statutory Authority

The Department of Consumer and Business Services is Oregon's largest consumer protection and business regulatory agency. The department administers state laws and rules to protect consumers and workers in the areas of workers' compensation, occupational safety and health, financial services, insurance, and building codes.

DCBS employees are committed to carrying out the department's statutory responsibilities and fulfilling our mission and goals in a manner that serves the needs of both the public and the businesses and professionals we regulate.

Values

- We value diversity, equity, and inclusion.
- We are stewards of public and environmental resources.
- Our work to educate, regulate, and advocate is founded in:
  - Transparency
  - Technical expertise
  - Responsiveness
  - Accessibility
  - Innovation
  - Dependability
  - Collaboration

Long-term Plan

For more than 30 years, DCBS has worked to protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment for the people of Oregon and beyond. In June 2024, DCBS adopted its 2024-2027 Strategic Plan. Set on a rolling three-year horizon, the strategic plan is a dynamic and living document. The plan focuses on seven priority areas: customer service; diversity, equity, and inclusion (DEI); education, outreach, and advocacy; operational excellence; people and culture; regulation; and technology.

While DEI is a key priority area, it is also a core value at DCBS. We have operationalized DEI in every strategy through meaningful goal setting, data collection, ambitious-but-attainable initiatives, and a commitment to continuous improvement and innovation.

The plan sets a path for these primary outcomes that we will achieve over the next three years and beyond:

- Equitably protect and empower consumers and workers.
- Regulate in a predictable yet innovative manner.
- Be accountable to the public we serve, with excellent service to our customers.

In executing our Strategic Plan we will:

- Seek input from interested parties, including traditionally underserved and underrepresented communities and the public, to identify areas of greatest concern to consumers, workers, and the businesses we regulate.
- Focus our efforts on improving outcomes for consumers and workers.
- Structure our regulatory programs to impose the minimum burden on regulated businesses consistent with achieving the desired outcomes.
- Promote choices and access for Oregon consumers and businesses by supporting the success of industries in the economic sectors we regulate.
- Use a variety of approaches (regulation, education, consultation, enforcement, direct service delivery, etc.) in the most appropriate combinations to achieve results.
- Use technology and other tools to exchange information easily and conduct business.
- Measure results achieved by our programs and approaches and re-evaluate the programs and approaches to find further improvements.
- Continually improve our cost-effectiveness and ensure that our services provide value to consumers, workers, and businesses.
- Evaluate, develop, and maintain appropriate levels of human, organizational, financial, and other resources necessary to carry out our responsibilities.
- Continue to improve the organizational culture and employee engagement of the agency.

Two-Year Plan

Workers' Compensation Division

ORS 656; OAR 436

- Implement the core system foundation for the modernization project that will support the modernization projects for the next 10 years. Initiate a new supplemental disability benefits (SDB) assigned processing agent contract.
- Initiate a new noncomplying employer (NCE) assigned claims agent contract.
- Continue to expand outreach to preferred workers and collaborate with employers to further the goals of the return-to-work programs.
- Prioritize industry requests for training using a cross-divisional team dedicated to external education.
- Continue implementing business intelligence software and data systems to support outcome-focused decision making.
- Modify the noncomplying employer penalty structure (including rule changes, if necessary) to make penalty amounts more commensurate with violations.
- Consult with diverse communities to seek their input to provide equitable resources and services in areas of greatest need.

Funding Source: Workers' compensation premium assessment, Workers' Benefit Fund assessment, fines, and investment income.

Oregon Occupational Safety and Health Division

ORS 654, 656; OAR 437

- Continue to maintain one of the highest enforcement presences in the nation.
- Maintain a strong workplace presence in relation to on-site consultation.
- Target educational, collaborative, and enforcement efforts to high-hazard industries and occupations, and small employers.
- Focus education and outreach on protecting vulnerable and hard-to-reach worker populations. This includes continuing to expand the successes of the Spanish-language conference by growing the attendance and expanding location service areas.
- Continue to intentionally engage with historically underrepresented communities through tailored content delivery, intentional solicitation of feedback, and actively partnering with community organizations.
- Ensure that enforcement is used effectively as a tool to promote compliance, both before and after a particular workplace has been inspected.
- Increase employer and employee access to safety and health training through improved use of technology.
- Improve employer access and understanding of safety and health standards or rules by providing more online tools, writing rules more clearly, and using common industry terminology.
- Continue to establish and maintain strong partnerships to help leverage resources and communicate the importance of safety and health in the workplace.
- Continue to offer safety and health training grants to nonprofit organizations to improve training opportunities across Oregon.
- Continue to award the Workers' Memorial Scholarship.

Funding Source: Workers' compensation premium assessment, fines, federal funds spent as other funds, and investment income.

Building Codes Division

ORS 446, 447, 455, 460, 479, 480, 693; OAR 918

- Use resources and expertise to support housing production and the work of the Housing Accountability and Production Office.
- Support economic growth and consistent code application by responding quickly to the needs of local governments and businesses for code interpretation, dispute resolution, and inspection services.
- Continue to work with partners to progress development of highly energy efficient building codes, meeting the requirements of Executive Orders 17-20 and 20-04.
- Continue to develop in-house expertise and partnerships with city and county governments to help them provide building inspection services.
- Continue to implement a comprehensive ePermitting program that supports the needs of local governments.
- Expand virtual inspection tools to support efficient service delivery.
- Continue to enhance mobile applications to expand the ability of customers to purchase permits and schedule inspections from the jobsite or wherever customers are located.
- Continue to enforce the statewide code by providing training and support to local jurisdictions and building officials so contractors can rely on having the code applied in a consistent and predictable manner throughout the state.
- Help grow a highly trained, efficient, and diverse building inspector workforce by aligning inspector certification requirements with the changing needs of the construction

industry and delivering training to new inspectors located throughout the state. This statewide approach to training helps ensure all local jurisdictions have access to qualified inspectors.
- Expand partnerships with other state agencies and local governments to gain efficiency and provide enhanced services to customers navigating the development system.
- Expand web-based continuing education program opportunities for inspectors, planners, designers, and contractors to keep the Oregon construction industry up-to-date on code requirements.
- Continue to provide excellent customer service to contractors, building owners, and local jurisdictions by maintaining subject matter expertise on code requirements, and making those code experts available to timely and effectively respond to questions and facilitate dispute resolution.
- Develop strategies for additional community risk reduction, including a proposal for an active fire hardening grant program in partnership with the Oregon State Fire Marshal (HB 4016 – 2024).

Funding Source: Permit, surcharge, inspection, and license fees; federal funds spent as other funds; fines; and investment income.

Division of Financial Regulation

ORS 59, 86A, 97, 446, 645, 646, 646A, 650, 697, 705, 706, 707, 708A, 713, 714, 715, 716, 717, 723, 725, 725A, 726, 731, 732, 733, 734, 735, 737, 742, 743, 743A, 743B, 744, 746, 748, 750 and 752; OAR 441, 836, and 925

- Continue to use funds from regulatory settlement agreements to sponsor financial empowerment work conducted by nonprofit organizations that serve underserved communities. This work has enabled DFR to expand our network of partner organizations.
- Continue with outreach campaigns to address the most relevant topics, such as wildfire preparedness, and respond quickly to catastrophic events that require specific and targeted outreach.
- Continue to monitor the insurance and financial markets for emerging issues and to ensure compliance with recently passed laws.
- Record and publish short videos on various topics for the division website and social media to broaden the division's multimedia reach.
- Continue to enhance the compliance and enforcement programs to have a stronger market intelligence focus that serves as an early warning system and allows swifter action to protect Oregon consumers.
- Continue the Oregon Reinsurance Program to help the health insurance industry keep individual health plan premium rates lower than if the program did not exist. The program operates like a traditional reinsurance plan by reimbursing qualifying individual health insurers for a percentage of an enrollee's claims between an attachment point and a cap.
- Continue to scrutinize health insurance rates and offer public hearing opportunities for Oregonians to engage in the health insurance rate review process through the Product Regulation unit. Continued rate review efforts will help the department work toward market stability and ensuring Oregonians across the state have access to health insurance coverage.
- Continue to review health benefit plans to ensure coverage of essential health benefits and health mandates. Review for 2025-27 will include continued efforts for ensuring compliance with the Reproductive Equity Act; coverage of mental health services; and a focus on ensuring compliance with gender-affirming treatment requirements of HB 2002 (2023) in preparation for a statutorily required marketwide exam in 2026.

- Continue to obtain restitution and recoveries for consumers through aggressive and timely enforcement actions.
- Continue to increase investigations of financial elder abuse and provide training to the securities industry on the reporting requirements and provide resources to law enforcement and other state agencies in investigating and prosecuting financial elder abuse.
- Investigate and take enforcement action against companies and other people offering and selling miscellaneous insurance products that do not comply with Oregon law, including alternative health products that are not compliant with the Affordable Care Act and related Oregon law.
- Take enforcement action against prescription drug manufacturers failing to comply with the reporting requirements under the Prescription Drug Price Transparency Reporting Act, HB 4005 (2018).
- Take enforcement action against insurers for failing to comply with the requirements of the Reproductive Health Equity Act, HB 3391 (2017).
- Work closely with consumer advocacy organizations, medical providers, and insurers to develop and implement state standards on health care network adequacy, improve cost transparency, and achieve a sustainable health insurance market in Oregon.
- Continue to develop and strengthen relationships with licensees and consumer advocacy organizations in all aspects of the businesses we regulate – from insurance to consumer finance – to help the department implement comprehensive and effective rules and policies.
- Enhance our supervision and oversight of financial and insurance institutions to leverage best practices across industries, anticipate and adapt to innovations in the market, and strategically address emerging products and issues to promote innovation without compromising consumer protection.
- Produce and publish outreach material in multiple languages to help Oregonians who need assistance with financial or insurance products.
- Combine individual program complaint filing processes and develop an improved website that takes a holistic view of educating consumers about the financial industry.
- Strengthen the relationship with other agencies engaged in similar work.
- Increase the information provided on prescription drug prices paid by consumers and percentage of manufacturer compliance with drug price transparency registration and reporting. Make more data from manufacturer reports available on the drug price transparency website and continue to improve reporting capabilities and data collection.
- Prescription Drug Affordability Board: Finalize rules to specify fee funding structure. Conduct and finalize affordability reviews.

Funding Source: Assessments, fees, and charges for service and licensing, fines, workers' compensation premium assessments, federal grants, and investment income.

Workers' Compensation Board

ORS 656; OAR 438

- Purchase, implement, and train how to use a new litigation case management system.
- Explore opportunities to provide better access to justice to all communities in the state.
- Increase our focus on removing barriers to effective communication with diverse populations.

- Continue to meet timeliness standards within the 95 percent range when setting new requests for hearings, resetting postponed cases, and issuing ALJ Opinion and Orders.
- Continue to maintain standards for issuing board Orders on Review within 120 days of briefing completion.
- Maintain a high affirmation rate of board orders at the Court of Appeals.
- Resolve Oregon OSHA disputes in a timely and efficient manner.

Funding Source: Workers' compensation premium assessment, Workers' Benefit Fund assessment, arbitration fees, and investment income.

Ombuds Office for Oregon Workers

ORS 656.709

- Conduct outreach to workers and others to increase awareness of the services the office provides, especially the additional services of workplace health and safety.
- Ensure that workers who need help have access to the office's services, regardless of language, disability, or other potential barriers.
- Provide feedback to the DCBS director and governor on improvements to Oregon OSHA.

Small Business Ombudsman

ORS 656.709

- Increase awareness of the ombudsman's services by working with small-business development centers, trade groups, small-business fairs, state agencies, and employer groups that engage small businesses.
- Provide excellent service by returning all calls within 24 hours and helping businesses of all sizes with workers' compensation insurance issues.
- Work with insurance companies that service the Oregon assigned risk plan to provide consistent and effective service to our policyholders.

Funding Source: The ombuds offices are funded by the workers' compensation premium assessment, Workers' Benefit Fund assessment, and investment income.

Environmental Factors and Related Initiatives

The Economy

The condition of the economy has a significant effect on the DCBS budget and the workload for many program areas. Other funds revenue sources are directly tied to changes in the economy. The demand for many of the department's services is in direct correlation to the economy when it grows and shrinks.

Strategic Planning and Modernization Efforts

In addition to recently adopting a new DCBS Strategic Plan, the department also has an Information Technology (IT) Strategic Plan and a Diversity, Equity, and Inclusion (DEI) Strategic Plan.

DCBS adopted an IT Strategic Plan for 2023-2028 in December 2023. The plan sets out initiatives to accomplish the following objectives:

- IT has a prepared workforce with adequate capacity to meet departmental goals.
- Customer service, relationships, responsiveness, and communication expectations are well-established.

- IT governance is well-developed, used to guide priorities, and includes a focus on strategic items.
- DCBS modernization is a priority with departmentwide agreement, commitment, and collaboration.
- Data is a strategic asset and used for department and program decision-making.
- DCBS is looking to, and preparing for, the future.

The IT Strategic Plan is designed to align with our business goals, improve resource management, empower better decision-making, increase flexibility, improve collaboration, while proactively managing IT risks.

DCBS updated its DEI Strategic Plan in May 2023. The measurable actions in the plan are designed to do the following:

- Help fully integrate diversity, equity, and inclusion in every action.
- Promote and practice social justice and fairness for underserved and underrepresented communities.
- Ensure decision-making is intentional.
- Enhance organizational culture change while recognizing future workforce challenges.

To ensure our strategic action items are fully community-informed, DCBS will again update its DEI Strategic Plan in 2024-25 through a robust, structured community engagement process led by our new director of the Office of Equity. The focus of the update will be to leverage the DEI elements of the recently adopted DCBS and IT strategic plans, and implement recommendations from a recent internal audit of the DEI program.

Among the initiatives in both the DCBS and IT strategic plans is to build and publish a road map for modernization. This will allow us to take a comprehensive look over the entirety of our agency to determine what areas need modernization and how we will make that happen.

One area that has already begun a modernization effort is in the Workers' Compensation Division. The division's Modernization Program was created in 2019 to provide strategic leadership and oversight for process, system, and application improvements using a broad-based, program-level approach.

The Workers' Compensation Modernization Program consists of five elements:

- Core System Implementation
- Employer Business Module
- Dispute Resolution Module
- Enforcement and Providers Module
- Claims Electronic Data Interchange Implementation

The program received Stage Gate 1 endorsement from EIS-LFO for Core System Implementation In March 2023. Stage Gate 2 is expected in fall 2024.

Health Insurance Regulation and Health Policy Programs

Starting with the passage of the federal Affordable Care Act (ACA) in 2010, reforms to Oregon's commercial health insurance market have provided more access and choices to Oregonians. In recent years, Oregon has seen dramatic progress toward reducing the uninsured rate; now, about 94 percent of Oregonians have

health insurance coverage. Having weathered some instability and large premium rate increases in the early years of ACA implementation, Oregon's health insurance market remains stable and competitive. However, health insurance premium costs have continued to be a concern for many Oregonians. These have had a significant effect on the department. Key areas include:

Oregon Reinsurance Program

The Division of Financial Regulation continued to manage the Oregon Reinsurance Program. The program spreads the risk of high-cost claims among all insurance companies to steady the individual health market, helping to keep individual health plan premium rates lower than if the program did not exist.

Oregon Drug Price Transparency Program

The division continued to manage the Oregon Drug Price Transparency Program, established in House Bill 4005 (2018). The program increases transparency on prescription drug costs and prices from pharmaceutical manufacturers, gathers information from health insurance companies on prescription drugs, and provides consumers a way to notify the department on a prescription drug price increase. The program is one of the most comprehensive programs in the nation.

Starting in 2024, the program will collect information from pharmacy benefit managers (PBMs) as required by Senate Bill 192 (2024) with aggregated information about prescription drug rebates and other payments from drug manufacturers received by PBMs.

Oregon Prescription Drug Affordability Board

The Prescription Drug Affordability Board was established by Senate Bill 844 (2021). The board studies the entire prescription drug distribution and payment system in Oregon and polices adopted by other states and countries that are designed to lower the list price of prescription drugs. The board makes recommendations to the legislature to make prescription drugs more affordable in the state. The board is tasked with identifying certain drugs that may create affordability challenges for Oregonians and the health care system by conducting affordability reviews. The board is currently developing an upper payment limit (UPL) action plan as directed by SB 192 (2024) with an operational model and potential cost or savings with respect to the state, insurers, hospitals, pharmacies, and consumers.

Rate filings and review

One way the Division of Financial Regulation carries out its mission is through the prospective review and approval of premium rates for heath benefit plans sold to individuals and small businesses.

Health insurance rates are based on an estimate of future expenses, including medical and prescription drug claims costs and administrative expenses. These estimates are based on historical data and forecasts of future trends. By law, premium rates must be adequate to cover claims cost, but may not be excessive or unfairly discriminatory.

The division approved rate increases for 2024 plans that was half a percent lower than the previous year rate increase, to ensure consumers could count on the coverage they purchased. During its annual rate review process, the division continues to ensure rates are actuarially sound, meaning they adequately cover costs without being too high or too low.

To keep consumers better informed, the division posts rate information online so consumers can look up a health insurance rate request and comment online. The division also broadcasts small group and individual health insurance rate hearings so consumers could watch live or view them later from a computer.

Behavioral health parity

Starting with the passage of HB 3046 (2021), the Division of Financial Regulation has renewed its focus on parity in access and coverage of behavioral health services. This work has included new annual reporting from health insurance companies to uncover differences in claims and utilization management practices between medical/surgical and behavioral health services.

Pharmacy benefit manager regulation

The passage of HB 4149 (2024) significantly strengthens the Division of Financial Regulation's oversight of pharmacy benefit managers (PBMs). The law provides for full licensure of PBMs, imposes new requirements intended to protect community pharmacies from certain PBM practices, and provides pharmacies with more opportunities to lodge complaints with the division. The division will be hiring several new employees to ensure effective implementation of the new law, which will be an important priority over the biennium.

Consumer outreach and assistance

The Division of Financial Regulation's consumer advocacy unit continues to receive a significant number of inquiries and complaints about health insurance. Consumers have questions about areas such as preferred provider networks, deductibles, cost sharing, balance billing, claim delay, and claim denial.

Cost and quality initiatives

The Division of Financial Regulation is heavily involved in statewide efforts to transform the health care system. One area of focus is informing the public about cost drivers in the health care system. The division publishes cost and quality metrics for insurance companies during the rate review process. These efforts will continue in the 2025-27 biennium. The division has also actively partnered with the Oregon Health Authority's health care cost growth target program to ensure the implementation of the target for commercial insurance companies is feasible and effective.

Emerging Issues in Building Codes

The building codes industry continues to face issues regarding the affordable housing crisis, and climate change and resiliency. Some emerging issues include:

Addressing the affordable housing crisis

The affordable housing crisis affects every area of the state and the livability of our communities. Building more housing is one part of addressing home affordability. BCD is leveraging every tool in its toolbelt to remove barriers to building needed housing, including:

- Partnering with the Department of Land Conservation and Development to stand up the Housing Accountability and Production Office, which will work to remove barriers to housing production by providing customer service, resolving disputes between builders and local government, and coordinating state agency activities to support housing production.
- Using technology to maximize state and local government resources and increase building department efficiency. BCD

provides permitting software and applications for plan review and inspections to local governments. This includes providing a platform to conduct virtual inspections.
- Adopting practical, cost-effective, safe, and efficient codes, and providing statewide support for those codes to ensure contractors have the benefit of a predictable business environment.

Transforming the building inspection workforce

Oregon is experiencing an inspector workforce shortage. Finding new inspectors with the necessary skills to take advantage of new technology and training is challenging, especially in rural areas.

- BCD continues to develop and expand its ability to provide relevant training to a wide range of students to grow and diversify the pool of certified inspectors. This includes offering specialized "light commercial" training courses, with the implementation of SB 866 (2021).
- BCD is using new technology and delivery methods such as on-demand classes for its Oregon Inspector Certification training to effectively provide its classes to students located in both urban and rural areas of the state.
- BCD is expanding advertisement and outreach to communities that have been traditionally underserved.

Climate change and resiliency

BCD is working to implement the directives in Executive Order 20-04, and the remaining directives from Executive Order 17-20, on the timelines provided by the Governor's Office, as well as the goals and requirements in HB 3409 (2023). These orders and statutory requirements establish energy efficiency and carbon reduction goals to be reached through code adoption, as well as exploring other options to reduce the carbon impact of buildings.

- Providing tools and leadership to promote adaptive reuse of buildings, which preserves existing building stock, supports downtown districts, and is a sustainable building practice.
- Taking a holistic approach to climate change mitigation and climate resiliency through exploration of building product environmental impacts, consideration of Oregon's unique experiences with climate change (including wildfire smoke and power outages), and meeting increased demand for code support related to the more complex code approaches to energy and mechanical systems.

Aging of the Population – and the Workforce

The elderly population continues to grow at a faster pace than Oregon's overall population due to the baby boomer generation. As the population ages, the need for retirement-related financial options also increases. Many of these options also raise the potential for abuse, as the senior population tends to be vulnerable to aggressive sales techniques and to fraud in areas such as reverse mortgages, annuities, and other investment and insurance products targeted to seniors. DCBS has increased education, outreach, and enforcement in these areas and continues to focus on this issue. Investment advisor representatives and securities salespeople are mandatory reporters of suspected financial elder abuse. The

Division of Financial Regulation is continuing to provide training to the securities industry and provide resources, in collaboration with the Department of Human Services, to law enforcement to combat financial elder abuse.

The aging population also affects workers' compensation outcomes. Even though older and more experienced workers tend to have lower injury rates, the higher potential for cumulative

trauma claims, the slower healing ability of older workers, and the potential presence of other health conditions all make this group potentially more challenging to return to appropriate work after injury. Therefore, Oregon's unique return-to-work programs remain a critical service as we move into the next decade.

Another challenge of the aging population is a high number of building inspectors planning to retire. The Building Codes Division provided training and education to about 900 students per year across 12 different certifications to help address the statewide building inspector shortage and increase the skilled workforce available to local jurisdictions.

Finally, the aging of the population affects the DCBS workforce, as well. With nearly 30 percent of our current workforce eligible to retire in the next five years, the department must have the ability to attract and retain new workers to public service.

Criteria for 2025-27 Budget Development

The DCBS budget is based on the following criteria:

- Equitably protect consumers and workers while maintaining a predictable yet innovative regulatory environment
- Use the DCBS strategic plan to guide our priorities
- Maintain programs and services at reasonable financial cost to regulated entities
- Support department goals and initiatives to improve service and achieve core program purposes
- Assist regulated industries' efforts to achieve compliance and increase public access to information through electronic data interchange and electronic commerce
- Upgrade information systems to allow efficient service delivery and data management
- Maintain adequate program levels to ensure regulatory stability and worker and consumer protection

Community Engagement

Our mission is to equitably protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment. As a regulatory agency, we know that one size does not fit all when it comes to community engagement. Despite the breadth of the DCBS mission, we have learned that interacting with communities is as individual as the communities themselves. Consistent with House Bill 2167 (2021), DCBS took racial equity considerations into account in developing its budget to promote and practice social justice and fairness for underserved and underrepresented communities.

When building collaborative relationships, we believe it is important to know a community's most urgent needs so they can be prioritized. To do this, we are committed to partner with well-respected community leaders, influencers, advocates, and organizations to gain an informed assessment of the community's needs and for a greater understanding of the issues the community faces. When possible, we also believe it is vital to use available demographic data.

Our engagement is intended to:

- Strengthen our accountability to all communities
- Enhance the delivery of DCBS services to underserved and underrepresented communities
- Empower local communities to be part of our decision making
- Build social cohesion with common causes and issues
- Improve the effectiveness of public services in tune with

underserved people's needs
- Continue to empower underserved and underrepresented communities to have a platform where their voices are heard

Each community needs individualized approaches that include listening and shared values. We know that we may not get things correct the first time, but are committed to keep going back and doing better. Due to the nature of our regulatory business, not all programs allow public participation in our decisions; however, we strive to promote positive relationships between the agency's divisions and all of Oregon's communities.

Agency Process Improvement Efforts

DCBS continually looks for opportunities to save costs and gain efficiencies. Examples in the 2025-27 biennium include:

Strategic plan

DCBS has completed a new strategic plan. This comprehensive document incorporates the foundation, goals, objectives, and initiatives for the department's progress over the next three years and beyond. This work includes all the functions of DCBS, including worker protection, consumer protection, building safety, and shared services.

Outcomes-based management

DCBS programs track their performance and develop a greater understanding of their mission, goals, and processes. The outcomes from our management system are directly related to the agency goals of protecting consumers and workers, invigorating our core operations, empowering our employees, and strengthening our partnerships.

Performance management

Each quarter, DCBS programs report on a series of performance measures to the department's Executive Team. The measures include the department's key performance measures (KPMs), as well as additional metrics that show how well the program is performing in areas such as timeliness, service delivery, and customer outcomes. If a program is performing below the target, it must report the steps it is taking to improve performance. Some of these additional metrics have been changed to better track the agency's performance.

2025-27 Process Improvement Plan

In 2025-27, the department will continue process improvement efforts and identify new opportunities. Examples include the following:
- Continue to track and report performance measures on a quarterly basis. Implement action plans for measures that are not performing at target, using a problem-solving model.
- Continue to implement an electronic records management tool to eliminate paper and manage records more effectively.
- Continue to evaluate and ensure that the key performance measures are accurate and reflect the work that DCBS produces.
- Implement cross-divisional standards and best practices for accounts receivable unification processes through breakthrough efforts.
- Create process improvement teams to work towards cascading the process improvement efforts to more employees throughout the department.

Office of Equity strategy

The new Office of Equity – created in 2024 – combines DCBS' highly successful multicultural communications and diversity, equity, and inclusion (DEI) programs to serve as a catalyst within DCBS to further its goal of fostering an inclusive work environment and to work with agency leadership and those who do business with DCBS to promote the equitable delivery of services. The office will work with other government entities, tribes, and community partners to improve programs, policies, and access for underrepresented populations in Oregon across language, race, and culture in the areas DCBS regulates.

Strategic Planning

The Office of Equity is responsible for helping DCBS meet its diversity, equity, and inclusion goals and initiatives. The office leads the development and tracks the implementation of DCBS' diversity, equity, and inclusion action plan to achieve culturally responsive approaches to service delivery, support to a diverse workforce, and meaningful community engagement. The office also helps divisions develop and implement division-level action plans.

Multicultural Communications Program

The DCBS Multicultural Communications Program provides outreach and language translation services to communities with limited English proficiency. The program's mission is to promote and enhance the delivery of DCBS services to Oregon's multicultural communities. The program partners with the Consulate of Mexico and various school districts, nonprofit agencies, and grassroots, faith, and community-based organizations throughout Oregon to educate workers and others on DCBS services, including Oregon OSHA programs.

Racial Equity Impact Analysis

The Office of Equity collaborates across DCBS to research, analyze, and communicate the impact of programs, policies, and budget requests on Oregonians who are black, indigenous, or other people of color, and prepares DCBS' Racial Equity Impact Statement.

Affirmative Action

In collaboration with Employee Services, the Office of Equity also works to diversify DCBS workforce. The Office of Equity ensures that recruitment, hiring, retention, performance management, promotion, and other policies and practices are socially equitable and aligned with DCBS' diversity, equity, and inclusion principles. The office helps identify and eliminate barriers to employment faced by protected classes and those underrepresented; and develop and oversee the execution of DCBS' biennial Affirmative Action Plan.

Meaningful Engagement

The office hosts DCBS' DEI Council, a council consisting of DCBS employees that serves as an advisory body to agency leadership in the development of DEI initiatives, plans, and trainings.

We will continue to build collaboration with organizations committed to diversity, equity, and inclusion, including:

- AARP
- Adelante Mujeres
- African American Chamber
- African American Youth Leadership
- Asian Health and Services Center
- Asian Pacific American Business Alliance
- Basic Rights Oregon
- Bienestar Community Development Corp
- Blacks in Government

- Burns Paiute Tribe
- CASA of Oregon
- Catholic Charities of Oregon
- CAUSA Oregon
- Centro Cultural
- Centro de Prosperidad
- Centro Latino Americano
- City of Salem Multicultural Institute
- City of Woodburn
- Confederated Tribes of Grand Ronde
- Confederated Tribes of the Siletz Indians
- Confederated Tribes of the Umatilla Indian Reservation
- Confederated Tribes of Warm Springs
- Constructing Hope
- Consulate of Mexico
- Cow Creek Band of Umpqua Tribe of Indians
- Dev NW
- Easter Seals
- ELY Empowerment and Leadership
- Euvalcree
- FACT Oregon
- Fair Shot for All Coalition
- Familias en Accion
- Financial Beginnings
- Galt Foundation
- Goodwill Industries
- Habitat for Humanity
- Hacienda CDC
- Hispanic Chamber of Commerce
- Hope and Safety Alliance
- Immigrant Refugee Community Organization (IRCO)
- Klamath Tribe
- Konev Consulting
- Latino Built
- Latino Business Alliance
- Latino Partnership Program
- Latino Professional Connect
- Legal Aid Services of Oregon
- Mano a Mano
- Metropolitan Family Services
- Micro Enterprise Services of Oregon (MESO)
- Military One Source
- Minority Construction Group
- NAACP – Portland, Salem, and Eugene
- NAMC
- National Association for Black Veterans/Black Pioneers
- Native American Youth and Family (NAYA)
- Native American Youth and Family Center
- Neighborhood Partnerships
- Oregon Advocacy Commission
- Oregon Association of Minority Entrepreneurs (OAME)
- Oregon Child Development Coalition (OCDC)
- Oregon Native American Chamber (ONAC)
- Oregon State University affinity groups
- Oregon Tradeswomen
- Pacific Northwest Bleeding Disorders
- Partners in Diversity
- Philippine American Chamber of Commerce of Oregon
- Pineros y Campesinos Unidos del Noroeste (PCUN)
- Portland Housing Bureau
- Salem Keizer Education Association
- Salem-Keizer Coalition for Equality

- Salem-Keizer NAACP
- Salem-Keizer Public School
- Startup Oregon
- Susan G. Komen
- U.S. Department of Veterans Affairs
- Unete
- Unidos
- United Cerebral Palsy
- University of Oregon affinity groups
- Urban League
- VETcare
- Vocations Rehabilitation
- Willamette University
- Woodburn School District
- WorkSource Oregon

2023-25 Accomplishments

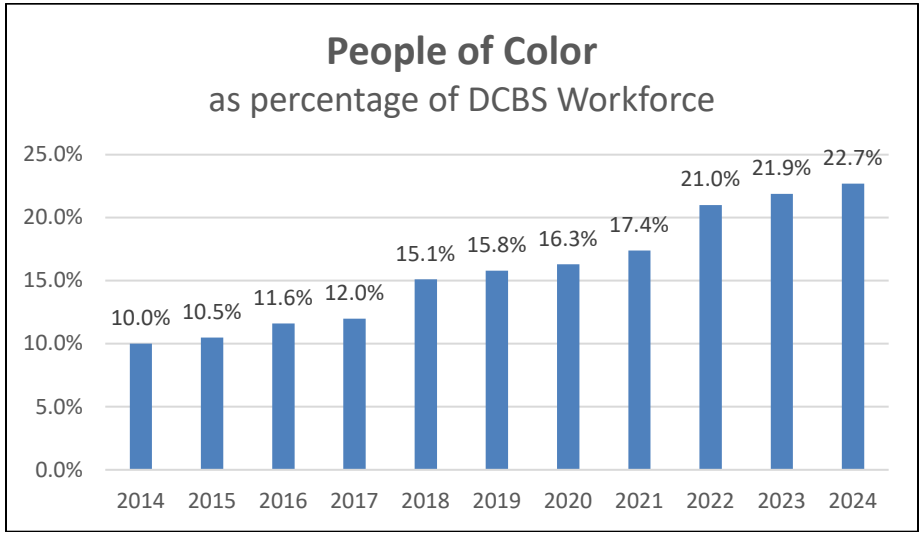
Diversity, Equity, and Inclusion

- Employed the DEI Council to promote achieving the agency's diversity, equity, and inclusion initiatives and business needs through effective culture change strategies.
- Hosted monthly diversity, equity, and inclusion training and events by inviting speakers from our workplace, enterprise, community, and legislative level. All these inspiring diversity speakers are fighting for social justice, changes on hiring practices, and economical equity progress by elevating the voices of underserved or underrepresented groups within society. The passionate DEI speakers in this category were advocates for LGBTQ+ rights, disability inclusion, gender equality and anti-racism, as well as were military personnel and people of color in a wide variety of industries.
- Created workshops, resources, and weekly wrap-ups to help managers, who might be hesitant to engage in difficult conversations with employees, with topics of conversation.
- Completed an internal audit of the DEI program to identify ways to mature the program and achieve strategic goals.

Affirmative Action

People of Color

At DCBS, the 10-year trend shows that our workforce representation of people of color continues to increase every year with people of color representing 22.8 percent of the workforce as of June 30, 2024.



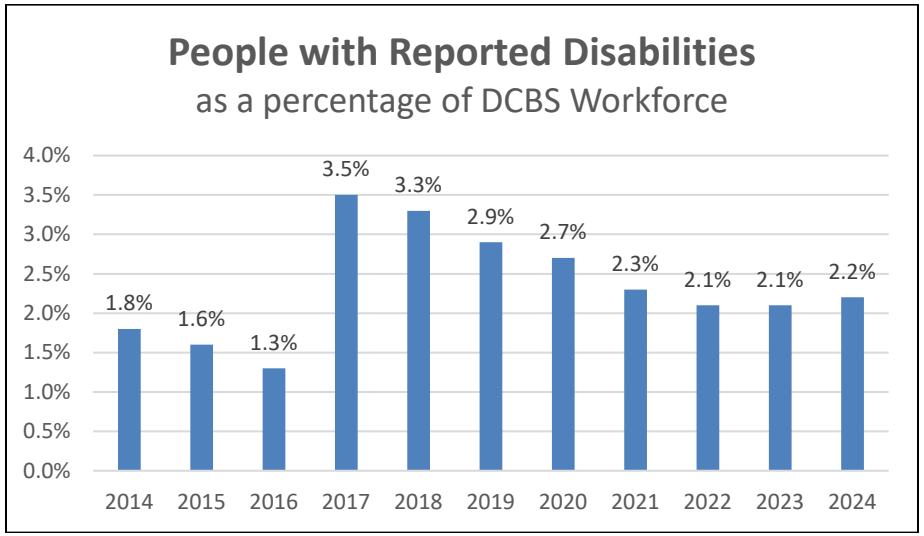
Veterans

As an agency, we have acknowledged that to promote diversity, equity and inclusion, and intersectionality of people, we must recognize the

mental and economical challenges our veterans face. Because of this, we are including veterans in this and future reports on workforce demographic data. As of June 30, 2024, 8.1 percent of DCBS employees have served in the military.

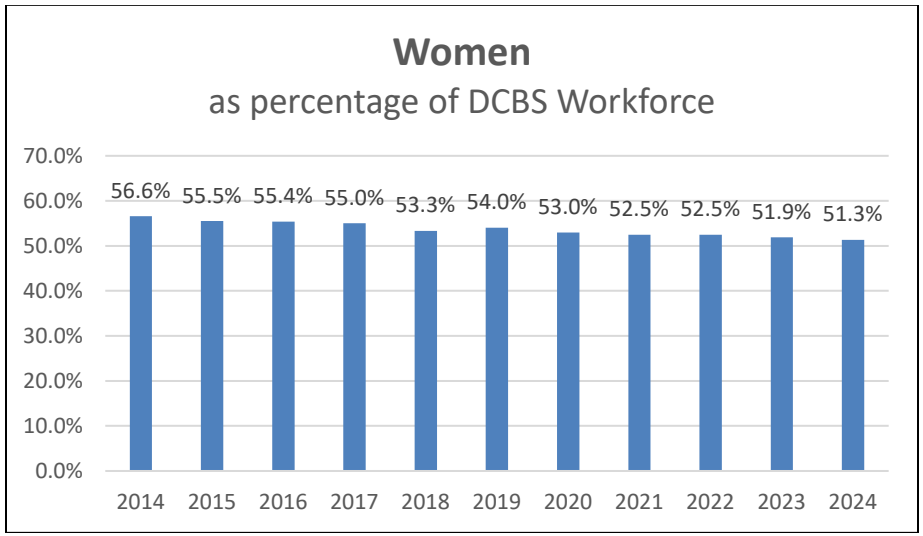
Persons with Disabilities

For applicants and employees who may still be struggling with accepting their disabilities, choosing to disclose them can be overwhelming. They could be facing challenges as understanding their impairments and determining what types of accommodations are available, because some impairments might not be visible. Since disclosure of disabilities is voluntary for employees, this continues to be underreported. The Family and Medical Leave Act coordinator attends each onboarding, but the numbers continue to decrease, which is challenging for the agency. The 2024 numbers were at 2.3 percent in comparison to 3.5 percent as of December 2017.



Women

The agency continues to have higher women representation at 50.8% which is above the population representation of the State and the United States, based on the US Census of 50.4% and 50.8% respectively.



Major initiatives

The Office of Equity will work across DCBS' divisions to help us be dynamic and culturally responsive, moving us towards the goal of being racially justice internally and in the community by listening to voice's objectives of those underserved and underrepresented in our workforce and community (race, color, religion or creed, national origin or ancestry, sex, age, physical or mental disability, veteran status, genetic information, and citizenship).

In the 2025-27 biennium, the Office of Equity plans to do the following:

- Update the DCBS DEI Action Plan to create actionable and measurable goals and objectives, improve linkages with the statewide DEI action plan, and concurrently develop a communications plan.
- Update the DEI Council charter to provide more guidance and focus on achieving DCBS' DEI-related objectives.
- Develop a management evaluation program to assess individual manager performance on effectiveness in achieving affirmative action and DEI objectives.
- Review and refresh agency position descriptions to incorporate affirmative action and DEI responsibilities and expectations.
- Revise the agency's succession plan with a DEI lens to better achieve the affirmative action goals.

Information technology strategy

DCBS strives to be a high-performance agency through its efforts to provide the best service to Oregonians, offer meaningful and timely public information, and achieve effective regulation. To accomplish that, the department's programs depend on high-quality information technology (IT). In addition to helping DCBS achieve its mission and goals, information technology provides the opportunity for the department to be more responsive, effective, efficient, and productive.

The department has strong IT planning and project management processes to ensure IT plans and projects are closely aligned with DCBS business needs and completed on time and within budget. Through ongoing collaboration with all DCBS business areas and the Oregon State Enterprise Information Services office, the department creates project portfolio and project priorities using strategic business plans. Key drivers for projects in the portfolio are effective customer service, regulatory streamlining, decision support, appropriate information security, reasonable total cost of ownership, and continuous process improvements.

DCBS uses a centralized application delivery approach to give users access to applications. This improves remote access, security, and extends the life of the department's desktop and mobile computers.

23-25 Accomplishments

- Completed six IT system development projects:
  - Secure Web Proxy Replacement Project
  - SB 764 Pharmaceutical Rep Licensing and Reporting Project
  - Uniface Upgrade 10.3 to 10.4 Project
  - License 2000 (L2K) Upgrade to MyLicense Office Project
  - Workers' Compensation Web Portal Electronic Document Submission Project
  - Workers' Compensation Board Actuate to SQL Reporting Services (SSRS) Conversion Project
- Continued work in compliance with the Open Data and Data Governance initiatives coordinated by the state's chief data officer.
- Completed the annual Survey of Occupational Injuries and Illnesses (SOII).
- Completed Oregon's annual Census of Fatal Occupational Injuries (CFOI).
- Completed many cybersecurity remediation efforts.
- Reduced security vulnerabilities to near-record lows.
- With the Cybersecurity Services office, completed DCBS' security assessment.
  - Achieved 19 percent above the statewide goal at the time of the assessment (the goal was 40 percent in Q4 2023).
  - DCBS was 38 percent above the state enterprise average (the average of other assessed organizations was 21 percent in Q4 2023).
- Completed many IT service platform environment improvements and updates.
- Completed the current version of the DCBS IT Strategic plan and received approval of that plan from the state chief information officer.

Major information technology initiatives

In 2025-27, the department will focus on information technology that supports these business initiatives:

- Continue to work with the Workers' Compensation Division to replace its aging workers' compensation claims system. The

division plans to continue its work and launch a request for proposal (RFP) effort to identify a technology vendor for the core system solution.

- Work to enhance end-user knowledge and continue to expand the use of the state Microsoft cloud environment and other services.
- Ensure that all DCBS Windows computing devices are running Windows 11 by the end of the first quarter of 2025.
- Continue to provide Oregon municipal and regional building departments and the state's construction industry with tools to streamline permitting processes through the continued expansion of the statewide electronic permitting program.
- Continue to make it easier for businesses to work with DCBS by expanding electronic application and renewal processes for professional licensees and developing online systems for businesses to submit assessments, reports, and data to the department.
- Continue to improve the functionality of electronic services for consumers, such as filing complaints and submitting public comments online.
- Improve consumer and worker protection by enhancing the use of information and key indicators to target the department's actions, including inspections, audits, education, and consultation.
- Continue to consolidate or update outdated or unsupported IT platforms or applications to supported solutions.
- Continue to protect customers' sensitive information from misuse by following data and information security policies and practices, including improvement of operational documentation, authentication, secure coding practices, and the use of enterprise security tools and services.
- Continue to improve DCBS' operational security through collaboration with the state's Cybersecurity Services office, use of an executive cybersecurity steering committee, and increased and ongoing staff-focused security and privacy awareness and training.
- Continue to improve operational efficiency and effectiveness.
- Continue to build employees' skills and abilities and facilitate the recruitment of qualified employees through knowledge and skills training, job rotations, mentoring, internships, and leadership training and academies.



DCBS STRATEGIC PLAN
2024 - 2027

DCBS | Department of Consumer and Business Services

MESSAGE FROM THE DIRECTOR

Department of **Consumer and Business Services**

I am pleased to share the Oregon Department of Consumer and Business Services' 2024–2027 Strategic Plan. It is a dynamic and living plan that sets a path for the outcomes we will achieve over the next three years.

The plan focuses on seven priority areas: customer service; diversity, equity, and inclusion (DEI); education, engagement, and advocacy; operational excellence; people and culture; regulation; and technology. While DEI is a key priority area, it is also a core value at DCBS. We have operationalized DEI in every strategy through meaningful goal setting, data collection, ambitious-but-attainable initiatives, and a commitment to continuous improvement and innovation.

This strategic plan was developed and informed by thoughtful insights from our employees, leaders, customers, partners, and interested parties. We will continue to rely on those insights, along with data collection, to ensure we are seeing progress and meeting goals and objectives.

For more than 30 years, DCBS has worked to protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment for the people of Oregon and beyond. This strategic plan renews our commitment to looking inward and outward to fulfill this mission and realize our vision.

I look forward to taking the next steps with you on the path ahead. ●

Andrew R. Stolfi
Director

ACKNOWLEDGMENTS

The DCBS Strategic Plan was developed through the input and insights of many people and organizations who engage with the agency as employees, leaders, partners, customers, or interested parties. We could not have completed this without the generous contributions of their voices and perspectives. We gratefully acknowledge all who participated, but in particular, thank you to:

Our Strategic Plan Steering Committee:

- Garilee Brown
- Aaron Corvin
- Alana Cox
- TK Keen
- Veronica Murray
- Kara Null
- Amy Parker
- Tejal Patel-Burch
- Kim Ritts
- Katie Whitehead
- Director Andrew Stolfi
- Deputy Director Sean O'Day
- Former Deputy Director Mary Moller

Our DCBS Executive Team

Our Strategic Plan Coordination and Design Team:

- Tejal Patel-Burch, Strategic Planning Coordinator
- Kara Null, Organizational Culture and Employee Engagement Director
- Mark Peterson, Public Information and Communications Director
- Dominic Groshong, Multimedia Communications Designer/Coordinator

Thank you to all the people and organizations across the state who participated in interviews, focus groups, and surveys as part of this process. Your input was incredibly valuable and appreciated.

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1 OUR STORY

What is the Department of Consumer and Business Services?

The Department of Consumer and Business Services (DCBS) is Oregon's largest consumer protection and business regulatory agency. We have a number of different responsibilities including:

- Safe and healthy workplaces
- Safe and fair banking, investments, and insurance
- Safe building practices
- Support for injured workers
- Increasing insurance coverage for all Oregonians

Mission: To equitably protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment for the businesses we regulate.

Vision: Communities we serve are safe, well-informed, and thriving. Our skilled team is committed to providing equitable access to our regulatory, educational, and advocacy services.

Values:

- We value diversity, equity, and inclusion.
- We are stewards of public and environmental resources.
- Our work to educate, regulate, and advocate is founded in:
  - Transparency
  - Technical expertise
  - Responsiveness
  - Accessibility
  - Innovation
  - Dependability
  - Collaboration

We support workers, consumers, and businesses with our more than 900 employees, including consumer advocates, inspectors, analysts, technicians, and experts in a variety of fields. We are funded by those we regulate and generate more than $100 million annually for the state's General Fund to support other state services.

DCBS consists of the following divisions:

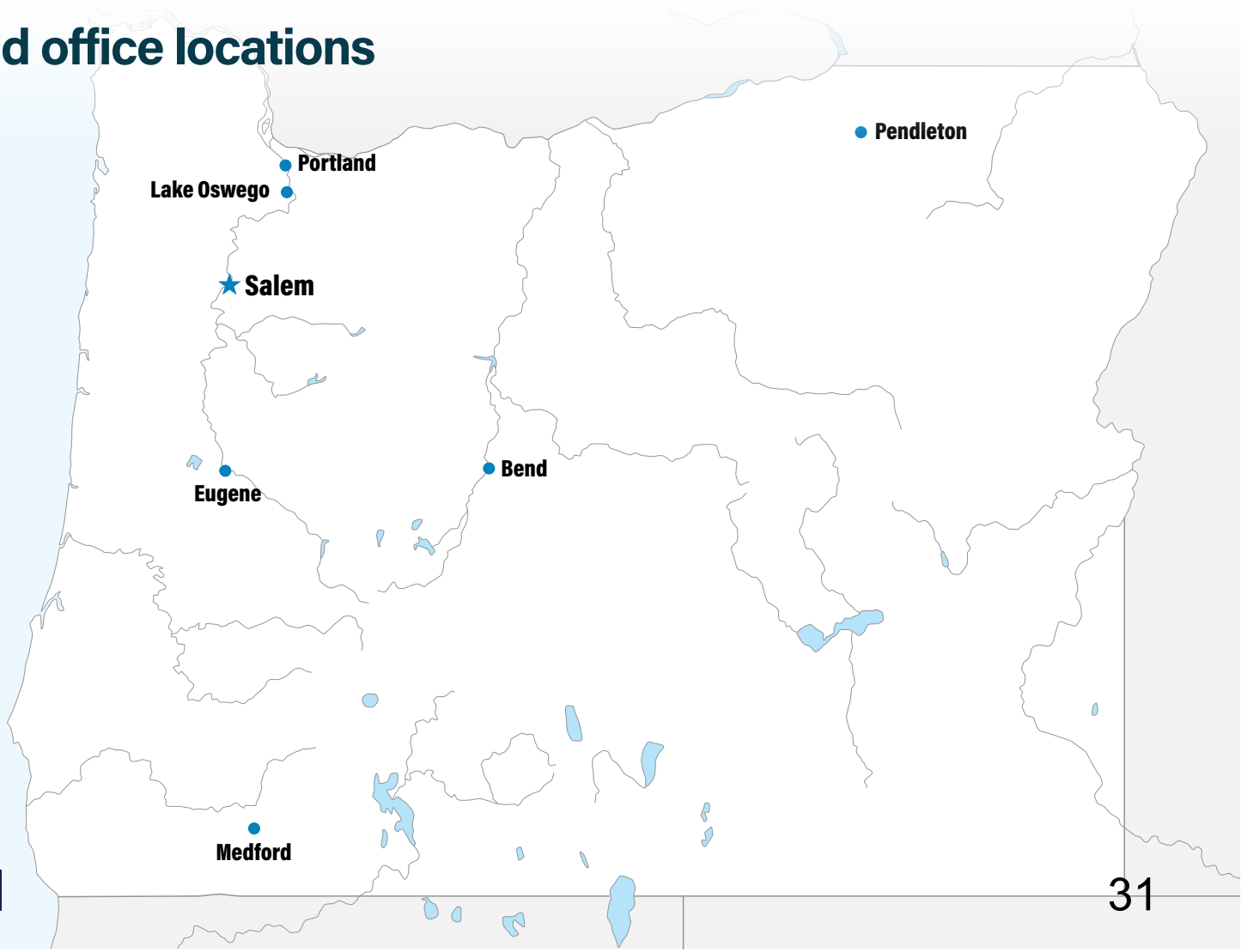
- The **Building Codes Division** partners with seven advisory boards to collaboratively adopt and administer the state building code to set state standards, issue trade licenses to workers and building code inspectors, and support economic development in Oregon, while ensuring equal consumer protection throughout the state.
- The **Division of Financial Regulation** regulates insurance and financial products and services and their providers to protect consumers and ensure these financial institutions are safe and sound. This includes banks,



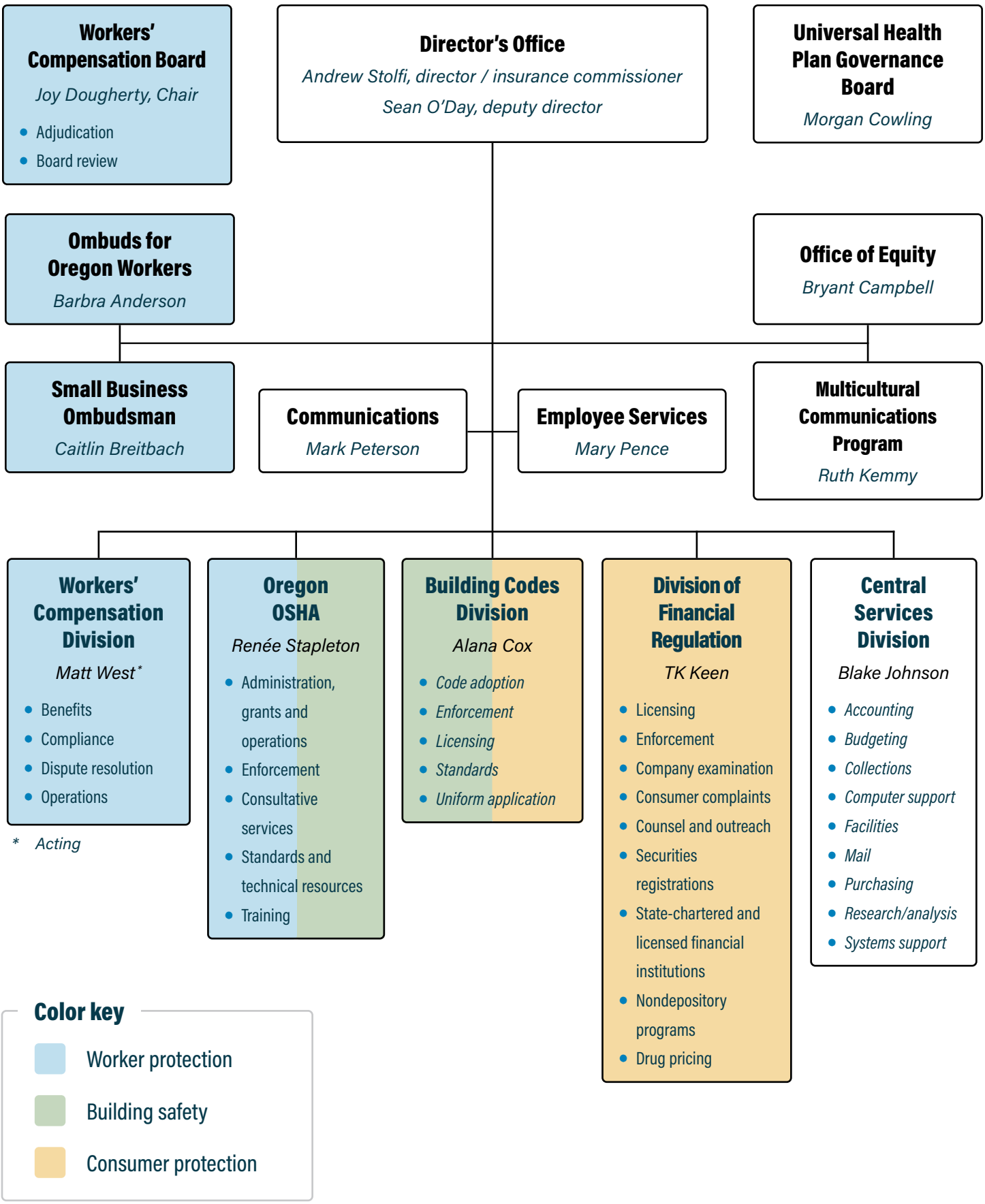
credit unions, insurance companies, nondepository programs, investment advisers, and issuers and broker-dealers of securities.

- **Oregon OSHA** advances and improves workplace safety and health for all workers in Oregon through multiple programs, including enforcement, consultation, technical, and public education and training.
- The **Workers' Compensation Division** administers, monitors, and enforces Oregon's workers' compensation laws. The state's workers' compensation system provides employees with medical and disability benefits for work-related injuries and illnesses, provides them with return-to-work services, and helps protect employers from liability lawsuits.
- **Ombuds Office for Oregon Workers** serves as an independent advocate for workers by helping them understand their rights, benefits, protections, and responsibilities within the workers' compensation system and workplace safety and health laws and rules.
- **Small Business Ombudsman** is an independent office that problem solves employer workers' compensation issues related to premium calculation, audit disputes, coverage questions, claims, and policy provisions, and is active in outreach and education for businesses.
- **Workers' Compensation Board** is an independent and impartial forum for resolving disputes arising out of workers' compensation law and the Oregon Occupational Safety Act. Administrative law judges conduct hearings and mediations, and board members conduct appellate review of the judges' orders.
- **Universal Health Plan Governance Board** is charged with developing a comprehensive plan to finance and administer a universal health plan. The board consists of nine members, each serving a four-year term and who are appointed by the Oregon governor and confirmed by the Oregon Senate.
- **Shared Services** consists of the Director's Office and Central Services Division, which supports the divisions, offices, and boards across the agency by providing strategic leadership, technology, financial management, human resources, and communications. ●

Field office locations



Organization chart



2 OUR STRATEGIC PLANNING PROCESS

Strategic planning is an important part of shaping our agency and further defining who we are, what we do, and why we do it. The overarching purpose of our process was to strengthen our services and interactions with the people we serve and with whom we partner. It enabled the agency to establish goals, prioritize strategic initiatives, and keep us accountable by measuring our progress.

Our process began by engaging our internal and external partners and interested parties, such as employees, community partners, tribes, underrepresented communities, businesses we regulate, and applicable boards and commissions responsible for the oversight of our agency. We also established a Strategic Planning Steering Committee consisting of employees and managers across our agency to make decisions as we moved forward.

To develop a successful strategic plan, we believed it was important to get a sense of the agency's value in the state and beyond while measuring our ability to carry out our mission. We also believed it was imperative to be as inclusive as possible to have a deeper understanding of the people we serve and with whom we partner, as well as the heart of our organization – the people who work for DCBS.

Environmental scan

What we learned

DCBS used three inputs to gather feedback – a strategic planning retreat, an internal and external survey, and internal and external interviews.

Strategic planning retreat

The DCBS Executive Team and the Strategic Planning Steering Committee met to kick off the planning process and begin work on establishing a new mission, vision, and value statements for DCBS, as well as discuss a framework for the plan. During this meeting, the group set out a strategic planning process, identified external partners and criteria to solicit agency feedback, and performed an analysis of strengths, weaknesses, opportunities, and threats/risks (SWOT) to help inform our direction moving forward.

Participants were asked to provide a list of DCBS' top strengths, weaknesses, opportunities, and threats/risks from their perspective. They were also asked to consider internal and external factors, including political, economic, social, technological, environmental, and legal forces affecting DCBS. The results included the following:

- **Strengths:** Strong, engaged staff; commitment to diversity, equity, and inclusion; access to services; customer-service focused; and dedicated, experienced staff.
- **Weaknesses:** Increasing expectations without additional resources; increasing demands on a shared information technology (IT) resource; legacy IT systems; and attracting, recruiting, and retaining mid-career staff members.
- **Opportunities:** Leveraging existing strengths to meet the challenges identified by the Oregon Legislature and the Governor's Office; realizing the full capabilities of our workforce through training, succession planning,

and professional career development; strengthening our reputation as a desirable place to work; telling our story and the value we provide those we serve; and being a thought leader in the state.

- **Threats:** Post-pandemic expectations; transition to hybrid work and service delivery environment; uncertain economy; IT security and system protection; and competitive employment market.

DCBS customer survey

As a second step, we conducted a customer survey. We sought to include all who are or could be affected by the work we do by soliciting feedback from as many internal and external sources as possible.

We used multiple methods to reach our customers, including posting survey access links on our agency and division internal and external websites. Also, we increased our communication with internal and external partners to encourage survey participation. In addition, we emailed the survey to 141,000 recipients who had signed up to receive agency- and division-level updates through GovDelivery, our email-based notification system. We asked questions about the following:

- Our new proposed mission, vision, and values statements
- Accessibility to our services
- Customer satisfaction
- Frequency of communication
- Our openness and transparency
- Satisfaction of opportunities to collaborate and provide input, with a comment box for more feedback

The survey results showed a high degree of satisfaction with our services and communications. A total of 1,012 people responded to the survey. Among the questions asked:

- **How satisfied are you with the service you receive from DCBS?** This question received 801 responses. Of the respondents, almost two-thirds (63 percent) were very satisfied or satisfied with our service, and 16 percent were dissatisfied or very dissatisfied.



- **How satisfied are you with the frequency and quality of communication from DCBS?** This question received 817 responses. Two-thirds of respondents (66 percent) were very satisfied or satisfied with the frequency and quality of communication from DCBS, while 15 percent were dissatisfied or very dissatisfied.
- **How satisfied are you with DCBS' openness and transparency?** This question received 810 responses. Of the respondents, 62 percent were very satisfied or satisfied with DCBS' openness and transparency, and 18 percent were dissatisfied or very dissatisfied.
- **How satisfied are you with the opportunities to collaborate with and provide input to DCBS?** This question received 766 responses. Of the respondents, 57 percent were very satisfied or satisfied with the opportunities to collaborate and provide input to DCBS, while 19 percent were dissatisfied or very dissatisfied.

Feedback sessions

Over a three-month period, we conducted internal and external interviews to further explore and identify the agency's strengths, weaknesses, opportunities, and threats. Both internal and external participants were asked:

1. How should DCBS measure its success?
2. What do you see as DCBS' key strengths?
3. What do you see as DCBS' key weaknesses?
4. Based on your sense of DCBS' key strengths and weaknesses, where do you see opportunities for DCBS to build on its strengths while addressing its weaknesses?
5. Is there any issue concerning DCBS that we have not asked about that you would like to discuss?
6. Additional feedback/comments?

Internal input

Sessions revealed top strengths: employees/leadership, partnerships with interested parties and community groups for outreach, passion for the work we do at DCBS, and customer service.

Participants identified the following areas for improvement: employee development and succession planning, information technology modernization, communication, and resources. Participants recommended increasing employee engagement, employee and manager training, and communication in our new hybrid environment as opportunities to build on strengths while addressing weaknesses.

Other themes of note from internal sessions included cultivating leadership; continuing a respectful and caring work culture; adaptability of employees and leadership; and continuing diversity, equity, and inclusion efforts.

External input

For our external meetings, we asked our division administrators, DEI manager, and Multicultural Communications Program manager to provide a list of external partners. The list included community partners, tribal representatives, representatives from underrepresented communities, and applicable boards and commissions responsible for oversight of our agency. Then, the DCBS strategic planning coordinator conducted 41 sessions with external partners.

Sessions revealed top strengths: employees or leadership, positive experiences with DCBS or divisions, and responsiveness or communication. Commenters focused on our employees' professionalism, experience, and collaboration.

Areas for improvement included agency branding, communication, and outreach or engagement with external parties. Commenters focused on the challenge of maintaining an appropriate balance between protecting consumers and supporting business, as well as the need for better communication with decision-makers on how the agency meets the needs of businesses and consumers.

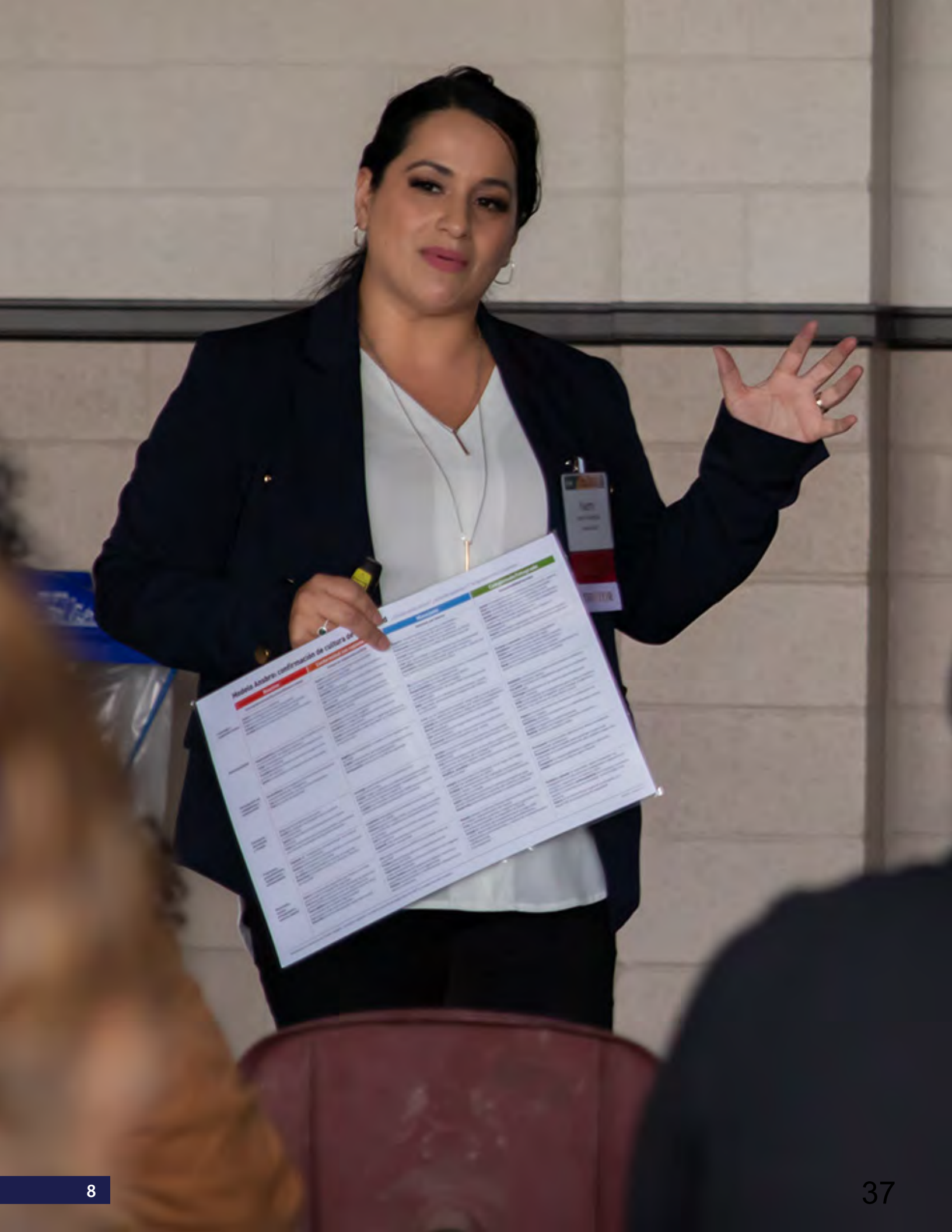
External parties recommended increasing engagement, external outreach and training, and communication as opportunities to build on strengths while addressing weaknesses. Other themes from the sessions included taking a closer look at leadership diversity, modernization, employee hiring and retention plans, and strategic plan follow-up with external partners. ●

3 DCBS STRATEGIES

Using the insightful and thoughtful feedback obtained in the environmental scan/SWOT analysis, DCBS developed unified goals, objectives, and strategic initiatives that maximize strengths, overcome weaknesses, build on opportunities, and minimize threats/risks.

We have categorized our strategies into seven focus areas: customer service; diversity, equity, and inclusion (DEI); education, engagement, and advocacy; operational excellence; people and culture; regulation; and technology. We believe focusing on these priority areas will allow DCBS to chart a path to the future with cohesiveness, enthusiasm, and renewed sense of purpose. ●





3.1 CUSTOMER SERVICE

DCBS believes that customer service is at the heart of all we do. Whether we are protecting and serving the people of Oregon or looking inward to support each other, we strive for exceptional service for all. The following goals and objectives are designed to help DCBS meet and exceed the needs and expectations of all our customers.

Goals and objectives

1.1 Promote a culture of excellence in customer service.

1.1.1 Maintain a reputation for delivering high-value customer service.

1.1.2 Understand expectations and have knowledge and resources needed to provide excellent customer service.

1.1.3 Support the mission and value of exceptional customer service.

1.2 Effectively help customers meet their needs.

1.2.1 Listen with respect and empathy.

1.2.2 Resolve customer issues or refer to appropriate resource.

1.2.3 Actively evolve programs and services to meet customers' needs.

1.3 Respond to customers timely and accurately.

1.3.1 Provide accurate, culturally competent, prompt, empathetic, respectful, and complete responses.

1.4 Communicate effectively with our customers.

1.4.1 Reach our customers where they are.

1.4.2 Customize our communications to meet the divergent needs of all customers.

1.5 Provide quality, accessible resources to our customers.

1.5.1 Customize available resources to be accessible for all communities.

1.5.2 Provide an accessible, understandable, and responsive website and applications.

1.5.3 Have sufficient ability to provide tailored services.

3.2 DIVERSITY, EQUITY, AND INCLUSION (DEI)

Equity is a core value throughout DCBS. We are passionate about building and sustaining a diverse and inclusive working and engaging environment for all employees, interested parties, and community partners. We strongly believe every employee on our team enhances our diversity by exposing us to a broad range of ways to understand and engage with the community, identify challenges, and discover, design, and deliver solutions. The goals and objectives listed below, in alignment with our DCBS DEI Action Plan, are designed to bolster and enhance DCBS' DEI program.

Goals and objectives

2.1 Diversify DCBS' workforce.

2.1.1 Recruit, onboard, develop, promote, and support a diverse workforce representative of the communities where we live.

2.1.2 Strengthen engagement with communities that are underserved and underrepresented.

2.1.3 Create and support a strong, lasting, and meaningful positive connection among staff.

2.1.4 Be recognized as a respected employer.

2.2 Foster an environment in which employees feel like they belong.

2.2.1 Maintain an inclusive, supportive, and diverse workplace culture and environment.

2.2.2 Support employees of all backgrounds for career development and advancement.

2.3 Empower diverse communities to further engage with DCBS.

2.3.1 Incorporate multiple diverse voices in decisions to foster trust and partnerships.

2.3.2 Ensure community partners have a variety of options for providing input.

2.3.3 Engage with underserved, underrepresented, and vulnerable communities on a regular basis in appropriate ways to build relationships and to educate each other about potential partnership opportunities.

2.4 Use an equity lens in all decision-making.

2.4.1 Seek input and recommendations from the DEI Council and agency leadership.

2.4.2 Make decisions that reflect the perspectives of all communities.

2.5 Communicate with diverse communities in meaningful, usable, clear, accessible, and transparent ways.

2.5.1 Deliver information and communicate decisions via appropriate, usable, and broadly accessible formats to reach all communities.

2.5.2 Provide more access for employees to learn about underserved, underrepresented, and vulnerable communities in Oregon.

2.6 Increase understanding and awareness of diversity, equity, and inclusion issues in the workplace.

2.6.1 Hold leadership accountable for removing barriers to participation in DEI events and activities.

2.6.2 Generate greater awareness and understanding in everyone's daily work activities through ongoing, relevant, and fresh DEI trainings, tools, and resources.




GUIA DE SEGUROS Y SEGURIDAD EN EL TRABAJO PARA PEQUEÑOS NEGOCIOS DE OREGON
DFR
Division of Financial Regulation
Department of Consumer and Business Services
dfr.oregon.gov
DFR
División de Regulación Financiera
Departamento de Servicios para Consumidores y Negoci

3.3 EDUCATION, ENGAGEMENT, AND ADVOCACY

Being a regulatory agency, DCBS understands that regulation is effective only when it is paired with knowledge and understanding. DCBS strives to lead with a focus on education, engagement, and advocacy to protect workers and consumers and help businesses comply with rules and laws.

Goals and objectives

3.1 Strengthen trust in our education, engagement, and advocacy services.

- 3.1.1 Collaborate and make dynamic changes as needed to better serve people.
- 3.1.2 Build and maintain regular connections with partners and interested parties.
- 3.1.3 Dedicate time to the communities we serve, with an emphasis on underserved, underrepresented, and vulnerable communities.
- 3.1.4 Listen to understand rather than to respond.
- 3.1.5 Ask our customers what they need.
- 3.1.6 Empower customers to independently use tools and resources.
- 3.1.7 Dedicate resources to ensure communications are accessible.
- 3.1.8 Encourage partners and interested parties to participate in community engagement and education planning and implementation.

3.2 Coordinate education, community engagement, and advocacy efforts across the agency.

- 3.2.1 Help people access services accurately and efficiently.
- 3.2.2 Identify and remove barriers preventing employees from collaborating on education, community engagement, and advocacy efforts.
- 3.2.3 Supply needed resources to employees to educate the public about our services.
- 3.2.4 Regularly obtain feedback from employees who provide education, community engagement, and advocacy services.
- 3.2.5 Support employee attendance, engagement, and presentations at committees and partner/industry conferences.

3.4 OPERATIONAL EXCELLENCE

DCBS is a learning organization that is always striving towards efficiency and continuous improvement. Our shared services, internal processes and organizational structure are key to supporting and fulfilling our mission. The goals and objectives below are designed to maximize the effectiveness of those processes while encouraging problem-solving, improving service delivery, and advancing teamwork within DCBS and across the state enterprise.

Goals and objectives

4.1 Ensure employee expectations are consistent and clearly communicated across the agency.

- 4.1.1 Provide consistent and clear agency expectations and ensure employees have needed resources.
- 4.1.2 Ensure our operations are consistent, high-quality, and responsive to the diversity of our customers and employees.

4.2 Provide employees with the tools and resources to be successful.

- 4.2.1 Ensure employees have the knowledge for success through a robust development program.
- 4.2.2 Make certain that we have adequate IT support for employees.
- 4.2.3 Give managers the time and resources needed to effectively manage their team.
- 4.2.4 Support employee skill development.

4.3 Promote a supportive learning environment in which employees gain and share knowledge and expertise.

- 4.3.1 Provide employees the opportunity to develop personal goals and prepare for their next career opportunity at DCBS.
- 4.3.2 Sustain a structured process in which succession planning promotes opportunities to engage in knowledge sharing.

4.4 Empower an internal culture of trust, open communication, compassion, and continuous improvement.

- 4.4.1 See challenges as opportunities for growth.
- 4.4.2 Empower employees to innovate.
- 4.4.3 Create a culture of trust.

4.5 Embrace effective intra-agency collaboration and communication.

4.5.1 Collaborate among divisions to achieve an understanding of how the agency works as a whole.

4.5.2 Collaborate to solve complex problems.

4.5.3 Cooperate to achieve the agency's common goals.

4.6 Align divisions strategically and operationally.

4.6.1 Coordinate and reconcile division and agency goals.

4.6.2 Empower employees to recognize their role within division and agency strategic plans.

4.7 Foster a solution-oriented workplace culture.

4.7.1 Support programs with shared services where needed.

4.7.2 Provide flexibility so programs can tailor solutions to meet their specific needs when appropriate.

4.7.3 Adjust and revise our operational practices to meet needs.



3.5 PEOPLE AND CULTURE

The people of DCBS are its greatest asset. We know that our employees are at the center of every success. Without their hard work, expertise, and commitment, we would not be able to carry out our mission. The goals and objectives below are designed to help the agency strengthen culture and engagement, while ensuring employees have the resources and encouragement needed to develop and advance.

Goals and objectives

5.1 Foster a culture that prioritizes the well-being of employees.

- 5.1.1 Promote a healthy work-life balance.
- 5.1.2 Recognize and honor differences in work styles and work functions.
- 5.1.3 Develop and retain a workforce that understands the value and relevancy of their position to DCBS' mission, vision, and values.

5.2 Foster unity, connection, and belonging throughout the agency.

- 5.2.1 Understand how the work of each division betters the lives of those we serve.
- 5.2.2 Facilitate broader use of technology to improve inclusion, connection, and participation.
- 5.2.3 Empower employees who serve underserved, underrepresented, and vulnerable communities to collaborate and share ideas and resources.

5.3 Strengthen inclusive and equitable opportunities to recruit, retain, and promote employees and managers.

- 5.3.1 Innovate recruitment and retention strategies to become more appealing and welcoming to people from traditionally underserved, underrepresented, and vulnerable communities.
- 5.3.2 Create options for upward mobility and support employees of all backgrounds for career development and advancement.
- 5.3.3 Identify and problem-solve, if needed, the reasons people leave the agency.
- 5.3.4 Embrace a culture that allows employees to expand their knowledge and develop their expertise.

5.4 Inspire leaders to model the department's DEI principles.

- 5.4.1 Leaders live and model DEI principles to maintain a strong sense of community and inclusiveness across the agency.



5.5 Promote thoughtful leadership across all positions.

5.5.1 Acknowledge and thoughtfully consider input from all positions and perspectives throughout the agency.

5.5.2 Develop leaders' communication, accountability, and stewardship skills.

5.6 Uphold and strengthen DCBS' positive reputation

5.6.1 Collaborate with all partners and interested parties, especially those with different perspectives.

5.6.2 Continuously improve services and communication to meet or exceed our customers' needs.

5.6.3 Respond candidly and transparently to feedback.

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3.6 REGULATION

DCBS, as the state's largest consumer protection and business regulatory agency, strives for a balanced approach that protects Oregon consumers and workers while considering the effect our regulations have on the economy, businesses, and people we regulate. We strive to promote and maintain a competitive and thriving marketplace and safe work environment.

Goals and objectives

6.1 Foster a regulatory mission focused on compliance and education.

6.1.1 Prioritize resources to focus on compliance.

6.1.2 Demonstrate to our regulated entities the value of compliance.

6.1.3 Consistently align compliance and education with our regulatory philosophy.

6.1.4 Provide accessible and equitable education and information.

6.2 Promote a predictable regulatory environment.

6.2.1 Make deliberate and informed changes to regulations.

6.2.2 Ensure our regulatory mission is clearly articulated and easily understood by employees and regulated entities.

6.2.3 Provide compliance and regulatory guidance in a responsive and timely manner.

6.3 Maintain a regulatory environment that fosters innovation.

6.3.1 Ensure DCBS' regulatory framework is not a barrier to innovation.

6.3.2 Provide guidance on how emerging issues will be regulated.

6.3.3 Enhance program areas' ability to use data to make regulatory decisions.

6.3.4 Provide programs with up-to-date technology.

6.4 Meet the needs of underserved, underrepresented, and vulnerable communities in our regulatory framework.

6.4.1 Concentrate compliance resources on serving underserved, underrepresented, and vulnerable communities.

6.4.2 Focus regulations on protecting underserved, underrepresented, and vulnerable communities.

6.5 Empower partners and interested parties to have a voice in our regulatory framework.

6.5.1 Be transparent and inclusive in developing, implementing, and enforcing regulation.

6.5.2 Work actively to ensure underserved, underrepresented, and vulnerable communities are included and involved in our regulatory process.

6.5.3 Focus engagement and education to empower underserved, underrepresented, and vulnerable communities.

6.6 Enhance our reputation as subject matter experts and national thought leaders.

6.6.1 Be viewed as experts in our fields.

6.6.2 Cultivate our regulatory framework to be a national example.



3.7 TECHNOLOGY

Data and technology help DCBS achieve its vision for service delivery and meet our mission. The goals and objectives listed below, in alignment with our IT Strategic Plan, are designed to help the agency support the organization, prioritize modernization and innovation, and ensure the security of applications and data in our custody. They are also designed to serve as a guide to help the agency and IT prioritize, plan, implement, and manage current and future technology investments and resources.

Goals and objectives

7.1 Embrace integrated and modern technology to support innovative service delivery.

7.1.1 Develop a well-trained workforce that expertly and effectively employs current technology.

7.1.2 Ensure employees have access to the technology needed to effectively do their job.

7.1.3 Supply the necessary resources to support all of the technology tools used by employees.

7.2 Continuously modernize technology platforms and business processes.

7.2.1 Develop and support a modernization strategic plan to review and update business and technology processes.

7.3 Continue to support a hybrid workforce.

7.3.1 Sustain a work environment in which employees can collaborate, coordinate, and deliver exceptional customer service in a hybrid work environment.

7.3.2 Address and support the technology needs of employees in a hybrid work environment.

7.4 Adopt technology and data governance models that efficiently prioritize resources, promote innovation, and are responsive to business and customer needs.

7.4.1 Promote transparency and equity in technology projects and provide a clear path for implementation.

7.4.2 Ensure that technology-related polices are flexible in order to adopt new and innovative technologies.

7.5 Maximize use of technology to ensure DCBS' programs and services are accessible.

7.5.1 Leverage technology to improve engagement with customers.

7.5.2 Assess technological barriers and bridge technological divides to access our services.

7.6 Maximize the use of data to better inform decisions and meet business needs.

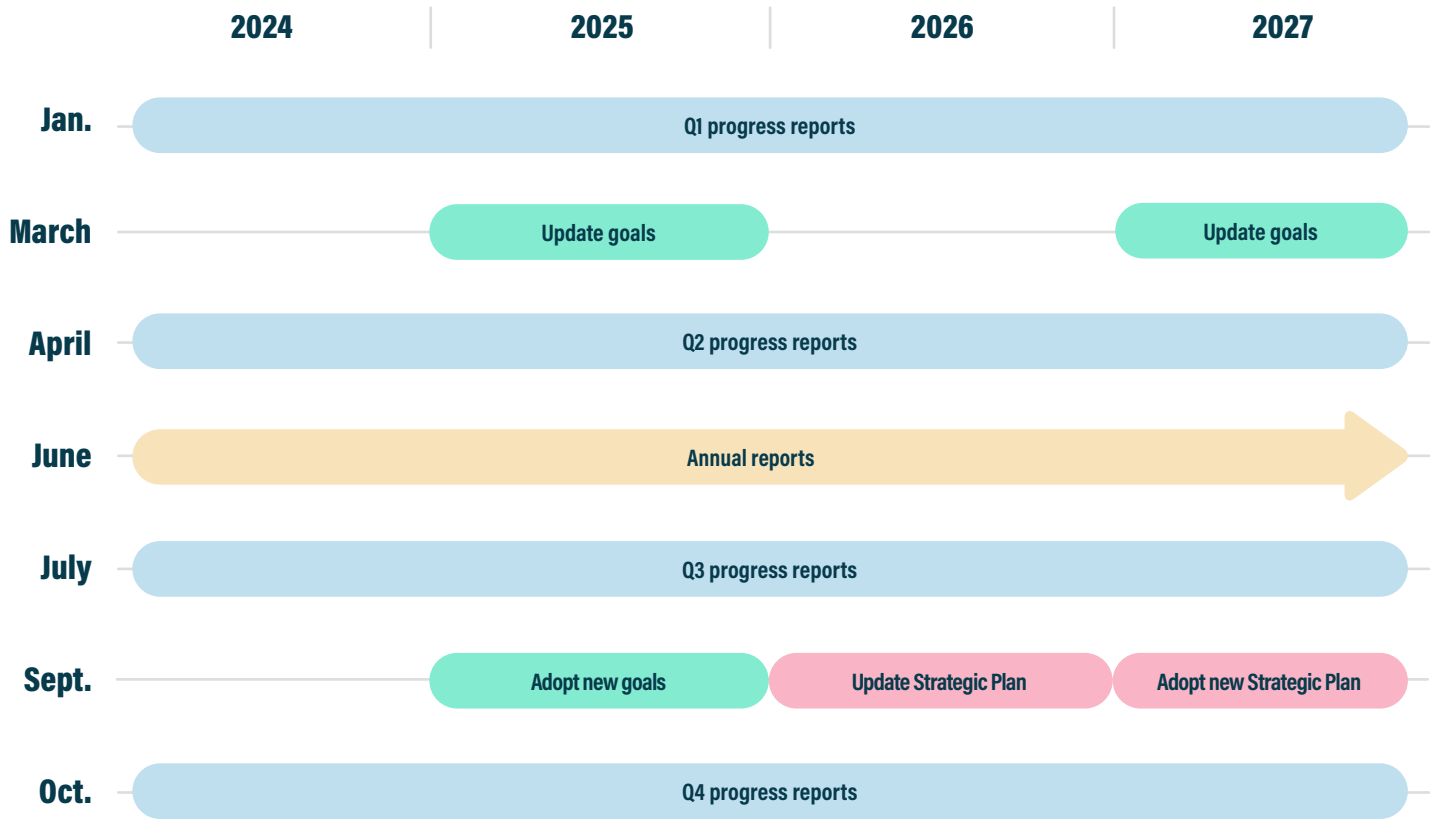
7.6.1 Use business intelligence tools that meets the diverse needs of our customers and the agency.

4 INITIATIVES AND METRICS

DCBS' strategic plan is developed with a three-year cycle in mind (July 2024 through June 2027), but the agency will apply a rolling approach to the strategic plan. This means we will continue to evaluate our goals, objectives, and initiatives and measure progress while simultaneously taking account of emerging opportunities and priorities. DCBS will continue to emphasize and prioritize the use of data in our monitoring, decision-making and goal setting.

The organizational culture and employee engagement director in collaboration with the Research Team will report quarterly progress to the director, deputy director, and DCBS Executive Team, as well as employees of the agency. The Executive Team will review and update strategic planning goals on an annual basis with a planned refresh and renewal of the whole plan in the year 2028.

Life cycle



Monitoring initiative progress

DCBS will track progress using specific indicators and measurements for each initiative. Metrics for each initiative are listed below.

Some initiatives cross multiple goals and objectives. You'll find those initiatives grouped together on Pages 27 and 28.

1 Customer service initiatives

1a Establish "DCBS Ambassadors" who provide training and support with a focus on customer service within their division.

- Measure success based on establishing and maintaining list of ambassadors within each division, as well as development of tools and resources for participants. (Q2 2025)

1b Research and analyze current customer service survey practices, report to executive leadership on findings, and provide recommendations to improve customer service feedback mechanisms and make better use of customer service survey data.

- Measure success based on completion of report and recommendations. (Q4 2025)

1c Enhance DCBS websites to link customer needs with DCBS resources.

- Measure success based on surveys of customers regarding satisfaction with available resources. (Q2 2026)

2 DEI Initiatives

2a Reorganize and establish within the Director's Office an Office of Equity to advance DCBS' workforce diversity and community engagement goals.

- Measure success based on establishing and maintaining office. (Q3 2024)

2b Revise DEI Action Plan to align with the agency Strategic Plan and governor's expectations to ensure workforce diversity, community engagement, communication (internal and external), and customer service goals are expressed in clear and specific terms. Develop a written communications plan to support the DEI Strategic Plan.

- Measure success based on completion of revised DEI Action Plan and accompanying communications plan. (Q2 2025)

2c Adopt a policy requiring the development of recruitment plans for all vacancies that ensures an inclusive recruiting process, encourages diverse interview panels that include community partners, ensures interview questions reflect an equitable framework, assesses applicant DEI competencies, and ensures employment opportunities reach diverse communities.

- Measure success based on development and adoption of policy. (Q2 2025)

2d Provide employees opportunities and resources to develop their career through employee engagement and other activities.

- Measure success based on creation of resources and semiannual evaluation and reporting of development opportunities within DCBS. (Q4 2025)

2e Continue to collaborate with underserved and underrepresented communities to fill positions; use the services of an external recruiter to help in hard-to-fill recruitments and leadership positions when needed.

- Measure success based on improvement in number of days-to-fill positions as well as data indicating equity and diversity in workforce. (Q2 2025)

2f Develop required DEI/Cultural Competency training series for managers.

- Measure success based on creation and delivery of training series. (Q2 2027)

2g Revise all management and staff position descriptions within DCBS to include a statement within the duties that these positions are responsible for supporting the agency and division's DEI initiatives/values.

- Measure success based on review and editing of all position descriptions. (Q2 2025)

2h Perform a DEI audit of the agency's succession plan and revise to embed elements of DEI into the plan.

- Measure success based on revised succession plan submitted to Department of Administrative Services to meet agency expectations. (Q4 2026)

3 Education, engagement, and advocacy initiatives

3a Determine partnerships with organizations that help DCBS reach underserved and underrepresented people.

- Measure success based on increase in number of partnerships listed in agency community engagement plan and in engagement activities. (Q2 2025)

3b Consider new ways to engage with communities across the state.

- Measure success based on increase in number of partnerships listed in agency community engagement plan and in engagement activities. (Q2 2025)

3c Create an agencywide catalog of topics and available speakers.

- Measure success based on creation and distribution of catalog. (Q4 2024)

3d Train outreach and engagement staff to learn about other division programs and services so they can cross promote at outreach and engagement events.

- Measure success based on development and delivery of training. (Q4 2026)

3e Maintain agencywide informational reference materials that all divisions can take to outreach events. Assess access to our resources provided in other languages or alternate formats and determine improvements.

- Measure success based on update and distribution of reference materials, as well as revision tracking to ensure information remains relevant and up to date. (Q4 2025)

3f Conduct an annual survey focused on education, advocacy, and communication services that assesses what is and is not working for customers.

- Measure success based on development and distribution of survey, as well as analysis and recommendations for improvement based on survey data. (Q3 2025)

4 Operational excellence initiatives

4a Develop statement of desired culture and statement of regulatory philosophy.

- Measure success based on the completion and delivery of statements. (Q4 2024)

4b Create a deputy administrators committee to review, discuss, analyze, make recommendations, and share best practices with respect to operational challenges.

- Measure success according to the formation and utilization of committee. (Q4 2024)

4c Develop a rotational schedule for process improvement review of internal operations.

- Measure success according to developing a schedule and identifying and improving processes. (Q4 2025)

4d Establish drop-in space and improve large meeting room spaces for hybrid meetings so that technology and equipment is consistent, easier to navigate, set up for various audience sizes and speakers, and accessible to outside partners and interested parties.

- Measure success according to creation of space and consistent use by employees. (Q1 2027)

4e Create and implement agencywide peer networking groups by position or duty for sharing ideas, solving problems, collaboration, and developing career goals.

- Measure success based on formation of peer networking groups. (Q3 2026)

5 People and culture initiatives

5a Re-establish HealthWorks committee to coordinate wellness activities and training to promote total worker health.

- Measure success based on formation of committee and production of events and training. (Q1 2025)

5b Revive and refresh employee recognition program and establish a workgroup to identify ways to actively promote and support employee recognition in ways employees want to be recognized, plan employee recognition events, update agency recognition policy, and develop peer-to-peer recognition strategies and marketing.

- Measure success based on formation of workgroup, development of recommendations, and implementation of recognition strategies. (Q1 2025)

5c Actively distribute division internal newsletters to whole agency.

- Measure success according to consistent distribution of newsletters to agency. (Q3 2024)

5d Invite division administrators to share updates from their division at other division all-staff meetings.

- Measure success based on tracking of administrator presentations at other division all-staff meetings. (Q1 2025)

5e Use Connections newsletter to spotlight programs and their work.

- Measure success based on tracking of article publication in agency newsletter. (Q1 2025)

5f Create an all-division calendar of events so that employees have knowledge of upcoming activities and meetings, and so the agency can avoid competing events.

- Measure success based on creation and online publication of calendar. (Q2 2025)

5g Develop position or individual specific career path plans.

- Measure success based on completion of career path plan. (Q3 2026)

5h Create an apprenticeship program in collaboration with the Department of Administrative Services and unions to help employees promote to higher classifications.

- Measure success based on development and implementation of program. (Q2 2027)

5i Establish a standardized exit interview policy and procedure for employees leaving the agency.

- Measure success based on creation and implementation of policy. (Q2 2027)

5j Develop strategies and identify ways to increase agency participation in DEI events.

- Measure success based on tracking attendance at agency DEI events. (Q1 2026)

5k Promote mentorship for employees interested in leadership positions.

- Measure success according to increase in number of mentorships; track internal promotions into leadership positions. (Q2 2025)

5l Produce and publish an agency annual report of accomplishments.

- Measure success based on the publication and distribution of report. (Q4 2024)

5m Enable, facilitate, encourage, and empower employee resource groups (ERGs).

- Measure success based on the employee-led development of ERGs in DCBS. (Q3 2025)

6 Regulation initiatives

6a Divisions conduct an analysis of compliance functions to identify where regulatory resources are currently focused and, where necessary, identify what data would be needed to conduct such an analysis. (First step and connected to initiatives below).

- Measure success based on identification of data sources and fulfillment of analysis. (Q2 2025)

6b Divisions compare current resource allocations against noncompliance trends to identify gaps. Develop strategies to fill the gaps. (Second step and connected to initiatives above and below).

- Measure success based on completion of gap analysis and development of strategies to fill gaps. (Q2 2026)

6c Reassess and reprioritize regulatory resources, if needed. (Third step and connected to initiatives above).

- Measure success according to completion of assessment and prioritization. (Q2 2027)

6d Ensure staff members are adequately trained on how to communicate the value of compliance.

- Measure success based on surveys of employees' perception of their ability to understand and communicate the compliance value. (Q4 2025)

6e Divisions develop and implement comprehensive, regulated-industry outreach plan that includes specific actions to publicly share compliance activities.

- Measure success based on completion of outreach plan. (Q2 2027)

6f Create an agencywide multidisciplinary workgroup of compliance specialists and education, engagement, and advocacy representatives from each division to align compliance and education with our regulatory philosophy.

- Measure success based on creation and implementation of work group. (Q2 2026)

6g Create an agencywide multidisciplinary work group made up of compliance specialists and education, engagement, and advocacy representatives from each division to identify ways to provide accessible and equitable education information as informed by the analysis done by initiative 6a, including an emphasis on underserved communities.

- Measure success based on creation and implementation of work group. (Q2 2026)

6h Adopt a policy that requires the formation of a rules advisory committee for all rule changes.

- Measure success based on development and adoption of policy. (Q1 2027)

6i Develop and publish a forecast of anticipated/proposed rulemaking/legislation on an appropriate periodic basis (e.g., quarterly/biannually).

- Measure success based on consistent publication of forecasted rulemaking. (Q2 2026)

6j Publish a centralized calendar of DCBS regularly scheduled industry/consumer/trade group specific meetings.

- Measure success based on publication of calendar. (Q4 2025)

6k Divisions develop a training plan for compliance personnel to help them carry out their regulatory duties.

- Measure success based on development and implementation of training plan. (Q2 2026)

6l Revise and publish regulatory philosophy.

- Measure success based on publication of regulatory philosophy. (Q1 2025)

6m Divisions will establish and report response time standards.

- Measure success based on publication of response time standards. (Q2 2025)

6n Divisions appoint an innovation liaison, who serves as a centralized point of contact for regulated entities and workers/consumers to seek help with novel or innovative concepts.

- Measure success based on appointment of innovation liaisons. (Q2 2026)

6o Develop and implement training program that is focused on meeting the needs of underserved and unnderreresented people in our regulatory framework.

- Measure success based on development and implementation of training program. (Q3 2026)

6p Identify opportunities where data can be accessed and used to drive or monitor program compliance and establish user tools to enable regulatory decisions.

- Measure success by completion of assessment of available data and creation of user tools. (Q4 2026)

6q Divisions develop and publish a policy that encourages and supports employee involvement in statewide and national professional associations and trade organizations.

- Measure success based on development and adoption of policy. (Q4 2025)

6r Divisions develop guidance on how to communicate how emerging issues will be regulated.

- Measure success based on development and publication of guidance. (Q4 2025)

7 Technology Initiatives

7a Develop and publish an IT strategic plan that advances goals and objectives of the agency strategic plan.

- Measure success according to publication of plan with annual updates. (Q4 2024)

7b Review existing IT committees and governance structure to clarify purpose, structure, decision-making authority, membership, effectiveness, efficiencies, and reporting relationship to other agency committees.

- Measure success based on completed assessment of IT committees and governance structure. (Q1 2026)

7c Conduct an assessment to determine current technologies used in regulated industries (to include forms of artificial intelligence) and identify gaps in agency IT services to better enable employees in the performance of their regulatory responsibilities.

- Measure success based on completed assessment and gap analysis. (Q2 2027)

7d Establish and implement IT responsiveness (service objectives) and communication guidelines (include expectations for divtechs and other ancillary IT support).

- Measure success based on development of service objectives, communication, expectations for IT responsiveness. (Q2 2026)

7e Publish a road map for modernization.

- Measure success based on the development and publication of road map. (Q2 2027)

7f Create and fill the position of IT trainer to create and deliver training.

- Measure success based on recruitment and hiring of IT trainer. (Q3 2024)

7g Set agencywide guidelines with recommendations for life-cycling and purchasing to ensure consistency and compatibility of equipment when possible.

- Measure success according to the development and implementation of guidelines. (Q1 2026)

7h Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.

- Measure according to the completion of the three phases needed to move DCBS off Citrix for remote access to the statewide remote access (Zero Trust) solution. (included in IT Strategic Plan). (Q4 2027)

7i Transition to role-based access based on positions with annual review.

- Measure success based on completed transition. (Q1 2027)

7j Conduct an accessibility review to ensure technology by which DCBS provides services is accessible to all customers, including those with disabilities, experience, language, or technological barriers.

- Measure success according to completion of assessment and review. (Q1 2027)

7k Leverage the work of the DCBS Data Governance group to identify and understand the divisions' and department's data, and how it could be used to address business needs; conduct an environmental scan and gap analysis to data understanding within agency.

- Measure success based on completion of assessment and review of current data, environmental scan, gap analysis, and development of data strategy. (Q3 2026)

8 Initiatives that cross multiple focus areas:

8a Revive and refresh employee recognition program to include awards that recognize individuals/teams who demonstrate exceptional customer service, advancement of DEI, excellence in operational excellence, and innovative regulatory techniques.

- Measure success based on development and implementation of awards program. (Q1 2025)

8b Develop agencywide quarterly performance accountability and feedback (PAF) policy/guidance.

- Measure success based on development and adoption of guidance. (Q4 2024)

8c Enhance existing communications and engagement advisory committee to continue to identify best practices and develop engagement practices.

- Measure success based on surveys of customers regarding satisfaction with available resources. (Q4 2025)

8d Develop DCBS customer service standards using input from each division. Publish a customer service handbook that empowers employees, defines professional expectations, and sets customer service expectations.

- Measure success based on development and distribution of handbook. (Q4 2025)

8e Create a toolkit of resources for divisions to use when developing strategies for assessing communication reach and obtaining customer feedback.

- Measure success based on creation and distribution of toolkit. (Q2 2027)

8f Create and launch a revised customer service refresher training program.

- Measure success based on development and implementation of program. (Q3 2026)

8g Restructure DCBS intranet to create a better user experience.

- Measure success based on the redesign and publication of updated intranet. (Q2 2027)

8h Create a virtual suggestion box for staff to provide input with the option of being anonymous.

- Measure success based on the creation and adoption of virtual suggestion box. (Q4 2024)

8i Create manager resource guide on DCBS intranet.

- Measure success based on the development and publication of manager resource center. (Q4 2024)

8j Develop, market, and launch manager training program.

- Measure success based on the development and delivery of manager training program. (Q4 2026)

8k Conduct a span of control/workload assessment on a rotational basis at the workgroup level to determine whether we are doing the right work in the most efficient/effective manner with the correct number of staff to perform the duties and the correct number of managers.

- Measure success based on completion of assessment. (Q4 2026)

8l Create an internal resource center of services provided by Employee Services related to career development and other programming to assist with professional development.

- Measure success based on the creation of online resource center. (Q2 2026)

8m Establish a customer feedback portal.

- Measure success based on development, marketing, and implementation of tool. (Q4 2024)

8n Schedule regular listening sessions with partners and interested parties and provide status updates on issues discussed.

- Measure success based on the development, marketing, and regular delivery of sessions. (Q3 2025) ●

5 CLOSING

Guided by this strategic plan, DCBS will be highly regarded as Oregon's premier consumer and worker protection agency. In pointing the way for DCBS to achieve the goals identified above, this plan represents the convergence of our aspirations and the imperative to innovate, empower, and achieve. To be adaptable to emerging needs and opportunities, this plan is based on a rolling three-year horizon for the agency, to be refreshed in our ongoing strategic planning. At the heart of our work stands our ongoing commitment to equitable consumer and worker protection where all the communities we serve are safe, well-informed, and thriving. ●

For questions or comments about this plan, please contact:

Kara Null

Organizational Culture and Employee Engagement Director

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DCBS | Department of Consumer and Business Services

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Memo

To:	DAS Office of Cultural Change
From:	Department of Consumer and Business Services
Date:	July 31, 2024
Subject:	Diversity, Equity, and Inclusion Cover Memo

Benefits

Who benefits from agency programs, both directly and indirectly?
As Oregon's largest consumer protection and business regulatory agency, all Oregonians directly benefit from programs administered by the Department of Consumer and Business Services. The physical, financial, health, and environmental safety of every Oregonian is at the core of our mission "to equitably protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment for the businesses we regulate." We execute this mission through thoughtful, equitable, and inclusive practices recognizing that Oregon's most vulnerable people are representative of historically underrepresented communities. Our commitment to serving all Oregonians is enhanced through our dedication to building systems and programs that are innovative and culturally responsive.

Burdens

Who will be burdened by agency programs?
As a regulatory agency, we are aware that regulation can be a burden for the businesses of Oregon. However, regulation also eliminates burden by creating a level playing field where businesses share standards and have predictability in uniform regulation. The balance created in a regulated environment minimizes the opportunity for fraud. The small-business community and business owners from marginalized, underrepresented, and rural communities might also endure a burden from programs bringing regulations that they do not believe are applicable to the areas or communities they serve.

Racial Equity

How does the agency increase or decrease racial equity? Do proposed new programs have potential unintended/racial equity consequences? What benefits may result from the program?

The Department of Consumer and Business Services is actively pursuing racial equity throughout every division and program. The agency is committed to racial equity and is engaging in a new approach to this charge through the development of a new Office of Equity. The office combines DCBS' highly successful multicultural communications and diversity, equity, and inclusion (DEI) programs to serve as a catalyst within DCBS to further its goal of fostering an inclusive work environment and to work with agency leadership and those who do business with DCBS to promote the equitable delivery of services. The office will work with other government entities, tribes, and community partners to improve programs, policies, and access for underrepresented populations in Oregon across language, race, and culture in the areas DCBS regulates.

By creating the Office of Equity, the agency will have a central repository for all things related to diversity, equity, inclusion, and belonging with employees dedicated solely to building and executing DEIB practices throughout the agency. This new environment will minimize potential unintended negative consequences by having a place for both internal and external customers and partners to engage and build meaningful relationships with the agency.

The Office of Equity will work across DCBS' divisions to help us be dynamic and culturally responsive, moving us towards the goal of racial justice internally and in the community by listening to the objectives of those underserved and underrepresented in our workforce and community (race, color, religion or creed, national origin or ancestry, sex, age, physical or mental disability, veteran status, genetic information, and citizenship). The creation of the director of equity gives the agency's customers and partners a direct contact and an ongoing ally within the leadership of the agency, bringing the many diverse voices to the agency on an ongoing basis, elevating the agency from a model of community engagement to a model of real, and practical, meaningful relationship development. This new office demonstrates growth and expansion in the evolution of the agency's approach and dedication to racial equity.

Perspectives

Whose voices and perspectives are not at the table? Why?
As a part of our ongoing evaluation of the programs of the agency we are in the process of evaluating which voices are missing. Whether it is the voices of youth or those speaking languages we are not aware of, we are committed to the ongoing pursuit of identifying and initiating engagement and relationship building within these communities. As a part of the operationalization of the Office of Equity, outreach will be a vital component of the agency DEIB programming.

What does the agency do to ensure multiple perspectives are part of our decision-making process?
The agency has an intentional practice of diversity and inclusion in our decision-making process. Communication is a vital part of ensuring we have multiple perspectives. The agency partners with its communications team to ensure that we are implementing as many vehicles as possible to reach all Oregonians. We recognize that barriers exist and we approach communications with diverse methods, including written messaging,

internet and social media, radio, public information boards, and direct face-to-face contact, always translating into the languages of those where English prevents them from engaging.

We not only welcome multiple and diverse perspectives, but we also recognize the value of having these perspectives throughout the entire decision-making process.

The agency is actively engaged in diverse community engagements, boards, networking events, and activities. Our employees are conduits for information sharing, bridging the gap between the agency and the diverse communities in Oregon. Partners are invited to participate in the development of new ideas and concepts and share in the visioning process that can often lead to potential new programs, rules, policies, and procedures.

DCBS | Department of Consumer and Business Services

Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion Strategic Plan 2023 - 2025

Adopted December 2022, Revised May 2023



May 2023

To all Department of Consumer and Business Services employees, stakeholders, and community partners,

Equity is a core value throughout DCBS. We are passionate about building and sustaining a diverse and inclusive working and engaging environment for all employees, stakeholders, and community partners. We strongly believe every employee on our team enhances our diversity by exposing us to a broad range of ways to understand and engage with the community, identify challenges, and to discover, design, and deliver solutions.

As a Latino immigrant who lived in Central America and the United States, I am sensitive to the challenges that underserved and underrepresented communities face. Through this experience, I have become aware of how gender, race, and socioeconomic status influence opportunities and outcomes, and how this hinders the diversification of a workforce.

Consequently, over the past seven years, I have become resolute to act in creating an environment that is more inviting towards all people residing in Oregon, especially members of underrepresented communities.

Together, with the members of the Diversity Equity, and Inclusion Council and all DCBS employees, we have created and continue to work in sustaining an inclusive workplace. We take actions to improve retention of women, racial/ethnic minorities, people with disabilities, and veterans; remove barriers to hiring and mentoring; enhance specific educational opportunities for managers and employees; announce training and job opportunities to all employees; hold diversity spotlight events to collaboratively create spaces for colleagues and partners to learn about and celebrate dimensions of the many identities; and build collaborative relationships with our community partners around the state.

I have been, and will continue to be committed, to working to build a more diverse and inclusive workforce with everyone working together.

Sincerely,

A. Veronica Murray
AA/EEO/DEI Manager

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Our mission

To protect and serve Oregon's consumers and workers while supporting a positive business climate.

Who we are



The Department of Consumer and Business Services is Oregon's largest consumer protection and business regulatory agency. The department administers state laws and rules to protect consumers and workers in the areas of workers' compensation, occupational safety and health, financial services, insurance, and building codes.

DCBS staff members are committed to carrying out the department's statutory responsibilities and fulfilling our mission and goals in a manner that serves the needs of the public, the businesses and professionals we regulate, and our workforce.

We value



- Respect
- Integrity
- Service
- Excellence

Additionally, we recognize the importance of diversity and inclusion, expertise, personal responsibility, collaboration, effectiveness, accountability, customer service, and effective communication in accomplishing our mission.

Our goals



The DCBS DEI Strategic Plan has four fundamental goals to advance its mission for the next three years and beyond:

- Protect consumers and workers in Oregon.
- Regulate in a manner that supports a positive business climate.
- Becoming an employer of choice. We understand that the Department of Consumer and Business Services has reached several milestones in its DEI work and that more can and will be done.
- Be accountable to the public we serve, with excellent service to our customers.



Summary

This document sets out the DCBS DEI strategic plan. This builds upon the previous plans with an evolving and improved focus on several overarching areas – workforce diversity, workplace inclusion, employee engagement, community engagement, and how we hold ourselves accountable.

Workforce diversity – With nearly 30 percent of our current workforce eligible to retire in the next five years, we have a challenge and an opportunity to strategically plan for a culturally competent and diverse workforce.

Workplace inclusion – It is imperative that leaders are purposeful in including others who have different views and experiences. We continue to strive in creating a culture of belonging that values and appreciates all people.

Employee engagement – We strive to create a workplace where employees can be their authentic self and are empowered to use their voice to offer ideas and express views, which, in turn, leads to growth and innovation.

Community engagement – One size does not fit all in engaging with different communities. Each community needs individualized approaches that include listening, meaningful engagement, and building collaborative relationships, so that we can meet each community's needs.

We are accountable – As an agency and individuals, we will hold ourselves accountable to removing barriers, centering historically marginalized voices, and advancing the goals of this plan through transparency. DEI success will be measured based on quantitative measures, as well as qualitative factors, including our commitment to provide all people with equitable access to our programs and services.

The following pages include objectives and strategies for the above overarching areas to achieve our aspirational goals. As an agency devoted to continuous improvement, DCBS commits to revisiting and updating this DEI strategic plan on an ongoing basis to identify new meaningful, actionable, and measurable approaches to advance our DEI goals. DCBS recently adopted a new Affirmative Action Plan and is currently undergoing a process to update the agency strategic plan, a process that has been informed by this DEI strategic plan. Once the strategic plan is complete, DCBS will revisit this DEI strategic plan to make further adjustments that will be informed by our experiences and the voices of our employees and the communities we serve, as well as to bring it into alignment with the agency's affirmative action and strategic plans.









Purpose

The DCBS Diversity, Equity, and Inclusion Strategic Framework for 2023-2025 includes measurable actions that are designed to help fully integrate diversity, equity, and inclusion in every action, to promote and practice social justice and fairness for underserved and underrepresented communities, ensure decision-making is intentional, and enhance organizational cultural change while recognizing future workforce challenges.

This effort is the result of identifying and assessing our strategic priorities, goals, and outcomes necessary to help support the agency's diversity, equity, and inclusion (DEI) framework. Also, at DCBS, leadership, managers, supervisors, and employees assume direct responsibility for implementing the agency DEI strategic plan. A prominent part of our agency's culture needs to be the individual and collective responsibility to promote equitable opportunities and services for all.

Milestones in diversity, equity, and inclusion

2022 — Milestone 6

- Implemented a Community Engagement Plan. To gain an informed assessment of the community's needs, DCBS invited communities for feedback sessions in June 2022.
- Hosted quarterly virtual career fairs with an in-person event scheduled in the fall of 2022.
- Implemented the of financial education sponsorship program.
- Shared inclusive language and equity lens.
- Virtual meet and greets held quarterly with staff members representing communities of color to network and share career, community, and agency involvement opportunities.
- Developed weekly wrap-up of DEI-related news, trainings, and information that is emailed every Wednesday to employees.



2019 through 2021 — Milestone 5

- DCBS received DEI awards from Blacks in Government.
- Employee Services hired a talent management person.
- The training format was changed to more interactive sessions with an average of 10 people per session.
- Crucial Conversations was implemented in 2019 with more success in 2020-21 as a virtual option was added, increasing the average attendance to 44 people per session and more than 800 for the Oregon Historical Society event.



2018 — Milestone 4

- Employee Services hired a new training and development/content organization specialist.
- DEI survey sent to all employees.
- Facilitated a series of DEI workshops.



2017 — Milestone 3

- Created internal/external DEI website.
- Implemented Diversity Corner and monthly heritage celebration and lobby display.
- Employee Services implemented robust onboarding and internship programs.
- DEI policy and DEI Council policy adopted.



2016 — Milestone 2

- DEI program manager hired.
- DEI training developed with Employee Services.
- Agency hosted first job fair.
- DEI Council established and agency director joined as the chairperson.



2015 — Milestone 1

- Became members of Partners in Diversity.
- New interview platform introduced – Interview Stream.
- DCBS Rapid Response Recruitment methodology implemented to remove bias from the process.
- Implemented "blind" review of applications.





Workforce diversity and inclusion

Planning is a key part of our overall workforce diversity. Having the road map, facts, and data to make informed decisions is vital to proper workforce planning.

The agency has developed a stronger strategic workforce planning process and model to support leaders in using the opportunities that arise from employee turnover. Measuring and analyzing our demographic data helps us achieve more diverse workforce objectives. Workforce strategies allow for a more intentional approach to outreach, recruitment, and retention solutions that will address the current workforce changes





Workforce diversity overview

Within the next five years, nearly 30 percent of our current workforce will be eligible to retire. While not everyone eligible will immediately retire, the agency is facing both a challenge and an opportunity to strategically plan for a workforce that is highly competent and culturally diverse.

- We continue to size up our existing talent and foresee our staffing needs for the immediate future and for the long term to minimize anticipated retirements.
- We recognize that quotas don't automate inclusion. We are taking an honest look at employee experience, deliberately creating an environment that promotes inclusion on a daily basis.
- As the country continues to grapple with systemic racism and its consequences, we are exploring an assessment of our systems and processes to find any bias in which applicants and staff members are not provided equitable services or resources.

Workforce diversity strategies

- Update position descriptions to include DEI principles and strategies.
- Create a virtual interview training program to help applicants with the virtual interview process and for staff members assisting with this to remove bias from the process.
- Use the data and resources provided by Employee Services and the diversity, equity, and inclusion office to receive, consider, and interview more candidates from diverse communities. Use the baseline goals established by the department's affirmative action plan to measure outcomes.
- Improve the resources the agency provides employees during onboarding. Examples include:
  - » Access to employee resource groups and professional networks.
  - » Host DCBS DEI office resources and events.
  - » Articulate commitment to new employee's success.
  - » Receive intentional support from direct supervisors and senior leadership.
- Advocate for the use of alternative experience for agency positions as a part of the minimum qualification considerations.
- Have collaboration with the diversity, equity, and inclusion office, Employee Services, and the collective bargaining process to effectuate this change.
- Expand our network at career fairs and outreach events for communities of color, veterans, women, people with disabilities, and high school and college students. Involvement includes community partnership, targeted job fairs, veterans, and students.

Inclusive workplace

A diverse agency is not necessarily an inclusive agency. Leaders need to be purposeful about including others who see things differently from their view. For this reason, DCBS continues to strive in creating a culture that values and appreciates all people for their individual differences and experiences.

Creating such an inclusive culture is not difficult, but it does require everyone's involvement. There is no diversity without inclusion and no inclusion without equity.

Workplace inclusion strategies

To give our employees a memorable experience, we must have actionable priorities of onboarding, inclusive internship, training and development, employee engagement, communications of DEI goals, and measure progress by:

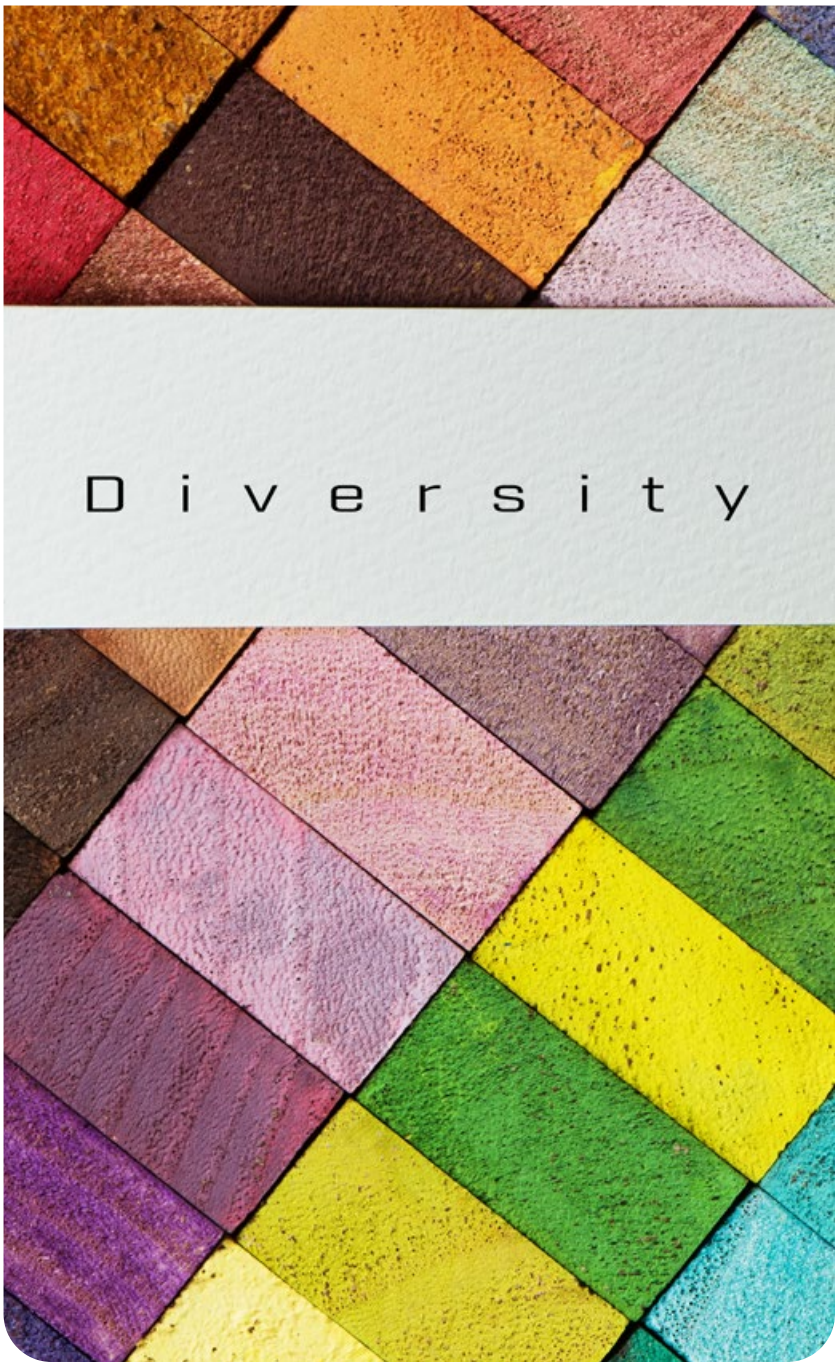
- Committing – from all division leadership and employees – to DEI principles and incorporating them into employee communications, meetings, and daily activities.
- Updating employee performance review questions and ratings to recognize employees and managers for applying inclusion and equity into their daily activities.
- Enhancing the internship program from the perspective of each section within the division. Look for ways to:
  - » Contact student groups at universities and community colleges.
  - » Create internship cohorts.
  - » Review funding and compensation to ensure it provides a living wage for interns.
  - » Encourage remote to reduce transportation barriers.

- Looking for more ways to accommodate people with disabilities.
- Assessing awards and updating them to reflect DEI principles – Identify ways to measure it.
- Assessing the retention and promotion of underserved and underrepresented employees. Also, this is designed to promote employees seeking new opportunities in higher positions to create their individual development plan.
- Having management commit to identifying development opportunities for diverse employees to build appropriate skills to help them meet their current and future career goals within the agency.
- Including DEI principles as part of transition and succession plans to embed them into the future structure of the agency.
- Facilitating DEI trainings as effective tools for employees to identify their own unconscious bias in the workplace and develop cultural competency for creating an inclusive workplace where employees from all backgrounds, identities, faiths, and orientations are aware of and embrace each other's differences.

To build an inclusion-based culture, it is essential to allow new employees to complete an initial new-hire orientation process, as well as learn about the organization and its structure, culture, vision, mission, and values.







Employee engagement

At DCBS, employee engagement is the opportunity to strengthen the mental and emotional connection employees feel

toward the work they do, their teams, the organization, and the communities we serve.

Employee engagement is about understanding one's role in an organization and being energized and enthusiastic about where employees fit into its purpose and objectives.

Employee engagement is having a voice to offer ideas and express views that are taken into account as decisions are made. Employee engagement is a key differentiator when it comes to growth and innovation. It allows for a better understanding of the agency's needs.

Successfully advancing diversity, equity, and inclusion requires direct engagement from administrators, direct reporting to the director or the deputy director, and holding all employees of the agency to the same accountability. The DEI initiative is not the sole responsibility of one person.

We all can demonstrate our commitment in different ways. One is by holding each other accountable for the success and failure of the DEI initiative's mission and goals by implementing reporting and metrics of accountability.

Community engagement

As a regulatory agency, we know that one size does not fit all when it comes to community engagement. Despite the breadth of the DCBS mission, we have learned that interacting with communities is as individual as the communities with whom we interact.

When building collaborative relationships, the Department of Consumer and Business Services believes it is important to know a community's most urgent needs so they can be prioritized.

Our engagement is intended to:

- Support innovation and help people from underserved and underrepresented communities enter the market, grow their business, or obtain a license.
- Promote choices and access for Oregon consumers and businesses by supporting the success of industries in the economic sectors we regulate.
- Use a variety of approaches (regulation, enforcement, education, consultation, direct service delivery, etc.) in the most appropriate combinations to achieve results.
- Use technology and other tools to exchange information easily and conduct business.
- Measure results achieved by our programs and approaches and re-evaluate the programs and approaches to find further improvements.









- Continually improve our cost-effectiveness and ensure that our services provide value to consumers, workers, and businesses.
- Evaluate, develop, and maintain appropriate levels of human, organizational, financial, and other resources necessary to carry out our responsibilities.
- Continue to improve the organizational culture and employee engagement of the agency.
- Never be satisfied with the status quo.
- Provide tools that allow our employees, stakeholders, and communities to use and visualize DCBS data to chart the progress toward equitable outcomes, which is crucial for strengthening accountability and credibility.
- Continue to empower underserved and underrepresented communities to have a platform and the chance to speak in their own voices.

Each community needs individualized approaches that include listening and shared values. We know that we may not get things correct the first time, but are committed to keep going back and doing better. Due to the nature of our regulatory business, not all programs allow public participation in our decisions; however, we strive to promote positive relationships between the divisions and all of Oregon's communities.

Engagement strategies

We are committed to increasing our engagement efforts moving forward, and we also understand that we need to be thoughtful and deliberate in how we engage. For example, before we engage with a community on an issue, we will:

- Provide easy-to-understand information describing who we are, what we are doing, and what we want to do.
- Provide the information far enough in advance before any meeting to enable a more informed discussion.

DCBS will continue to use traditional methods of reaching underserved and underrepresented communities (e.g., through community partners and advocacy groups).

We plan to interrupt the institutionalized process of business as usual by using an equity lens, engaging directly with communities and individuals in nontraditional ways we have not typically used in the past. This may include facilitating meetings with stakeholders without agency employees in the room so stakeholders can have a more open discussion.

DCBS plans to work with stakeholder groups to find more creative ways to directly reach individual people so community organizations do not have to be the only ones passing on information, which will provide us with the opportunity to hear directly from the people affected by our programs.







Also, we plan to put together a toolkit and provide it to underserved and underrepresented communities that addresses how individuals can do business with the agency. Finally, we plan to use social media in a more focused way to share with communities the work we do, the help we offer, and the job opportunities we have.

We anticipate using five different types of community engagement:

- Public education: Engaging communities in person and virtually to share information and resources about the services we provide at DCBS and ways that we can help improve the lives of Oregonians.
- Direct services: Deliver services or resources to an individual, group, or the community as a whole; and provide support for events.
- Assisting with solutions: Collaborate with communities on specific needs (e.g., wildfires and housing).
- Intentional dialogue: Collaborate to build understanding across cultural differences and community needs.
- Community building: Bring people together to learn about community needs.

We are accountable

In addition to quantitative measures, diversity, equity, and inclusion success should be measured, and rewarded, based on qualitative factors we are committed to provide all people with equal access to our programs and services. Our employees will treat all people with dignity and respect and will not discriminate on the basis of age; ethnicity; gender; gender identity; military status; language differences; nationality; parental status; physical, mental, and developmental abilities; race; religion; sexual orientation; skin color; socio-economic status; work and behavioral styles; and the perspectives of each person shaped by that person's nation, experiences, and culture.

Strategies

We strive to align our actions with our mission, vision, and values with a true commitment to learn, reflect, and improve. We are committed to:

- Build stronger relationships between employees and stakeholders who serve diverse communities. This can start by regular attendance at functions and seeking advice and expertise related to DCBS priorities.
- Collaborate and implement strategies with divisions, Employee Services and the DEI office to increase the current 18.6 percent demographic of people of color, people with disabilities, LGBTQ, women, and veterans who are invited for an interview and offered employment opportunities by using technology for removing bias from the applications process.
- Prioritize nondiscrimination in legislative concepts, rules, and bulletins. Look closer at:
  - » Implicit bias



  - » Appeals and prior authorizations
  - » Divisions' legislative concepts
- Continue to evaluate and align DEI initiatives with organizational strategies, agency vision, objectives, and culture to build trust among employees.
- Develop a mentorship program with an emphasis for people of color, people with disabilities, LGBTQ, women, and veterans.
- Support the participation of all employees in the DEI Council, educational workshops, and cultural events.
- Keep a workplace where all employees feel comfortable bringing their true selves to work is key to supporting them to stay, thrive, grow, and contribute at DCBS. As a result, employees would exhibit an attitude of respect, courtesy, and cooperation toward all employees and the public we serve.
- Improve support of equitable educational programs to underserved communities by all division.
- Provide DEI workshops to all staff members, including continuing online training and virtual crucial conversations, which have proven successful with higher attendance than in-person events.
- Consider creating a survey on board diversity and procurement practices of our regulated entities.
- Identify opportunities to provide sponsorships or grants to nonprofits for financial resilience and equity programs for underserved communities.
- Communicate equity goals and measure progress.
- Look for ways to improve diversity on advisory bodies and committees, and adding DEI principles to new and existing charters.
- Build trust to underserved and underrepresented communities by being responsive to their requests and delivering what has been promised.

Our stakeholders and employees crave transparency. For this, we need to continue regularly sharing our progress on the DEI strategies and initiatives, which provide a call to action for everyone to fully engage. While progress toward diversity, equity, and inclusion are typically mid- to long-term goals, we must be intentional about socializing and celebrating short-term milestones and choosing to be transparent about our agency. Also, choosing transparency tells our stories internally and externally.

Diversity, Equity, and Inclusion

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Memo

To:	DAS Office of Cultural Change & Racial Justice Council (RJC)
From:	Department of Consumer and Business Services
Date:	July 31, 2024
Subject:	Oregon OSHA Racial Equity Impact Statement (REIS) Follow-Up

Program Overview

Oregon OSHA's racial equity program is primarily focused on efforts related to the enforcement activities, but it does encompass participation and engagement across the division. This program is dedicated to enhancing its inspection activities and consultations in areas and industries with historically high injury and illness rates where underserved or underrepresented workers may be represented. However, this program encompasses all of Oregon OSHA's work.

2023-25 Funding

What funding was made available as part of the 2023-25 LAB?
There was permanent funding for this program in the 2023-25 LAB as a policy option package for a community engagement coordinator (operations and policy analyst 3). This position remains vacant due to a classification delay.

Program Performance

What progress was made towards reaching racial equity goals?
In line with the division's mission and strategic goals, the enforcement program continues efforts to reduce serious workplace injuries, illnesses, and deaths among vulnerable workers through community-informed enforcement policies and efforts to dismantle systemic barriers that contribute to occupational safety and health inequities. Oregon OSHA continued to expand the services for people with Spanish language preference throughout the state, with a focus towards the outward-facing programs that need this support. When recruiting for customer-facing positions, Spanish language preference was given. Overall, the enforcement program conducted 2,687 inspections of workplaces in 2023, including construction emphasis inspections, field sanitation, labor housing, and pesticide emphasis inspections.

The consultation program conducted 2,321 consultations with Oregon workplaces in 2023. Oregon OSHA created 12 new or substantially revised publications and six

training videos in Spanish in 2023. Additionally, there were 57 live Spanish training sessions with 5,599 Spanish-speaking attendees. The video lending and streaming library also makes hundreds of training videos available for free to workers in Spanish, Russian, and other languages. All programs seek opportunities to engage with underserved and underrepresented workers and community partners through specific engagement during enforcement and consultation activities, targeted outreach, listening sessions, and training and education. Sixty-six engagement activities have been conducted by bilingual employees to provide access to services and provide safety and health education and resources. In addition, Oregon OSHA has implemented a new process for workers to request a letter of interest from Oregon OSHA to submit to the U.S Department of Homeland Security to request prosecutorial discretion while a worksite is under Oregon OSHA enforcement action.

What were the challenges the program encountered during implementation?
Delays in the classification approval of the community engagement coordinator has resulted in the position remaining vacant. Therefore, progress has been achieved through existing resources and staffing.

Agency Outcomes

What outcomes did the agency anticipate and what were the actual outcomes of the program?
The most equitable community outcome is to eliminate hazards in workplaces most likely to cause serious injury, illness, or death and giving underserved and underrepresented workers a voice in how enforcement policy and resources are directed toward this result. The actual outcome of increased awareness to Oregon OSHA services is challenging to estimate; however, the complaint volume continues at a healthy rate and the items alleged are often accurate when a compliance officer arrives on site. Oregon OSHA consultation continues to have an increase in services for those people who have never before requested a consultation. Lastly, Oregon OSHA participated in Spanish radio interviews about services available, worker rights, and promoting the Spanish Worker Safety Conference (Salud y Seguridad Occupational y sus Derechos en el Trabajo).

How did you measure the impact?
Oregon OSHA's current metrics for evaluation are actively seeking input and feedback from our community partners through standing committees and other advisory groups. Oregon OSHA will also look for opportunities to develop partnerships as part of its strategic plan through federal OSHA, which includes accountability measures that are evaluated quarterly.

What is the impact of this program on our communities?
While Oregon OSHA's jurisdiction is limited to places of employment, its safety and health resources have an impact on families and communities, including those that do not fall under its jurisdiction, by providing valuable information that can be transferred outside of the working environment.

Share what you learned.
Through the growth of this program, Oregon OSHA has learned that it needs to tailor its communication style and available resources to the community needs. This requires an understanding of the community needs to ensure that they are provided with information that they can use to increase understanding of worker rights and how to access Oregon OSHA services.

Impact on Racial Equity

How does the program increase or decrease racial equity?
This program has the potential to increase racial equity by directing more community-informed enforcement policies toward those industries and workplaces where vulnerable workers are employed, regardless of race, ethnicity, culture, socio-economic status, or immigration status.

Does the program have potential unintended racial equity consequences?
As of yet, there have been no potential unintended racial equity consequences identified.

What benefits may result from the program?
Oregon OSHA communicates the results of the various metrics through its partnerships groups, and often discusses strategies for continuous improvement. The division works with the agency's Multicultural Communications Program manager, whose program's mission is to promote and enhance the delivery of DCBS services to Oregon's multicultural communities. Oregon OSHA recognizes that even with the successes, this is an area for improvement.

Community Engagement

How did you engage communities during the process?
As part of Oregon OSHA's Community Engagement Plan, there are focused efforts into working with worker and employer advocacy groups during the building of the budget and influencing policy decisions. When the community engagement coordinator's classification is approved, the vacancy will be filled immediately and this work can grow to have a deeper impact on the community. Additionally, the Ombuds Office for Oregon Workers continues to provide support to workers to help understand employee rights afforded under the Oregon Safety Employment Act (OSEA).

What was the frequency of engagement?
Oregon OSHA frequently engages with vulnerable communities and culturally diverse workers, including those with no or limited English proficiency through its various programs. Over the past two years (2022 and 2023), Oregon OSHA participated in 66 community engagement and outreach activities. These included speaking engagements, training sessions, and informational meetings. More than 8,200 limited English language speakers attended Oregon OSHA training sessions in 2022-23. The second and third annual Spanish Language Conferences for workers were held in the same time period each year, but in different regions of Oregon, with all offerings and

informational booths offered entirely in Spanish. Also, Oregon OSHA has partnered with Lamar Advertising to provide electronic billboard advertising throughout Oregon. This advertising message will change monthly. The messaging is intentional and focused to provide opportunities to workers in the community to learn about the services Oregon OSHA has to offer and employee rights at work.

Did conversations lead to program or process changes?
Oregon OSHA solicits feedback through compliance officer surveys, consultation surveys, appeal surveys, worker listening sessions, rulemaking advisory committees, advocacy work groups, and conference evaluations. Oregon OSHA continues to find ways to improve our current services to include simplifying the complaint webpage and ensuring that the information contained is clearly understood by its users. We plan to do more work to evaluate the effectiveness of these proposed changes with those unfamiliar with the process to ensure clarity is achieved.

Additional Details

How do we use these results to continually reevaluate and improve our efforts?
Oregon OSHA communicates the results of the various metrics through our partnerships groups, and often discuss strategies for continuous improvement.

Is the agency planning to continue the program?
While there is a focus on enforcement activities, all Oregon OSHA services are critical to ensuring all people working in Oregon can access its services. Oregon OSHA is committed to continuing and expanding the program through existing processes and community outreach engagements.

DCBS | Department of Consumer and Business Services

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Memo

To:	DAS Office of Cultural Change & Racial Justice Council (RJC)
From:	Department of Consumer and Business Services
Date:	July 31, 2024
Subject:	Division of Financial Regulation Racial Equity Impact Statement (REIS) Follow-Up

Program Overview

The goal of the Statewide Outreach Sponsorship Program is to collaborate with trusted community partners in delivering financial education to consumers in underserved communities. The program helps empower consumers to make decisions about insurance and other financial services that are best for them and raise awareness of free services and resources offered by the division. The intent of the program is for consumers to understand DFR's services of insurance and financial education, consumer advocacy, and insurance market regulation.

DFR provides content, advice, relevant publications, and technical information to enhance the insurance and financial services curriculum as it pertains to the insurance and financial services DFR regulates.

2023-25 Funding

What funding was made available as part of the 2023-25 LAB?
The program described was paid for out of settlement funds; no money was identified for this program in the 2023-2025 budget.

Program Performance

What progress was made towards reaching racial equity goals?
Through our 2023 sponsored partner work, we have built trust and expanded awareness of DFR services and resources to underserved communities in urban and rural areas. The intended racial equity goal for this program was to provide financial educational equity by choosing five qualifying organizations that already engaged in financial empowerment work in underserved communities and were willing to collaborate with DFR. The willingness was measured by how these organizations incorporated DFR employee subject matter knowledge, services, and agency resources to empower their communities to gain educational opportunities and access to

resources our agency provides to increase awareness for these consumers to make sound decisions about insurance and financial services.

Results from the 2023 annual narrative report from the program awardees reflected an increase of DFR awareness. Across five organizations, the sponsorship program provided educational courses and learning opportunities to nearly 1,000 consumers and training to 60 organizational staff. Topics of the educational opportunities included economic empowerment, mortgage and homebuyer workshops, student loan and loan forgiveness seminars, and anti-fraud and anti-scam training, among other topics. As the program matures, the agency anticipates greater participation in the sponsorship-related programming.

What were the challenges the program encountered during implementation?
The challenges encountered were the following:

- The setup of the original contracts could have contained additional business rigor, such as requiring deliverables before first payment and staff-specific training put forward by the awardee to ensure consistent messaging and approach.
- Awardee outcomes did not go as planned as awardees sometimes saw low participation in programs from their target communities and unforeseen staffing issues.

The program has worked to overcome these issues by putting in place additional contractual requirements, setting up more frequent meetings with awardees, and sharing the experience of the first year with perspective awardees to ensure a solid fit for a the 2024-25 year. As this is a new process, we expect to be in a cycle of continuous improvement for some time as we work to identify the practices and policies that allow us to reach historically underserved communities.

Agency Outcomes

What outcomes did the agency anticipate and what were the actual outcomes of the program?
The expected and actual outcomes were as follows:

- The division expected increased partner awareness of DFR as a trusted source of information on insurance and the financial services we regulate. The outcome reflects an increase in awareness and trust in DFR at all five partner organizations.
- The division expected increased consumer awareness of DFR as a trusted source of information on insurance and the financial services we regulate. Partner programs created increased awareness of DFR with consumers they reached. However, the partners reached fewer consumers than anticipated due to partner staffing issues and newness of the program.
- The division expected partners to educate their participants on insurance and the financial services regulated by DFR, on DFR's role, and DFR materials. DFR materials and messaging was shared, but it was more limited than expected due to some of the venues selected.
- The division expected promotion of DFR and the division's exposure to consumers via classes, social media, tabling at events, serving on panels, or other events.

Partner program events had less participation than expected, limiting the impact of the promotional work.

As noted, the division is working closely with partners this year to maintain gains in consumer education and awareness in our historically underserved communities, and to overcome some of the challenges cited above.

How did you measure the impact?
The impact was measured in the following ways:

- Partners submitted a narrative report at end of the year responding to questions about their awareness and trust in DFR, and their willingness to refer their clients to DFR consumer advocates when appropriate.
- Partners conducted pre- and post-surveys after each class that had DFR content in the curriculum. Data included class topics and student demographics. Survey results were submitted quarterly by the partner to DFR.
- Partners reported on the purpose of the event, the number of events and people reached when DFR employees participated in a partner's event. Partners provided demographics of those reached.
- Partners reported on the number of classes, by topic, and number of participants reached with insurance and financial services and DFR info each year. Data included participant demographics. Partners submitted numbers quarterly to DFR.

What is the impact of this program on our communities?
The sponsorship program fostered new connections with the five organizations that partnered with DFR. As a result of these programs, more than 1,000 consumers were informed about DFR and 238 consumers received education to support well-informed decisions about insurance and financial services through one-on-one meetings or classes. Survey results of the participants reflect an increase in awareness of DFR, as well as insurance and financial service topics.

The numbers reached falls short of expectations set out during the solicitation process. While the solicitation process did not set specific requirements on consumer engagement quantities, program partners anticipated more community engagement than was experienced.

Share what you learned.
There is still more work to do and considerations to be made in finding the right programming that allows the division to reach its racial equity goals. Although the program had an outstanding equity reach, our awardees had difficulties with staffing, organization, and identifying events that would be a good fit to share DFR's financial empowerment message. We continue to work with our 2024-25 partners to improve the program experience.

Impact on Racial Equity

How does the program increase or decrease racial equity?
The program increased racial equity by providing financial resources and staff support to organizations who have been historically overlooked and subject to system racism.

Does the program have potential unintended racial equity consequences?
To date, we have not discovered any potential unintended racial equity consequences.

What benefits may result from the program?
Benefits include the following:

- Greater consumer knowledge of finance and insurance products
- Geographic engagement increase from diverse partner awardees
- Tribal organization engagement increase
- Increase in DFR awareness by organizations and community participants

Community Engagement

How did you engage communities during the process?
The division engaged communities in the following ways:

- Community partners were engaged at the planning phase.
- Organizations were also engaged during Sponsorship Program info session webinars and program promotion.
- Awardees were asked for feedback to improve the process.

What was the frequency of engagement?
DFR hosted two information session webinars to provide information and answer questions about the program, application process, criteria, and timelines. DFR also solicited questions from the community on the DFR website, social media posts, and during our community presentations and engagement events. Awardees and the division were in communication to help support process improvement and implementation.

Did conversations lead to program or process changes?
Awardee communication and outcomes guided changes for the 2024 Sponsorship Program.

Additional Details

How do we use these results to continually reevaluate and improve our efforts?
2023 was a learning year for our Sponsorship Program. We have welcomed the feedback from our current sponsored partners and our team's experiences to clarify and enhance our solicitation for the 2024 RFP process. We clarified roles, expectations, tracking and reporting, deadlines, payments and measurements for program success to inform our public information session, selection, contracting, and administration of the program. Also, DFR enhanced the rigor of the request for proposals itself to require greater points of feedback and descriptors of work to be done as part of the program.

Is the agency planning to continue the program?
The division has awarded sponsorships to four organizations in 2024 – Community Connection of Northeast Oregon Inc.; Financial Beginnings Oregon; FACT Oregon; and Warm Springs Community Action Team. Also, we anticipate contracting for program

services for at least 2025. Offerors may apply each year, even if previously awarded a contract. Future funding will be based on availability of funds and program impact.

DCBS | Department of Consumer and Business Services

Information Technology and Research Section

DCBS 2023-2028
IT Strategic Plan



DCBS
Information Technology and Research Section
Department of Consumer and Business Services

Information Technology and Research
IT Strategic Plan 2023-2028

Mission

Information Technology and Research (IT&R) allocates resources (people and technology) to deliver solutions, services, and expertise to support the department's mission.

Vision

As a valued part of DCBS programs, IT&R is adequately resourced and meets all DCBS business technology and research needs, maintains cybersecurity, promotes the use of data and information, and presents ongoing innovation.

Guiding principles

- Business focus
- Collaboration
- Customer service
- Organizational health
- Diversity, equity, and inclusion
- Innovation
- Compliance
- Efficiency

IT goals

- IT has a prepared workforce with adequate capacity to meet departmental goals.
- Customer service, relationships, responsiveness, and communication expectations are well-established.
- IT governance is well-developed, used to guide priorities, and includes a focus on strategic items.
- DCBS modernization is a priority with department-wide agreement, commitment, and collaboration.
- Data is a strategic asset and used for department and program decision-making.
- DCBS is looking to, and preparing for, the future.

Business Support initiatives

- Maintain a current inventory of all DCBS software applications and services and develop a roadmap for modernization.
- Enable divisions to access and use data to drive or monitor program compliance and establish user tools to facilitate these functions.
- Improve end-user experiences.
- Plan for and decouple documents and business processes from M365 Office.
- Complete conversion of Actuate to Power BI and SSRS.

IT Excellence initiatives

- Facilitate an assessment of business functions, organizational and IT&R support structures, and staffing to support new programs/functions and continuously modernize.
- Improve succession planning and retention of institutional knowledge.
- Assess IT&R operations and organizational structures to improve our ability to understand DCBS issues, capabilities, and modernization opportunities.
- Establish and implement IT&R responsiveness (service commitments) and communication guidelines.

Innovation initiatives

- Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.

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Background

IT strategic plans are to be completed and submitted to the Enterprise Information Services (EIS) by Dec. 31, 2023. The state chief information officer (CIO) will review and approve all plans and the Department of Administration Services (DAS) will provide an annual compliance report to the Governor's Office.

Working with our assistant state chief information officer (ASCIO), the Department of Consumer and Business Services (DCBS) is submitting its 2023 information technology (IT) strategic plan. This report summarizes the results of DCBS' IT strategic planning activities and includes supporting development materials.

The results of this IT strategic planning effort were reviewed and approved by the DCBS Executive Team, including the director and deputy director, on Dec. 6, 2023.

Introduction

Oregon Gov. Tina Kotek issued agency expectations in January 2023 with a directive for agencies of 50 full-time equivalent (FTE) or more to develop an IT strategic plan. Plans are to be developed with agency leadership and include how the agency aligns with the Enterprise Information Services' (EIS) strategic framework and how modernization efforts will support the goals of the organization.

Agency chief information officers (CIOs) are to collaborate with EIS program leaders, agency leadership, and their policy area ASCIO as it pertains to operationalizing the vision, values, and strategy of the state CIO.

An IT strategic plan helps the agency achieve its vision for service delivery and meeting its mission. The IT strategic plan outlines how IT services will help the agency achieve its long-term goals, support the business, and ensure the security of applications and data in the custody of the agency. It is also a guide that helps the agency and IT prioritize, plan, implement, and manage current and future technology investments and resources.

The value and benefits of having an IT strategic plan are:

Alignment with business goals:
Aligns technology initiatives with the overall mission, vision, and goals of the agency to ensure technology investments support business objectives and drive value for the organization.

Improved resource management:
Provides a framework for managing and allocating technology, which ensures resources are used effectively and efficiently to meet the agency's goals related to people, hardware, and software.

Better decision making:
Helps agencies make informed decisions about technology investments, decisions, and initiatives related to hardware and software purchases, upgrades, and replacements.

Increased flexibility:
Provides a flexible framework that can be updated and adapted as the agency's needs change over time, helping to stay ahead of technology trends and ensure systems and services remain relevant.

Improved collaboration:
Promotes collaboration among agencies, stakeholders, and technology providers, ensuring technology initiatives are aligned with the needs and goals of the entire state.

Better risk management:
Helps agencies identify and mitigate potential risks associated with technology initiatives, including risks related to data security, business continuity, and compliance with regulatory and statutory requirements, as well as industry standards.

EIS provided IT strategic planning assistance through policy area ASCIOs and their vendor training partners. The DCBS chief information officer (CIO) attended the training session in January 2023 and adapted the suggested approach for DCBS.

Methodology

A representative working group performed the true-up work to arrive at the final outcomes for this updated version of the DCBS IT strategic plan. The group consisted of:

- DCBS deputy director
- Administrator of the DCBS Central Services Division
- Deputy administrators for the Building Codes, Financial Regulation, and Workers' Compensation divisions
- The Workers' Compensation Board project manager
- The DCBS organizational culture and employee engagement director
- DCBS operations manager
- DCBS IT managers, including the CIO
- The assistant state chief information officer responsible for DCBS

EIS provided training on the InfoTech IT strategic planning process in January 2023. Using the InfoTech process, a streamlined methodology was developed for use by DCBS.

The process used the following procedure and artifacts to perform the strategic plan development:

Document current state and business alignment with inputs from:

- Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- Executive survey
- Business strategic plans
- DCBS Diversity, Equity, and Inclusion plan
- DCBS community engagement plan
- Business goals
- Business initiatives
- Oregon state enterprise initiatives
- DCBS division listening sessions

Develop/refine the IT organization definition with the:

- Mission
- Vision
- Guiding principles

Develop and document the IT strategy with:

- Key issues list
- Prioritize key issues
- List of top 6 priorities
- IT initiatives (grouped by Business Support, IT Excellence, or Innovation)
- IT goals

Communicate the IT strategic plan with:

- DCBS IT support of DCBS business visual
- Executive presentations
- IT strategic plan one-pager
- Roadmap
- Strategic plan progress reporting

Develop the IT strategic plan maintenance process:

- Refresh strategy
- Monitoring and tracking process (develop with DCBS enterprise)
- IT strategic plan reporting

Agency drivers

The Department of Consumer and Business Services (DCBS) is Oregon's largest consumer protection and business regulatory agency. The department administers state laws and rules to protect consumers and workers.

DCBS consists of the Building Codes Division (BCD); Division of Financial Regulation (DFR); Oregon Occupational Safety and Health Division (OSHA); Workers' Compensation Division (WCD); Ombuds for Oregon Workers; Small Business Ombudsman; and the Workers' Compensation Board (WCB). The department provides Employee Services, communication, and legislative coordination services to all divisions through the Director's Office. The Central Services Division (CSD) provides accounting, budgeting, collections, procurement, facilities management, information technology, and research services to the department.

DCBS employs about 950 employees and has a biennial operating budget of approximately $685 million.

DCBS mission:
To equitably protect and empower consumers and workers while maintaining a predictable regulatory environment that fosters innovation.

DCBS vision:
All communities we serve are safe, well informed, and prosperous, supported by our diverse and skilled team committed to equitable access to our regulatory, educational, and advocacy services.

DCBS values:
We value equity, inclusion, and diversity. We are stewards of public and environmental resources, and the carefully considered work we do to educate, regulate, and advocate is founded in transparency, technical expertise, responsiveness, accessibility, collaboration, innovation, and dependability.

Current IT landscape

DCBS lines of business

Resource management

Data management	Research and analysis	IT project management	Strategy and planning
Fee, assessment, and rate analysis	Solution development and management	Integration development and management	Network connectivity
Break-fix support	Risk and compliance management	Enterprise liaison	Software procurement and management
IT vendor management	IT consulting	IT training	Many other IT duties

The DCBS Information Technology and Research Section (IT&R) provides a broad range of specialized technical services in information systems, data analysis/dissemination, and computer/telecommunication services. The employees support the collection, processing, analysis, and dissemination of statewide and regional data about workers' compensation, accident prevention, insurance, financial institutions, corporate securities, and building codes. The section supports many critical systems to meet the regulatory requirements for each program and interact with other state and federal agencies.

DCBS has a complex computer environment supporting Internet and client-server applications, repository-based data and metadata, and users in a distributed computing environment. The DCBS computer environment has multiple remote locations. It is a mixed environment with local area networks, desktops, and servers from multiple vendors. DCBS has a dynamic business environment that is regularly subject to change.

IT&R is in the DCBS Central Services Division (CSD) and provides most IT services as a central, shared service that supports all division program areas (see Current IT landscape on Page 3). Divisions employ technical staff engaged in hands-on computing support (desktops, mobile devices, etc.) and the Building Codes Division maintains a separate e-Permitting IT support team.

As a part of the IT strategic planning process, a SWOT analysis was conducted. It produced the following information to describe the current DCBS IT landscape.

Strengths

- Dedicated and experienced staff, problem solvers
- IT collects requirements and understands business needs in partnership with business SMEs
- Projects meet or exceed business expectations
- Mostly, DCBS has existing IT systems that are fully developed and supported, hosted on current technology, with current code, and minimize the immediate need to replace them
- DCBS communicates and collaborates successfully with EIS, Cyber Security Services (CSS), and Data Center Services (DCS)

Weaknesses

- Shared services is under-resourced, specifically IT
- Use of IT resources
- Legacy IT systems (cost and difficulty of replacing limits innovation)
- Hiring and compensation limitations
- Network reliability, speed, and availability (not DCBS in some cases)
- Reporting and analytical capabilities
- Completion of lower priority projects/enhancements/work requests
- Current IT applications are built upon historic and complex business requirements and data structures – this is what is meant when referring to DCBS "legacy" applications
- Heavily reliant on DCS and other sources beyond DCBS control
- IT constrained by lack of subject matter experts in business and division readiness/availability to engage and support projects

Opportunities

- Technology advancements can improve efficiencies in process, but often state government is a late adopter – consider methods to analyze and integrate technology sooner in the process
- Hybrid and remote work
- 2023 IT policy option packages offer opportunities to increase IT capacity in certain areas (but not overall solution capacity)
- Collaboration with CSS and DCS creates opportunities for new services (e.g., tenable and cloud services)

Threats

- New compliance requirements (program, cybersecurity, procurement, training, etc.)
- DAS and others will continue to add or update policies, which will involve work for us to be in compliance

- Legislative mandates, new programs, changes to existing programs, etc., can reduce productivity and limit ability to achieve mission
- Post-pandemic expectations – working remote new and coming back in
- Business believes technology advancements can improve efficiencies in business process
- Staff retirements will cause a loss of institutional knowledge and there is insufficient staff to effectively undertake comprehensive succession planning, which should have started years ago
- Business complexity continually increases and business streams mostly do not overlap or share needs

In early 2023, DCBS executives were presented a survey to obtain feedback about IT services. The results are summarized:

Operational efficiency is number **1**. It is tied to:

- IT staffing levels (insufficient)
- Want support for:
  - M365 tools (full suite)
  - Easier/quicker access to external tools/sites (blocking is a challenge)
  - Continue to improve mobile access options and support
  - Continue Service Desk support levels/services
  - Continue project success, but improve capacity to get to smaller/lower priority projects
  - Improved data and analytics capabilities to guide business decisions

Customer/employee experience is number **2**

- Services need to be easier to use
- Fewer service disruptions
- Too much paperwork is impeding service delivery (software/service acquisition, project timelines, etc.)

Risk management is number **3** and should continue to improve

Summary of how DCBS IT is viewed – **"IT supports the business, but does not optimize it."**

Key issues

A long list of issues was generated during the strategic planning process. The top six priority issues are:

- Prepared workforce (organizational change management, succession planning, etc.)
- Customer service/relationships – responsiveness and communication
- IT governance (and/or enterprise governance) should be re-evaluated for effectiveness and to determine if/where strategic items are discussed
- Modernization is not a priority and requires agreement, commitment, and collaboration
- Data capabilities on homegrown systems are not set up to provide information needed/desired by programs
- Accessibility and usability need more prioritization

IT context

Below are the mission, vision, and guiding principles developed for the DCBS IT strategic plan:

Mission

Information Technology and Research (IT&R) allocates resources (people and technology) to deliver solutions, services, and expertise to support the department's mission.

Vision

As a valued part of DCBS programs, IT&R is adequately resourced and meets all DCBS business technology and research needs, maintains cybersecurity, promotes the use of data and information, and presents ongoing innovation.

Guiding principles

- Business focus
- Collaboration

- Customer service
- Organizational health
- Diversity, equity, and inclusion
- Innovation
- Compliance
- Efficiency

IT strategic goals

The IT strategic planning process resulted in the development of the following six focus areas/goals:

- **People**
  - IT has a prepared workforce with adequate capacity to meet departmental goals
- **Customer service**
  - Customer service, relationships, responsiveness, and communication expectations are well-established
- **Governance**
  - IT governance is well-developed, used to guide priorities, and includes a focus on strategic items
- **Modernize**
  - DCBS modernization is a priority with department-wide agreement, commitment, and collaboration
- **Data as a strategic asset**
  - Data is a strategic asset and used for department and program decision-making
- **Looking to the future**
  - DCBS is looking to, and preparing for, the future

IT strategic initiatives

The following prioritized IT SMART (specific, measurable, achievable, relevant, and time-based) initiatives will enable DCBS to make progress on identified IT strategic goals and improve IT from the current state towards the target state and enterprise alignment.

1. Initiative statement:

Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.

- SPECIFIC: Complete three phases needed to move DCBS off Citrix for remote access to the statewide remote access (Zero Trust) solution.
  - **Phase one:**
    Complete the planning needed to identify the approach, solutions, impact, resources, and effort.
  - **Phase two:**
    Complete the modifications/rebuilds needed to use the statewide Zero Trust solution.
  - **Phase three:**
    Migrate DCBS off Citrix for remote access and onto the statewide remote access solution.
- MEASURABLE:
  The following are completed for **phase one:**
  - Documented plan.
  - Agreement with business on approach and solutions.
  - Impact is well-understood and communicated to agency.
  - IT&R and business resources are identified and available.
  - Agency commitment to implement plan.

  The following are completed for **phase two**:
  - DCBS is Zero Trust ready (presumably comply with an enterprise checklist).
  - DCBS applications can work in that solution.

  The following are completed for **phase three**:
  - DCBS applications are working in the Zero Trust solution.
  - DCBS staff are trained and effectively using the statewide remote access solution. (The user experience is deemed acceptable.)
  - Citrix is no longer used by DCBS to provide remote access for general daily work.

- DCBS is in alignment with Oregon enterprise goals and objectives for remote access.

- ACHIEVABLE:
  - **Phase one:**
    Prioritization of existing IT&R resources (10 percent of 6-8 resources)
  - **Phase two:**
    Prioritization of existing IT&R and business resources related to DCBS software applications is necessary (unknown number of resources, but will require a lot; identify resources in planning)
  - **Phase three:**
    IT&R resources (identified in planning), 6-8 resources to handle organizational change management, and all DCBS employees as end users
- RELEVANT: Modernize
- TIME-BASED:
  - **Phase one:**
    Complete by Q4 of 2025.
  - **Phase two:**
    Completion based upon plan. Goal is no later than Q4 of 2027.
  - **Phase three:**
    Completion based upon plan. Goal is no later than Q4 of 2028 or no later than one year after completion of phase 2.

2. Initiative statement:

Improve end-user experiences.

- SPECIFIC: Phases to complete:
  - Acquire the new agency tracking tool.
  - Establish requirements and expectations for use of the tracking tool to improve data and transparency of incident and request response.
  - Train users to use the tool to and identify additional ways to improve the user experience such as user ability to self-submit requests (as appropriate) and track ticket status.
  - Acquire a network diagnostic tool to facilitate end-user connectivity issue diagnosis.
  - Educate and empower end-users to improve online work experiences.
- MEASURABLE: The following tasks are complete:
  - The new tracking tool is purchased, configured, data migrated, and implemented for existing solutions (those currently in assyst) and audiences.
  - DCBS-wide expectations for the use of the tracking tool are documented and agreed-upon by DCBS executives. (Goal: More comprehensive use of the tracking tool to capture work.) This will also enable better status tracking and improve data quality to initiate other improvements, such as dashboards.
  - Tracking tool use expectations are communicated to affected audiences and DCBS managers.
  - Tracking tool users are trained and able to effectively use the tracking tool as directed.
  - Data in the tracking tool is being used to identify user issues to resolve.
  - A network diagnostic tool is acquired, configured, and implemented for use by the IT Service Desk to help diagnose remote connectivity and performance issues.
  - End-user education, as needed, is developed, presented, and ongoing to help improve end-user remote connectivity experiences, problem identification, and resolution.
- ACHIEVABLE: IT&R has both an IT service management (ITSM) and an IT trainer position that will work on parts of this initiative. Much of the rest will need to involve IT governance, and DCBS management, to establish and enforce operating and documentation standards and ensure DCBS-wide communication and education.
- RELEVANT: Customer service, Governance, Data as a strategic asset
- TIME-BASED: Complete by Q1 2025

3. Initiative statement:

Improve succession planning and retention of institutional knowledge.

- SPECIFIC: Define key IT&R positions, document processes and knowledge and have a plan for replacing key personnel.
- MEASURABLE: The following are completed:
  - An inventory of IT&R key positions exists that also includes knowledge and skills areas.
  - High-level plans to transfer knowledge for key positions exist.
  - Areas of single-threaded support are identified and high-level plans for documenting processes and knowledge, and cross-training or other backup are identified.
- ACHIEVABLE: DCBS already has a succession planning program. IT&R managers will need to prioritize this effort to complete it.
- RELEVANT: People, Customer service
- TIME-BASED: Complete by Q4 2024.

4. Initiative statement:

Assess IT&R operations and organizational structures to improve our ability to understand DCBS issues, capabilities, and modernization opportunities.

- SPECIFIC: Have a third-party assessment of how IT&R is organized, how functions are handled, staffing, etc., and make recommendations for improvement, reorganization, or both.
- MEASURABLE: The following are completed:
  - An independent third party is hired to evaluate IT&R operationally.
  - The assessment is completed and contains recommendations for improvement.
  - The recommendations are referred to the DCBS executive team to determine a course of action to implement them.
- ACHIEVABLE: Other departments have done this, so there is organizational knowledge of vendors capable of doing this work. It may be possible to hire from the IT Professional Services contract to get this work done.
- RELEVANT: People, Customer service, Governance, Looking to the future
- TIME-BASED: Complete by end of Q1 2025.

5. Initiative statement:

Establish and implement IT&R responsiveness (service commitments) and communication guidelines (include expectations for divtechs and other ancillary IT support).

- SPECIFIC: Develop service commitments, communication guidelines and expectations for IT support responsiveness, including divtechs and division-specific IT functions.
- MEASURABLE: The following items are completed:
  - IT&R service commitments are identified and developed.
  - Service commitments are approved by DCBS IT governance.
  - Communication guidelines and expectations documents are created.
  - Communication guidelines and expectations documents are approved by DCBS IT governance.
  - All above items are implemented.
  - Service commitment compliance is tracked and reported at DCBS quarterly performance reviews.
- ACHIEVABLE: A workgroup consisting of IT&R managers and division representatives should complete this work. DCBS IT governance will review and approve.
- RELEVANT: Customer service, Governance
- TIME-BASED: Complete by end of Q4 2025.

6. Initiative statement:

Enable divisions to access and use data to drive or monitor program compliance and establish user tools to facilitate these functions.

- SPECIFIC: Develop a plan to identify and enable data/dashboard opportunities related to DCBS system data and then implement those dashboards.
- MEASURABLE: The following items are completed:

- An inventory of possible dashboards is created by talking with divisions and analyzing existing systems and data.
- The list of dashboards is prioritized and a plan to implement the work is developed.
- Dashboards identified by the plan are created, tested, users trained, and put into production.

- ACHIEVABLE: The resources needed to implement this need to be identified once the work is understood. Resources from both IT&R and the business will be required.
- RELEVANT: Customer service, Modernize, Data as a strategic asset
- TIME-BASED: Plan – Complete by Q4 of 2024. Implementation – Complete by Q2 of 2026.

7. Initiative statement:

Facilitate a DCBS assessment of business functions, organizational and IT&R support structures, and staffing, including how DCBS integrates and supports new programs/functions and can adjust to allocate resources towards continuous modernization.

- SPECIFIC: Escalate this proposed initiative to the DCBS enterprise strategic planning effort.
- MEASURABLE: If added to the DCBS enterprise strategic plan, success criteria will be determined there.
- ACHIEVABLE: Requires the participation of every division.
- RELEVANT: People, Governance, Modernize, Looking to the future
- TIME-BASED: Refer by Q1 2024

8. Initiative statement:

Maintain a current inventory of all DCBS software applications and services (inventory and ID business owners) and develop a modernization roadmap.

- SPECIFIC: Update the existing DCBS application inventory using the latest EIS template and create a process to continuously update it. Once updated, establish a workgroup to discuss a modernization approach and develop a roadmap to guide a DCBS-wide modernization effort.
- MEASURABLE: The following items are completed:
  - All DCBS software applications and services are documented (continue to meet annual EIS requirement).
  - A process to continuously update the inventory is established.
  - DCBS has developed and documented a modernization strategy.
  - An IT modernization roadmap is created.
- ACHIEVABLE: Requires the participation of every division.
- RELEVANT: Modernize
- TIME-BASED: Complete by Q4 2024.

9. Initiative statement:

Plan for and decouple documents and business processes from M365 Office.

- SPECIFIC: Plan, develop, and implement alternative solutions to eliminate dynamic DCBS templates in Microsoft Office used to support business functions. (Nondynamic templates such as memos, low-volume form letters, resumes, etc., can still be created and used.)
- MEASURABLE: DCBS is ready to fully adopt cloud-based M365 Office productivity applications because there are no business dependencies on dynamic templates (auto-fill, connect to data, run queries, etc.) that will not work in the cloud environment.
- ACHIEVABLE: The resources needed to implement this initiative need to be identified once the work is understood. Resources from both IT and the business will be required.
- RELEVANT: Modernize
- TIME-BASED: Plan – Complete by Q4 2025. Development and implementation – Complete by Q4 2026.

10. Initiative statement:

Complete conversion of Actuate to Power BI and SSRS.

- SPECIFIC: Decommission Actuate because all reports have been migrated to Power BI, SSRS, retired, or another alternate, modern solution.
- MEASURABLE: Actuate can be decommissioned because there are no longer any reports on it.
- ACHIEVABLE: This will take resources from both IT&R and business units to complete. An assessment to determine if contract (or student, etc.) help can be obtained to perform some of the work.
- RELEVANT: Modernize
- TIME-BASED: Complete by Q4 2025.

Metrics and targets

As with all plans, implementation and monitoring are crucial to the success of the plan.

DCBS will develop a comprehensive process to track and monitor IT plan progress at the DCBS enterprise level and with the DCBS enterprise (business) strategic plan. DCBS will leverage its existing Executive Team and IT governance committee to monitor progress.

Targets will be outcome-based with each initiative effort determining if performance metrics related to the outcome are desired, necessary, or both to ensure results and value are obtained.

IT roadmap

Timeline order of IT strategic plan initiatives

Initiative	Description	Completion
7	Facilitate a DCBS assessment of business functions, organizational and IT&R support structures, and staffing, including how DCBS integrates and supports new programs/functions and can adjust to allocate resources towards continuous modernization.	Refer by Q1 2024
3	Improve succession planning and retention of institutional knowledge.	Q4 2024
8	Maintain a current inventory of all DCBS software applications and services (inventory and ID business owners) and develop a modernization roadmap.	Q4 2024
6	Enable divisions to access and use data to drive or monitor program compliance and establish user tools to facilitate these functions.	Plan – Q4 2024
2	Improve end-user experiences.	Q1 2025
4	Assess IT&R operations and organizational structures to improve our ability to understand DCBS issues, capabilities, and modernization opportunities.	Q1 2025
5	Establish and implement IT&R responsiveness (service commitments) and communication guidelines (include expectations for divtechs and other ancillary IT support).	Q4 2025
9	Plan for and decouple documents and business processes from M365 Office.	Plan - Q4 2025
1	Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.	Phase one – Q4 2025
10	Complete conversion of Actuate to Power BI and SSRS.	Q4 2025
6	Enable divisions to access and use data to drive or monitor program compliance and establish user tools to facilitate these functions.	Implementation – Q2 2026
9	Plan for and decouple documents and business processes from M365 Office.	Implementation – Q4 2026

Initiative	Description	Completion
1	Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.	Phase two – Q4 2027
1	Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.	Phase three – Q4 2028

See the IT strategic plan roadmap graphic.

IT strategic communications

See the IT strategic plan executive and staff presentations and one-page summary (Page ii of this document).

DCBS employees will be kept informed, as needed, of the strategic plan implementation process through the DCBS quarterly performance reporting process and other informing communications (such as through the DCBS *Connections* newsletter).

DCBS will develop a full strategic communication plan as a consolidated product of the IT and DCBS enterprise strategic plans. This plan, when developed, can be made available to EIS upon request.

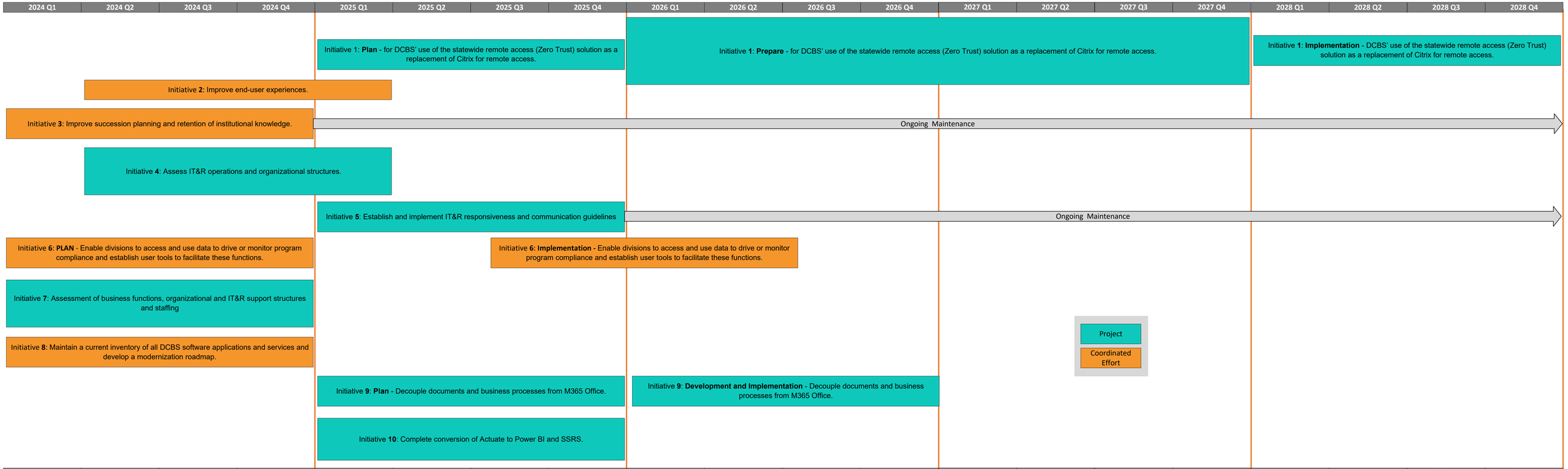
IT strategic plan continuous lifecycle

DCBS will use the following refresh and accountability strategy to ensure its IT strategic plan is kept up to date and germane to DCBS needs. Besides a regular and scheduled review, triggers such as receiving a new line of business or other organizational/functional change will cause an evaluation of the plan to determine impact and need for possible realignment.

Strategic plan refresh:

- Q4 of even years: Begin review of existing IT strategic plan
- Q4 of even years: Identify areas of deviation (parts of plan not going as documented)
- Q4 of even years: Reassess division goals and initiatives, as available
- Q4 of even years: Reassess alignment with DCBS overall strategic plan status
- Q1 of odd years: Make changes to IT strategic plan, as needed
- Q1 of odd years: Share updated IT strategic plan with DCBS execs and EIS

DCBS 2023-2028 IT Strategic Plan Initiatives Roadmap



Information Technology and Research Section

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dcbs.info@dcbs.oregon.gov

440-5911 (12/23/COM)

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
Technology and Strategic Alignment	**35%**	WEIGHTED SUBTOTAL	35	29	29
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)	3	2	3
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)	3	3	2

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	25	25	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	3	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	3	2

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
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)	3	3	3
Agency Readiness and Solution Appropriateness	**40%**	**WEIGHTED SUBTOTAL**	**40**	**27**	**30**
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)	3	3	3

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		**100**	**81**	**81**
CRITERIA	**WEIGHT**	**SCORING GUIDE**			
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)	3	2	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)	3	2	2

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
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 practices (PMBOK)?		**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	1	2

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 Administrative Burdens Can Harm Health* . www.Healthaffairs.Org. Retrieved February 9, 2022, from https://www.healthaffairs.org/do/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacting%20with%2

Scores
3
2
1
0

Consumer and Business Svcs, Dept of
Consumer and Business Svcs, Dept of
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 44000-000-00-00-00000

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	973	967.77	756,056,209	12,742,576	-	422,005,708	135,295,281	186,012,644	-
2023-25 Emergency Boards	16	7.75	24,339,590	60,862	-	22,989,696	1,289,032	-	-
2023-25 Leg Approved Budget	**989**	**975.52**	**780,395,799**	**12,803,438**	**-**	**444,995,404**	136,584,313	**186,012,644**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	11.98	27,869,355	343,938	-	26,035,158	1,490,259	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			660,451	-	-	-	-	660,451	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**989**	**987.50**	**808,925,605**	**13,147,376**	**-**	**471,030,562**	138,074,572	**186,673,095**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(8,305,021)	(33,719)	-	(8,060,569)	(210,733)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(181,293)	10,106	-	(160,161)	(31,238)	-	-
Subtotal	**-**	**-**	**(8,486,314)**	**(23,613)**	**-**	**(8,220,730)**	(241,971)	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	160,238	4,088	-	156,150	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(239,185,545)	(11,323,100)	-	(107,787,031)	(120,075,414)	-	-
Subtotal	**-**	**-**	**(239,025,307)**	**(11,319,012)**	**-**	**(107,630,881)**	(120,075,414)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	5,513,759	64,449	-	5,429,501	19,809	-	-
State Gov"t & Services Charges Increase/(Decrease)			2,734,786	34,974	-	2,702,281	(2,469)	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**8,248,545**	**99,423**	**-**	**8,131,782**	17,340	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**989**	**987.50**	**569,662,529**	**1,904,174**	**-**	**363,310,733**	17,774,527	**186,673,095**	**-**

Consumer and Business Svcs, Dept of
Consumer and Business Svcs, Dept of
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 44000-000-00-00-00000

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	**989**	**987.50**	**569,662,529**	**1,904,174**	**-**	**363,310,733**	17,774,527	**186,673,095**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	(1)	(11.23)	(4,107,192)	-	-	-	(4,107,192)	-	-
Modified 2025-27 Current Service Level	**988**	**976.27**	**565,555,337**	**1,904,174**	**-**	**363,310,733**	13,667,335	**186,673,095**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - WCB Modernization	-	-	2,500,000	-	-	2,500,000	-	-	-
102 - WCD Modernization	3	2.64	13,527,684	-	-	13,527,684	-	-	-
103 - Ombudsman Outreach	1	0.88	208,175	-	-	208,175	-	-	-
104 - OSHA Ag. Labor Housing Compliance	10	5.33	1,745,181	-	-	1,745,181	-	-	-
105 - OSHA Outreach	4	3.64	1,021,386	-	-	1,021,386	-	-	-
106 - OSHA OTIS/ORCA Support	1	0.88	245,165	-	-	245,165	-	-	-
107 - FS Workday Support	1	1.00	201,274	-	-	201,274	-	-	-
108 - FS Assessments Support	1	0.88	210,524	-	-	210,524	-	-	-
109 - FS Account Support	1	0.88	239,830	-	-	239,830	-	-	-
110 - ES Agency Classification Review	1	0.88	245,119	-	-	245,119	-	-	-
111 - DO Legislative & Strategic Planing Coord.	1	1.00	321,903	-	-	321,903	-	-	-
112 - Oregon Reinsurance Program	-	-	232,671,710	-	-	112,596,296	120,075,414	-	-
113 - DFR Auto Rating Study	-	-	500,000	-	-	500,000	-	-	-
114 - DFR Contractual Exam Services	-	-	3,000,000	-	-	3,000,000	-	-	-
115 - DFR Advocacy	1	0.88	243,916	-	-	243,916	-	-	-
116 - DFR Market Analysis	1	0.88	270,087	-	-	270,087	-	-	-
117 - DFR Credit Unions	1	0.88	196,363	-	-	196,363	-	-	-

Consumer and Business Svcs, Dept of
Consumer and Business Svcs, Dept of
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 44000-000-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
118 - DFR Enforcement	1	0.88	236,290	-	-	236,290	-	-	-
119 - DFR Settlement Funds	-	-	375,000	-	-	375,000	-	-	-
120 - Technical Adjustment - Reclasses	-	-	110,171	-	-	107,209	2,962	-	-
121 - OSHA Revenue Shortfall Addback	-	10.23	3,761,136	-	-	3,761,136	-	-	-
122 - IT&R Revenue Shortfall Addback	-	-	17,039	-	-	17,039	-	-	-
123 - BCD Revenue Shortfall Addback	1	1.00	343,046	-	-	108,836	234,210	-	-
501 - BCD Learning Management System Technology	-	-	287,000	-	-	287,000	-	-	-
502 - BCD Permitting & Billing Technology	-	-	850,000	-	-	850,000	-	-	-
503 - BCD State Plans Examiners	4	3.52	1,089,903	-	-	1,089,903	-	-	-
504 - DFR Insurance Risk Pool	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**33**	**36.28**	**264,417,902**	**-**	**-**	**144,105,316**	120,312,586	**-**	**-**
Total 2025-27 Agency Request Budget	**1,021**	**1,012.55**	**829,973,239**	**1,904,174**	**-**	**507,416,049**	133,979,921	**186,673,095**	**-**
Percentage Change From 2023-25 Leg Approved Budget	3.24%	3.80%	6.35%	-85.13%	-	14.03%	-1.91%	0.36%	-
Percentage Change From 2025-27 Current Service Level	3.24%	2.54%	45.70%	-	-	39.66%	653.77%	-	-

Summary Cross Reference Number	*Cross Reference 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*
005-00-00-00000	**Workers Compensation NL Accts**						
	Other Funds	407,247	800,000	800,000	1,460,451	-	-
006-00-00-00000	**Workers' Benefit Fund**						
	Other Funds	158,542,853	180,912,434	180,912,434	180,912,434	-	-
011-12-00-00000	**Workers' Comp Board**						
	Other Funds	26,797,489	29,624,136	31,507,513	35,558,408	-	-
011-13-00-00000	**Workers' Compensation Programs**						
	Other Funds	40,992,436	58,827,073	62,535,351	74,698,214	-	-
011-15-00-00000	**OR - OSHA**						
	Other Funds	47,385,259	55,047,352	58,392,161	69,420,173	-	-
	Federal Funds	16,519,504	14,556,518	15,788,198	13,291,980	-	-
	All Funds	63,904,763	69,603,870	74,180,359	82,712,153	-	-
015-00-00-00000	**Health Insurance Marketplace**						
	Other Funds	(167,467)	-	-	-	-	-
017-00-00-00000	**Central Services Division**						
	Other Funds	51,130,098	62,968,819	67,517,429	74,176,405	-	-
	Federal Funds	326,942	360,746	389,306	380,973	-	-
	All Funds	51,457,040	63,329,565	67,906,735	74,557,378	-	-

Summary Cross Reference Number	*Cross Reference 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*
018-00-00-00000	**Division of Financial Regulation**						
	General Fund	1,014,508	5,000,000	5,000,000	-	-	-
	Other Funds	152,306,044	173,259,519	179,470,609	202,646,755	-	-
	Federal Funds	109,411,583	120,075,414	120,075,414	120,075,414	-	-
	All Funds	262,732,135	298,334,933	304,546,023	322,722,169	-	-
019-00-00-00000	**Building Codes Division**						
	General Fund	3,623,755	6,300,000	6,300,000	-	-	-
	Other Funds	41,990,115	46,579,019	49,872,551	55,216,304	-	-
	Federal Funds	240,901	302,603	331,395	231,554	-	-
	All Funds	45,854,771	53,181,622	56,503,946	55,447,858	-	-
020-00-00-00000	**Universal Health Plan Governance Board**						
	General Fund	-	1,442,576	1,503,438	1,904,174	-	-
TOTAL AGENCY							
	General Fund	4,638,263	12,742,576	12,803,438	1,904,174	-	-
	Other Funds	519,384,074	608,018,352	631,008,048	694,089,144	-	-
	Federal Funds	126,498,930	135,295,281	136,584,313	133,979,921	-	-
	All Funds	650,521,267	756,056,209	780,395,799	829,973,239	-	-

Program Prioritization for 2025-27

Agency Name: Department of Consumer and Business Services

2025-27 Biennium — **Agency Number: 44000**

Program 1

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**																				
0	0	DCBS	Shared Services	Shared administrative functions					62,311,059	3,605,299			$ 65,916,358	183	180.85	N	N				This reduction would reduce the capacity and timeliness shared services for the agency *ARB request to add 5 pos (4.64 FTE) to meet increased division support needs
0	0	DCBS	Shared Services	BLS Grant							398,012		$ 398,012	0	1.65	N	N				A reduction would result impair the unit's ability to provide timely information to the Bureau of Labor Statistics on occupational injuries and illnesses and fatal occupational injuries *No significant proposed changes at ARB
0	0	DCBS	WC NL	WC NL		3				1,460,451			$ 1,460,451	0	0.00	N	N	S	ORS 656.614		Reduction in the workers' compensation non-limited funds will decrease the funds in the two reserve funds for the self-insured groups: self-insured adjustment reserve and self-insure employer group adjustment reserve. The potential of decreased in non-limited funds could lead to employees not having a workers' compensation claim paid timely. *No significant proposed changes at ARB
0	0	DCBS	WBF	WBF		3				180,912,434			$ 180,912,434	0	0.00	N	N	S	ORS 656.605		The Workers' Benefit Fund provides revenue for several programs that help injured workers and employers. The Workers' Benefit Fund (WBF) is required by statute to have a balance of at least twelve months projected expenditures. Any reduction in the WBF will affect injured workers and employers in Oregon. *No significant proposed changes at ARB
1	1	DCBS	OR-OSHA	Oregon OSHA Enforcement	1, 3, 11, 13	10			43,850,003		11,925,508		$ 55,775,511	137	136.00	N	N	S, FM	654.003(4), 654.003(6)	To be an occupational safety and health state plan, it must be "at least as effective" as federal OSHA.	Impact ability to administer Oregon Safe Employment Act (OSEA) via a comprehensive enforcement program that through inspections and accident/fatality investigations ensure occupational safety and health rules are carried out in workplaces. In addition, the state's ability to retain federal OSHA funding and state jurisdiction over worker health and safety would be impacted (State Plan). *ARB request to add 1 pos (0.88 FTE) to support OSHA's OTIS and ORCA systems. Additional request to add 10 pos (5.33 FTE) to validate the conditions of agricultural labor housing (impact to both OSHA program units).
2	1	DCBS	WCD	Workers' Compensation Division - WC Coverage/Compliance Non-complying Employer		3			16,389,590				$ 16,389,590	49	48.88	N	N	S	ORS 656.735		Lack of enforcement actions will create more uninsured employers and lead to unfair competitive advantages for complying Oregon employers and delays in provision of benefits to eligible workers. Complying employers may have to pay more assessments to ensure that injured workers of noncomplying employers receive benefits to which they are entitled. *ARB request to add 3 Pos (3 FTE), 4 contractual IT positions costs for 25-27 for the WCD Modernization Program to continue the project (impact to multiple WCD program units).
3	1	DCBS	BCD	Building Codes Division (BCD) Statewide Policy Development					10,576,113				$ 10,576,113	26	26.00	Y	N	S	ORS 455		This reduction would result in the elimination of Oregon's predictable regulatory environment for businesses, as well as the equal consumer protection provided by Oregon's statewide building code. This would affect the Governor's Housing Accountability and Production Office goals. It would eliminate the division's dispute resolution efforts that field approximately 1,000 calls per month from contractors and local governments with issues or questions about application of the code. The programs/activities have a statutory requirement under ORS 455. This reduction option eliminates 26 positions. *No significant proposed changes at ARB
4	1	DCBS	DFR	**Financial Institutions** (Examination and analysis of Banks & Trusts, Credit Unions, and Insurance Institutions, provide policy support*, administer the Oregon Reinsurance Program, includes retaliatory tax)	OP5.A. OP5.C	3			22,823,649				$ 22,823,649	65	55.40	Y	N	S	ORS 706, 715, 714, 705, 711, 707, 713, 708A, 716, 723.731, 732, 733. 750, Or Laws 2018. ch 538		The division would not be capable of meeting its statutory requirements for periodic examinations of insurance companies, banks, trust companies and credit unions. Our ability to provide guidance to companies would be limited. *ARB request: POP 112 extends the 2% assessment on insurers that funds the Oregon Reinsurance Program through 2032 to match the federal waiver that runs through 2027 and allows for another 5 year waiver request. This goes with LC 001. POP 114 merely extends our limitation to allow us to continue to contract with firms to assist in completing required analysis and examinations of insurers necessary to maintain accreditation and effectively regulate the insurers. Insurers are billed for the cost of the examination so that work is reimbursed to DFR, however, analysis work is paid through insurer assessment. POP 117 would add one FTE Administrative Specialist 2 to provide administrative support to both the banking and credit union programs that currently have no administrative support. This would provide efficiencies in examination and management tasks by allow that staff to focus on management and examination functions while the AS2 handles administrative support duties.

Program Prioritization for 2025-27

Agency Name: Department of Consumer and Business Services

2025-27 Biennium — **Agency Number: 44000**

Program 1

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
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Agcy	**Prgm/ Div**																				
5	2	DCBS	WCD	Workers' Compensation Division - Benefits		3			12,540,078				$ 12,540,078	38	37.41	N		S	ORS 656.262		Workers may not receive timely and accurate benefits to which they are entitled. *ARB request to add 3 Pos (2.64 FTE), 4 contractual IT positions costs for 25-27 for the WCD Modernization Program to continue the project (impact to multiple WCD program units).
6	2	DCBS	OR-OSHA	Oregon OSHA Voluntary Services	1, 3, 11, 13	6			18,792,859		5,110,932		$ 23,903,791	68	68.00	N	N	S, FM	654.003(1), 654.003(2)	To be an occupational safety and health state plan, it must be "at least as effective" as federal OSHA.	Impact ability to provide consultative services, voluntary programs (SHARP,VPP), outreach, technical assistance, conferences, and training to help employers identify hazards and work practices that could lead to injuries or illness and provide recommendations for correcting hazards and improving programs. *ARB request to add 4 pos (3.64 TFE) to improve outreach to deliver consistent and improved services. Additional request to add 10 pos (5.33 FTE) to validate the conditions of agricultural labor housing (impact to both OSHA program units).
7	1	DCBS	WCB	Workers' Compensation Board					33,058,408				$ 33,058,408	79	79.00	N	N	S	ORS 654, ORS 656, ORS 147		Elimination of positions/office closures would cause delays in case processing at both the Hearings Division and Board Review levels; i.e., increased hearing sets among ALJs, reduced availability for mediations, challenges with timely issuance of ALJ and Board Review orders, and difficulty meeting statutory requirements, which would cause a reduction in service to users of our forum and result in delayed access to wage replacement and medical care. If eliminated, statutes would have to be changed significantly to allow circuit courts to resolve workers' compensation disputes. *ARB request to increase Professional Services limitation in 25-27 to assist in modernization efforts
8	3	DCBS	WCD	Ombudsman for Injured Workers	N/A	3			1,974,521				$ 1,974,521	6	6.00	Y	N	S	ORS 656.709		Workers, particularly unrepresented workers, may not be aware of/or receive benefits to which they are entitled. *ARB request to add 1 Pos (0.88 FTE) for 25-27 to increase outreach to Oregon workers with a focus on underserved communities
9	2	DCBS	DFR	**Product Regulation** (Review and approval of insurer rates and policies, provide actuarial analysis, monitor insurer market conduct, conduct targeted exams and market intelligence analyses, provide policy support*, PBM regulation, Drug Price Transparency Program, Prescription Drug Accountability Board)	OM11.A, OM11.B	3			25,359,610				$ 25,359,610	58	60.82	Y	N	S	ORS 59, 645, 646A. 650, 731, 742, 743(A), 737. 743		The division would not be able to meet time and quality requirements in reviewing insurance policy documents for compliance with statutes. We would not be able to meet our obligations in setting health insurance rates for the individual and small group markets. *ARB request to increase other fund limitation to allow the division to procure a contract with a 3rd party to conduct an independent, in-depth study of the effect of the use of socioeconomic factors in auto rating, a concept that is proposed in LC 008. *ARB request to add additional Insurance Examiner to conduct targeted examinations to offset the increase in grown of new product offering and the increased complexity in regulations and regulatory requirements to allow us to effectively monitor the insurance industry.
10	3	DCBS	DFR	**Licensing/Registration and Non-depository Programs** (Licenses/Registers regulated individuals and entities, provides policy support*, regulates non-depository financial products and funeral consumer protection trust, includes insurance licensing)	OP4.A, OP4.D	3			13,525,125	694,911			$ 14,220,036	30	32.40	N	N	S	ORS 86A, 97, 446, 646A, 650, 689, 697, 705, 717, 725, 725A, 726, 731, 732, 733, 734, 735, 737, 742, 743, 744, 746, 748		This office will not be able to issue licensing to insurance agents, mortgage loan officer and companies and many others in a timely manner, including meeting statutory obligations on timing. The office also would not be able to register other businesses such as money transmitters, check cashers, consumer loan companies and other timely. It would limit consumers' options and prevent businesses and individuals from entering Oregon markets, restricting competition. We would not be able to conduct examinations of licensed and/or registered entities to determine compliance with state and federal laws. This would like increase non-compliance exposing consumers' to companies and products that present a higher risk for financial injury. *No significant proposed changes at ARB
11	3	DCBS	DFR	**Securities Regulation** (License securities professionals and ensure securities registrations are fair, just and equitable, provide policy support*)	OP4.A, OP4.D	3			4,226,602				$ 4,226,602	9	9.90	N	N	S	ORS 59, 645, 650, 705.300-705.350		We will not be able to issue licenses and/or registrations for broker-dealers, registered investment advisors, and salespersons. We will not be able to conduct reviews of securities offerings to determine if they are appropriate for offering to Oregon consumers. It would limit consumers' options and prevent businesses and individuals from entering Oregon markets, restricting competition. We would not be able to conduct examinations of licensed and/or registered entities to determine compliance with state and federal laws. This would like increase non-compliance exposing consumers' investments to higher risk. *No significant proposed changes at ARB

Program Prioritization for 2025-27

Agency Name: Department of Consumer and Business Services

2025-27 Biennium — **Agency Number: 44000**

Program 1

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**																				
12	4	DCBS	DFR	**Consumer Advocacy and Education** (Complaint Resolution and Outreach for all DFR programs)	OP6.B, OP6.C, OM7.A	3			10,989,164				$ 10,989,164	25	27.12	Y	N	S	ORS 59, 86A, 97, 446, 646A, 650, 689, 697, 705, 708A, 717, 725, 725A, 726, 731, 732, 733, 734, 735, 737, 742, 743, 744, 746, 748		We would not be able to meet our statutory responsibilities to provide assistance to Oregonian that have problems with a regulated entity. This would include not being able to provide educational information to help seniors identify financial scams. *ARB request to add one full time FTE Program Analyst 2 to address increasing workload of our advocacy staff due to additional programs DFR has taken on since 2019 and the increase in complaints and complexity of advocates' workloads. POP 119 would increase the other fund limitation to allow DFR to use revenue obtained from regulatory settlement agreements to support outreach efforts without having to absorb the costs within the existing authorized limitation.
13	5	DCBS	DFR	**Enforcement and Investigations** (Investigate violations and initiate administrative, civil, and criminal actions against those who violate the laws we enforce, provide policy support*)	OP6.C, OP6.D	3			7,607,883				$ 7,607,883	17	18.36	Y	N	S	ORS 59, 86A, 97, 446, 646A, 650, 689, 697, 705, 708A, 717, 725, 725A, 726, 731, 732, 733, 734, 735, 737, 742, 743, 744, 746, 748		This office will not be able to issue licensing to insurance agents, mortgage loan officer and companies and many others in a timely manner. The office also would not be able to register other businesses such as money transmitters, check cashers, consumer loan companies and other timely. *ARB request to add a 0.88 FTE Paralegal to research statutes and administrative rules, draft legal documents and review and prepare evidence to increase efficiency and allow other staff to focus on more complex cases.
14	2	DCBS	BCD	BCD Licensing & Enforcement					7,403,279				$ 7,403,279	19	19.00		N	S	ORS 455, 479, 480, 693		This reduction would result in the elimination BCD's license and enforcement programs for electricians, plumbers, boiler and pressure vessel installers, as well as building code inspectors. License issuance and enforcement responsibilities, if retained as requirements, would revert to the appropriate advisory boards which would need to be provided with administrative capabilities and staff to carry out the issuance of licenses and enforcement functions. The programs/activities have a statutory requirement under ORS 455, 479, 480 and 693. This reduction option eliminates 19 positions. *No significant proposed changes at ARB
15	3	DCBS	BCD	BCD ePermitting					6,345,668				$ 6,345,668	16	16.00	Y	N	S	ORS 455.095, 455.097		This reduction would result in the elimination of the statewide electronic permitting system administered by BCD that serves 82 communities expected to expand to 90 next year, with approximately 205,000 transactions initiated for contractors and construction businesses throughout the state in 2023. The electronic system would be decommissioned, leaving the served communities to develop their own electronic system, contract for the service, or revert to non-electronic. The programs/activities have a statutory requirement under ORS 455.095 and 455.097. This reduction option eliminates 16 positions. * ARB request to increase limitation for increased renewal costs of Permitting & Billing systems
16	5	DCBS	BCD	BCD Site-Built Construction Inspections (Field Services) - Part 2					10,815,118				$ 10,815,118	31	31.00		N	S	ORS 447, 455, 460, 479, 480		This reduction would result in the elimination of field services such as electrical, plumbing, structural/mechanical and pre-fabrication inspections, plans examinations, and permit issuance specific to Salem, and Pendleton. The programs/activities protect property and building occupants, and have a statutory requirement under ORS 447, 455, 460, 479, and 480. This reduction option eliminates 31 positions. *ARB request to add 4 Pos (3.52 FTE) for 25-27 to increase the number of state plans examiners to meet anticipated increases in demand
16	5	DCBS	BCD	BCD Site-Built Construction Inspections (Field Services) - Part 1					1,347,412				$ 1,347,412	0	0.00		N	S	ORS 447, 455, 460, 479, 480		This reduction would result in the elimination of field services such as electrical, plumbing, structural/mechanical and pre-fabrication inspections, plans examinations, and permit issuance specific to Salem, and Pendleton. The programs/activities protect property and building occupants, and have a statutory requirement under ORS 447, 455, 460, 479, and 480. This reduction option eliminates 31 positions. *ARB request to add 4 Pos (3.52 FTE) for 25-27 to increase the number of state plans examiners to meet anticipated increases in demand
17	7	DCBS	BCD	BCD Statewide Services					12,162,530		340,075		$ 12,502,605	31	31.00	Y	N	S	ORS 446, 447, 455, 460, 479, 480, 593		This reduction would result in elimination of the regulatory oversight of elevators and amusement rides; boilers and pressure vessels; manufactured home ownership and structures; and structural/mechanical and plumbing inspections. The programs/activities have a statutory requirement under ORS 446, 447, 455, 460, 479, 480, and 693. This reduction option eliminates 31 positions. * ARB request to increase limitation for increased renewal costs of Permitting & Billing systems

Program Prioritization for 2025-27

Agency Name: Department of Consumer and Business Services

2025-27 Biennium — **Agency Number: 44000**

Program 1

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1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
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Agcy	**Prgm/ Div**																				
18	4	DCBS	WCD	Workers' Compensation Division - Dispute Resolution - Part 2		3			14,633,110				$ 14,633,110	50	51.00	N		S	ORS 656.260, 656.268		Administrative dispute resolution processes will not be available to workers and other parties, leading to increased litigation and costs to the system. There may be and delays in workers receiving benefits and medical treatment to which they are entitled. *ARB request to add 3 Pos (2.64 FTE) 4 contractual Pos., IT professional services, and iQMS costs for 25-27 for the WCD Modernization Program to continue the project (impact to multiple WCD program units).
18	4	DCBS	WCD	Workers' Compensation Division - Dispute Resolution - Part 1		3			2,456,391				$ 2,456,391	0	0.00	N		S	ORS 656.260, 656.268		Administrative dispute resolution processes will not be available to workers and other parties, leading to increased litigation and costs to the system. There may be and delays in workers receiving benefits and medical treatment to which they are entitled. *ARB request to add 3 Pos (2.64 FTE) 4 contractual Pos., IT professional services, and iQMS costs for 25-27 for the WCD Modernization Program to continue the project (impact to multiple WCD program units).
19	5	DCBS	WCD	Workers' Benefit Fund- Reemployment Assistance		3			5,074,357				$ 5,074,357	15	15.15	N	N	S	ORS 656.622		Fewer injured workers will be able to return to work and those who do will have less opportunity for full wage recovery. Employers' claims costs will increase for wage replacement benefits because fewer workers will be able to return to work quickly. *ARB request to add 3 Pos (2.64 FTE), 4 contractual IT positions costs for 25-27 for the WCD Modernization Program to continue the project (impact to multiple WCD program units).
20	6	DCBS	WCD	Workers' Benefit Fund - Retroactive and Other Benefits		3			5,540,965				$ 5,540,965	17	16.56	N	N	S	ORS 656.605		There will be reduced accountability for the expenditure of public funds and increased potential for fraudulent and inaccurate payments. *ARB request to add 3 Pos (2.64 FTE), 4 contractual IT positions costs for 25-27 for the WCD Modernization Program to continue the project (impact to multiple WCD program units).
21	2	DCBS	Shared Services	5% Shared Services					3,461,726				$ 3,461,726	0	0.00	N	N				This reduction would reduce the capacity and timeliness shared services for the agency *ARB request to add 5 pos (4.64 FTE) to meet increased division support needs
22	4	DCBS	BCD	BCD Training and Outreach					4,230,445				$ 4,230,445	10	10.00	Y	N	S	ORS 446, 447, 455, 460, 479, 480, 693		This reduction would result in the elimination of the consistent and uniform regulatory environment related to training and education requirements for building officials, inspectors and plan reviewers. It would remove the division's ability to establish statewide consistency through consistent training of building code professionals. It would also eliminate our ability to provide additional training options to local government through web-based continuing education program opportunities for inspectors, planners, designers, and contractors. The program/activity has a statutory requirement under ORS 446, 447, 455, 460, 479, 480, and 693. This reduction option eliminates 10 positions. * ARB request to increase limitation for the purchase of an all-in-one academic learning management system

Program Prioritization for 2025-27

Agency Name: Department of Consumer and Business Services

2025-27 Biennium — **Agency Number: 44000**

Program 1

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**																				
23	7	DCBS	WCD	Small Business Ombudsman	N/A	3			661,891				$ 661,891	2	2.00	N	N	S	ORS 656.709		More employers may become noncomplying because they will have no advocate to assist them with obtaining required coverage. Employers who have disputes with their insurer about premiums or coverage will not have a resource to answer questions, or advocate on their behalf *No significant proposed changes at ARB
24	8	DCBS	WCD	Workers' Compensation - Performance Management Team		3			1,691,452				$ 1,691,452	5	5.00	N	N	S	ORS 656.726		The division will have reduced and impaired ability to consistently improve processes and complete needed projects and initiatives that impact our stakeholders. Managers will be required to absorb duties at the expense of other responsibilities. *No significant proposed changes at ARB
25	1	DCBS	Shared Services	5% Shared Services					3,461,726				$ 3,461,726	0	0.00	N	N				This reduction would reduce the capacity and timeliness shared services for the agency *ARB request to add 5 pos (4.64 FTE) to meet increased division support needs
26	1	DCBS	UHPGB	Universal Health Plan Governance Board		10	1,904,174						$ 1,904,174	3	3.00	N	N	S	ORS 751.002		This reduction would result in the elimination of the Universal Health Plan Governance Board which is a nine-member board appointed by the governor and confirmed by the Senate. The board is responsible for creating a comprehensive plan to finance and administer a Universal Health Plan by September 15, 2026. The plan includes a system in which employers contribute to the cost of Oregon's health care system while retaining the flexibility to offer benefits, including a self-funded health plan, to employees. *No significant proposed changes at ARB
							1,904,174	-	363,310,734	186,673,095	17,774,527	-	$ 569,662,530	989	987.50						

5% OF CSL *28,483,127*

10% OF CSL *56,966,254*

7. Primary Purpose Program/Activity Exists

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

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

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

Document criteria used to prioritize activities:

Department of Consumer and Business Services
Agency: 44000

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type									Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Universal Health Plan Governance Board	This reduction would result in the elimination of the Universal Health Plan Governance Board which is a nine-member board appointed by the governor and confirmed by the Senate. The board is responsible for creating a comprehensive plan to finance and administer a Universal Health Plan by September 15, 2026. The plan includes a system in which employers contribute to the cost of Oregon's health care system while retaining the flexibility to offer benefits, including a self-funded health plan, to employees.	$ 1,904,174	$ -	$ -	$ -	$ -	$ -	$ 1,904,174	3	3.00	1
2. Shared Services	5% Shared Services	$ -	$ -	$ 3,461,726	$ -	$ -	$ -	$ 3,461,726	-	-	2
3. Workers' Compensation - Performance Management Team	The division will have reduced and impaired ability to consistently improve processes and complete needed projects and initiatives that impact our stakeholders. Managers will be required to absorb duties at the expense of other responsibilities.	$ -	$ -	$ 1,691,452	$ -	$ -	$ -	$ 1,691,452	5	5.00	3
4. Small Business Ombudsman	More employers may become noncomplying because they will have no advocate to assist them with obtaining required coverage. Employers who have disputes with their insurer about premiums or coverage will not have a resource to answer questions, or advocate on their behalf.	$ -	$ -	$ 661,891	$ -	$ -	$ -	$ 661,891	2	2.00	4
5. BCD Training and Outreach	This reduction would result in the elimination of the consistent and uniform regulatory environment related to training and education requirements for building officials, inspectors and plan reviewers. It would remove the division's ability to establish statewide consistency through consistent training of building code professionals. It would also eliminate our ability to provide additional training options to local government through web-based continuing education program opportunities for inspectors, planners, designers, and contractors. The program/activity has a statutory requirement under ORS 446, 447, 455, 460, 479, 480, and 693. This reduction option eliminates 9 positions.	$ -	$ -	$ 4,230,445	$ -	$ -	$ -	$ 4,230,445	10	10.00	5

10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type									Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
6. Shared Services	5% Shared Services	$ -	$ -	$ 3,461,726	$ -	$ -	$ -	$ 3,461,726	-	-	6
7. Workers' Benefit Fund - Retroactive and Other Benefits	There will be reduced accountability for the expenditure of public funds and increased potential for fraudulent and inaccurate payments.	$ -	$ -	$ 5,540,965	$ -	$ -	$ -	$ 5,540,965	17	16.56	7
8. Workers' Benefit Fund - Reemployment Assistance	Fewer injured workers will be able to return to work and those who do will have less opportunity for full wage recovery. Employers' claims costs will increase for wage replacement benefits because fewer workers will be able to return to work quickly.	$ -	$ -	$ 5,074,357				$ 5,074,357	15	15.15	8
9. Workers' Compensation Division - Dispute Resolution - Part 1	Administrative dispute resolution processes will not be available to workers and other parties, leading to increased litigation and costs to the system. There may be and delays in workers receiving benefits and medical treatment to which they are entitled.	$ -	$ -	$ 2,456,391	$ -	$ -	$ -	$ 2,456,391	-	-	9
10. Workers' Compensation Division - Dispute Resolution - Part 2	Administrative dispute resolution processes will not be available to workers and other parties, leading to increased litigation and costs to the system. There may be and delays in workers receiving benefits and medical treatment to which they are entitled.	$ -	$ -	$ 14,633,110	$ -	$ -		$ 14,633,110	50	51.00	10
11. BCD Statewide Services - Part 1	This reduction would result in elimination of the regulatory oversight of elevators and amusement rides; boilers and pressure vessels; manufactured home ownership and structures; recreational vehicles and parks; and structural/mechanical and plumbing inspections. The programs/activities have a statutory requirement under ORS 446, 447, 455, 460, 479, 480, and 693. This reduction option eliminates 31 positions.	$ -	$ -	$ 12,162,530	$ -	$ 340,075	$ -	$ 12,502,605	31	31.00	11
12. BCD Site-Built Construction Inspections (Field Services) - Part 1	This reduction would result in the elimination of field services such as electrical, plumbing, structural/mechanical and pre-fabrication inspections, plans examinations, and permit issuance specific to Salem, Pendleton and Coos Bay. The programs/activities protect property and building occupants, and have a statutory requirement under ORS 447, 455, 460, 479, and 480.	$ -	$ -	$ 1,347,412	$ -	$ -	$ -	$ 1,347,412	-	-	12
Total		**$ 1,904,174**	**$ -**	**$ 54,722,005**	**$ -**	**$ 340,075**	**$ -**	**$ 56,966,254**	**133**	**133.71**	

Operating Funds

The Department of Consumer and Business Services is responsible for managing dedicated accounts within three operating funds:

- Consumer and Business Services Fund
- Workers' Benefit Fund
- Health System Reinsurance Fund

The department is funded by more than 475 dedicated fees, assessments, and charges subject to the provisions of ORS 291.050-.060, which impose restrictions and procedures for the establishment and revision of agency fees.

Historically, the department has not received general fund dollars. However, DCBS has received a small amount of targeted general fund revenue for the following programs:

- The Building Codes Division received $6.3 million in general fund revenue in the 2023-25 biennium to reauthorize a grant program dedicated to incentivizing residential and commercial fire hardening for buildings damaged or destroyed by wildfires in 2020. The reauthorized grant funds are being made available to 2021 wildfire survivors, in addition to 2020 survivors.
- The Universal Health Plan Governance Board received $1,442,576 in general fund revenue in the 2023-25 biennium to establish a nine-member board that is charged with creating a comprehensive plan to finance and administer a universal health plan by Sept. 15, 2026.
- The Prescribed Fire Claims Fund received $5 million in general fund revenue in the 2023-25 biennium for claims from losses arising from prescribed cultural burns.

DCBS also receives some federal funds for its programs. The department receives no lottery funds.
DCBS transfers revenues to the general fund for general governmental purposes.

Consumer and Business Services Fund

The Consumer and Business Services Fund is the primary operating fund for the department. It is composed of several dedicated accounts. These accounts are established to record revenues and expenditures for DCBS programs.

Workers' Benefit Fund

House Bill 2044 (1995) created the Workers' Benefit Fund, which supports programs that help injured workers and their employers.

The fund pays for cost-of-living increases for fatally or permanently injured workers and their beneficiaries, reimburses insurers for certain return-to-work program costs, pays claims costs ordered by the Workers' Compensation Board for older claims, pays claims and administrative costs for the workers of dissolved self-insured employer groups, and pays costs for several smaller programs.

Health System Reinsurance Fund

HB 2391 (2017) created the Health System Reinsurance Fund (HSRF), which is funded by a statutorily-created assessment on health insurers. It also received a one-time transfer in 2017 from the Health Insurance Marketplace Fund, as well as the remaining funds from the Oregon Medical Insurance Pool that was closed in 2011. The HSRF transfers funds to the Oregon Health Authority and funds the Oregon Reinsurance Program at DCBS.

Revenue Forecast Methodology

The department's approach to setting fees and assessment rates is based on the principle that regulatory costs should be paid by those who necessitate the regulation. In general, the department sets programmatic revenues to match legislatively approved expenditures while maintaining a prudent financial reserve. When setting rates, DCBS strives to:

- Meet the cash flow needs of the program
- Accommodate the timing of receipts and expenditures
- Ensure stable funding for legislatively approved programs and services during uncertain economic times
- Minimize the volatility of fees and assessments on regulated industries and the consumers they serve

To meet these objectives, the department typically analyzes fees, assessments, and expenses over a five-year timeframe. The projected revenue levels are based on DCBS financial statements, planned programmatic expenditures, and the Oregon Office of Economic Analysis (OEA) projections of Oregon's economy. Estimates are also made on the effect of possible recessions or other macro-economic impacts on programs.

The projected revenue levels in the department's agency request budget are based on 2023-25 DCBS Financial Performance Reports, which include actual revenue and expenditures as of Dec. 31, 2023, the state economist's March 2024 economic projections, and industry factors compiled by DCBS.

Rate Changes

Before DCBS considers rate changes, it first attempts to create a structure that allows it to accomplish its mission while keeping expenditures in line with the forecasted revenue and budgetary limitation. If it appears expenditure requirements will exceed revenue over a sustained period, the department considers a reduced program level that can be supported by forecasted revenue. It consults with the regulated industry and stakeholders to develop a program level that will allow it to achieve its mission.

DCBS then determines a fee structure to support the needed level of regulation within its budget. The resulting fee structure is intended to generate enough revenue to closely match the regulatory costs for the program.

Other Funds

The sources of income for the department include the following other fund revenues:

- Workers' Benefit Fund assessment
- Workers' compensation premium assessments
- Insurer assessments
- Financial institution assessments
- License fees and other charges for services
- Interest earnings and earnings from investment sales
- Fines and penalties

Federal Funds

In addition to its other fund revenues, the department receives federal funds for the following areas:

- Administration of the Occupational Safety and Health Act (OSHA)
- Collection of statistics for the U.S. Bureau of Labor Statistics
- Regulation of the production of manufactured housing

- 1332 Waiver Grant for the Reinsurance Program

The department continues to collect the maximum amount of federal dollars possible to offset state program costs. Federal funds are used to reimburse the department for approved expenditures charged against its federal funds expenditure limitation.

General Fund

Historically, DCBS has not received a general fund appropriation.

However, two programs funded by general fund appropriations were established in the 2023 legislative session. SB 1089 (2023) appropriated about $1.4 million to establish a nine-member Universal Health Plan Governance Board. The board is charged with creating a comprehensive plan by Sept. 15, 2026 to finance and administer a Universal Health Plan. SB 80 (2023) appropriated $5 million to establish a Prescribed Fire Claims Fund for claims from losses arising from prescribed cultural burns.

The Building Codes Division also received $6.3 million in general fund revenue again in the 2023-25 biennium to continue the grant program dedicated to incentivizing residential and commercial fire hardening for buildings damaged or destroyed by wildfires in 2020.

DCBS also transfers significant revenue to the general fund for general government purposes. The department collects retaliatory taxes from out-of-state insurance companies, which it transfers to the general fund. It collects these retaliatory taxes from insurance companies based in states with tax rates higher than Oregon. In addition, DCBS collects a quarterly tax from surplus lines insurers that is transferred to the general fund.

The department also transfers the revenues in excess of the Division of Financial Regulation Securities Program's expenditures to the general fund. Fines collected by the insurance and mortgage programs are also transferred to the general fund.

DCBS transferred about $189.8 million in insurance taxes and $29.8 million in securities fees to the general fund during the 2021-23 biennium.

Revenue Descriptions

Workers' Benefit Fund Assessment

This assessment pays for programs that help injured workers and their employers. For example, the fund provides benefit increases to permanently disabled workers and to families of workers who died from a workplace injury or disease to reflect changes in state average wages, an approximation of the cost of living. The fund also supports Oregon's highly successful return-to-work programs that help injured workers quickly return to work and earn close to their pre-injury wages. Employers and workers pay the assessment through the Combined Tax Reporting Program. The current rate is 2.0 cents per hour. Employers are required to pay at least half of this rate, and employees pay the remainder.

The assessment funds the following programs and activities:

- Retroactive Program
- Reemployment Assistance Program
- Noncomplying Employers Program
- Reopened Claims Program
- Oregon Institute of Occupational Health Sciences, Oregon Health and Science University (1/16th of 1 cent, per ORS 656.630)

- Supplemental disability benefits
- Lost wages for injured workers with multiple jobs
- Self-insured group claims
- Bureau of Labor and Industries to enforce chapter 659A anti-discrimination laws [ORS 656.605(2)(f)]
- Workers with Disabilities Program

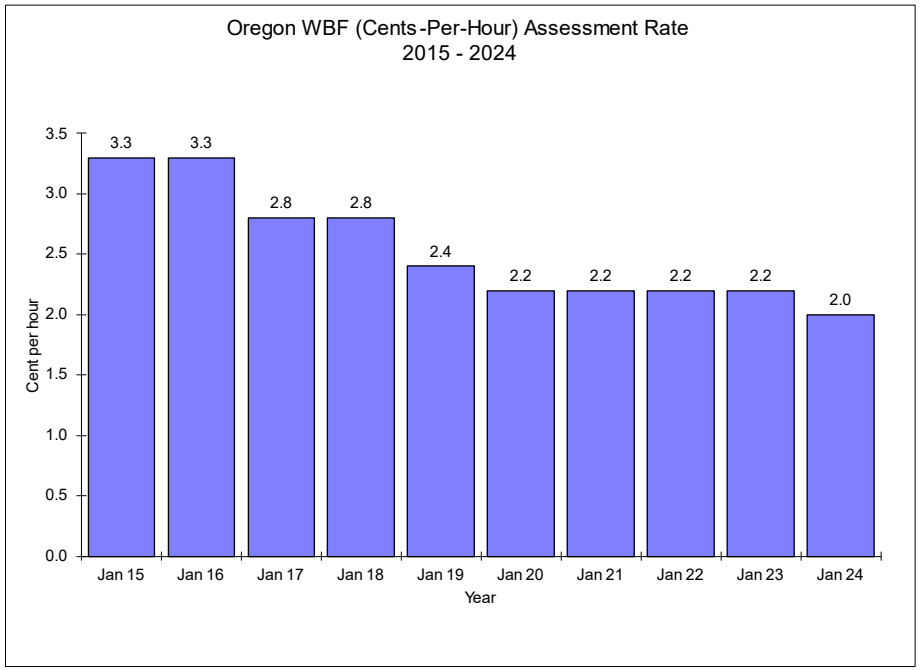
Each year, the DCBS director may adjust the cents-per-hour assessment rate. The department reviews the Workers' Benefit Fund assessment and sets it at a level that will finance projected payments, plus an adequate ending fund balance to minimize volatility and support the long-term liability of the fund.

Because the assessment is based on hours worked, the severe recession from 2010 to 2013 significantly reduced the fund's revenue. To address this, in 2013, the assessment rate was increased to 3.3 cents per hour worked, but it was reduced to 2.8 cents per hour in January 2017. It was then lowered to 2.4 cents per hour for January 2019 and 2.2 cents per hour for January 2020. The reductions reflected lower program expenditures and an expanding economy. The WBF balance was sufficient to weather the employment losses due to COVID-19 and has remained healthy through 2023.

When evaluating the assessment rates for 2024, DCBS determined that the rate could be lowered to 2.0 cents per hour. Under optimal conditions, revenues collected cover expenditures. In a recession, the fund balance is large enough to sustain the fund for several years without having to enact large fee increases. The department evaluates these factors when it considers changes in the assessment rate as part of its normal rate setting process each year.

The legislature has expanded the use of the WBF in recent years. Senate Bill 1558 (2014) provided for claims payments from the WBF for self-insurer groups that have become insolvent and exhausted their reserves. HB 2337 and HB 2338, both passed during the 2017 legislative session, increased some payments to workers with permanent total disability and the beneficiaries of injured workers.

SB 1558 also required the Management-Labor Advisory Committee (MLAC) to recommend the WBF's appropriate fund balance. MLAC's recommendation that the fund's minimum balance be 12 months of estimated expenditures was adopted in HB 2788 (2019).



Workers' Compensation Premium Assessment

Like other forms of insurance, employers pay premiums to their insurer in return for workers' compensation coverage. An assessment on this premium is collected from employers and forwarded to the state by insurers and self-insured employers.

The premium assessment is a percentage charged against workers' compensation premiums. Insurance premiums are based on two main components:

- Pure premium – This is the amount of premium needed to cover claims costs. DCBS sets the pure premium rate, which decreases when there is a decline in medical care costs and increases as costs increase.
- Additional administrative charges set by each individual insurance company to cover its cost of doing business and earnings.

The pure premium rate, the rate paid per $100 of payroll that covers workers' compensation claim costs, has declined by 49 percent between 2015 and 2024. The 2024 decline was 6.7 percent. As pure premium costs decrease, and employers pay less for workers' compensation insurance premiums, the percentage charged for the premium assessment yields less revenue. The 2024 decline reduced employers' premiums by about $45.7 million per year. This reduced the forecast revenue by about $4.5 million a year.

When this occurs, the premium assessment percentage sometimes needs to increase solely to maintain the existing service delivery. Because the premium assessment operating account has a healthy fund balance that can maintain workers' compensation and safety programs and fund the workers' compensation system modernization costs while absorbing the reduction in revenue, the 2024 assessment rate was maintained at 9.8 percent.

Each fall, the DCBS director sets the assessment rate for the following calendar year. Statute requires the director to use an administrative hearing process to set the assessment at a rate sufficient to support legislatively approved workers' compensation-related programs and services, including an appropriate ending fund balance to accommodate economic and other system variables.

The current rate is 9.8 percent of earned premiums for insurers, 9.9 percent for self-insured employers, and 10.3 percent for private self-insured employer groups. As of July 1, 2023, there are no remaining public self-insured groups, as Special Districts Association of Oregon (SDAO) disbanded its workers' compensation section. If a new public self-insured group forms, the assessment rate will be 9.9 percent. The additional amounts paid by self-insured employers and self-insured employer groups go into separate reserve accounts.

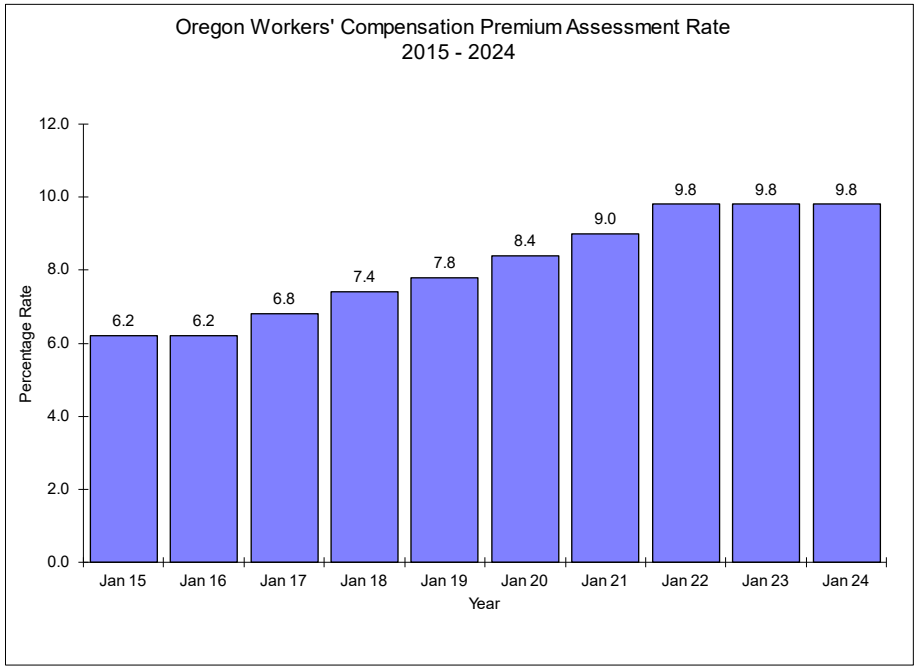
The need for future assessment rate changes is subject to changing circumstances. There are several factors that could necessitate further changes in the assessment rate, including:

- Changes in the premium rates charged to employers for workers' compensation insurance
- Changes in federal funds that support Oregon OSHA programs
- Changes in legislatively approved expenditures, such as the workers' compensation modernization effort

Premium assessment funds are dedicated for the following purposes:

- Operating costs of regulating the workers' compensation system, including the Ombuds for Oregon Workers and Small Business Ombudsman

- Claims costs not recovered from uninsured employers
- Oregon Institute of Occupational Health Sciences, Oregon Health and Science University (per ORS 656.630)



Workers' Compensation Self-Insured Employer Assessment

The director may impose additional assessments on self-insured employers and self-insured employer groups. These additional assessments are deposited into the Self-Insured Employers Adjustment Reserve (SIEAR) and the Self-Insured Employer Group Adjustment Reserve (SIEGAR). The department currently collects an additional 0.1 percent assessment from self-insured employers and an additional 0.5 percent assessment from private-sector self-insured employer groups. As of July 1, 2023, there are no remaining public self-insured groups, as Special Districts Association of Oregon (SDAO) disbanded its workers' compensation section. If a new public self-insured employer group forms, the department will collect an additional 0.1 percent assessment from them. These rates are set during the administrative hearing process used to set the workers' compensation premium assessment rate.

These reserves are guaranty funds. Claims payments are made from the SIEAR and SIEGAR on behalf of workers of self-insured employers when funds are not available from the employer and after any excess insurance or security deposits are exhausted. With the passage of SB 1558 (2014), effective April 1, 2014, the assessments paid by the self-insured employer groups are paid into separate public-sector and private-sector accounts rather than into the SIEGAR account.

These assessment rates have been stable over time. The following table shows the rate history for self-insured employers and self-insured employer groups:

Self-insured employer assessment rates

CY	Self-insured employer rates	Self-insurer group rates	Self-insurer public-sector group rates	Self-insurer private-sector group rates
1987	0.2%	0.2%	-	-
1988 - 2004	0.0%	0.2%	-	-
2005 - 2013	0.2%	0.2%	-	-
2014	0.2%	1.0%	-	-
2015 - 2019	0.2%	-	0.2%	1.0%
2020 - 2023	0.1%	-	0.1%	0.5%

Federal Occupational Safety and Health Administration Grant

The department receives a grant from the U.S. Department of Labor that provides up to 50 percent funding for carrying out the Occupational Safety and Health Act of 1970. The department also has a contractual agreement with the federal Occupational Safety and Health Administration for 90 percent funding for safety and health consultative services to private-sector employers.

The amount of federal funds received for Oregon OSHA has fluctuated over the past several years. Since Oregon OSHA is also funded by the workers' compensation premium assessment, any declines in federal revenues may require more funding from the assessment.

Federal Bureau of Labor Statistics Grant

An agreement between the department and the U.S. Bureau of Labor Statistics provides 50 percent funding to conduct research and analysis related to occupational safety and health.

Division of Financial Regulation Assessments and Fees

The Division of Financial Regulation (DFR) is funded primarily by annual assessments on insurance premiums, banking assets, credit union assets, program licensing and registration fees, examination fees, and security licensing and registration fees. In total, there are about 150 fees and assessments.

The entities for which there are DFR fees and assessment include:

- Insurance companies and agents
- Captive insurers
- Legal expense organizations
- Purchasing groups
- Risk retention groups
- Car rental agencies
- Life settlement brokers
- Firms selling service contracts
- Companies selling vehicle theft protection products
- Companies selling portable electronics insurance
- Provider networks
- Self-service storage facilities
- Pharmacy benefit managers
- Drug manufacturers
- State-chartered banks and credit unions
- Mortgage lenders, loan originators, and loan servicers
- Nondepository financial companies
- People and companies selling securities

State-chartered banks and credit unions pay annual assessments based on fee schedules that are in administrative rule. These assessments are evaluated annually. If the system stays stable, we do not anticipate any significant changes in these rates during the 2025-27 biennium.

With the expansion of state-chartered credit unions, and the growth of their assets, the credit union program's finances are stable. DFR annually reviews the credit union program's finances to determine if an adjustment is in order. DFR maintained the credit union program's assessment rates in 2024.

Mortgage lenders, mortgage brokers, and mortgage servicers pay annual licensing fees to operate in Oregon.

DFR oversees a set of non-depository programs, including pawnbrokers, consumer lenders, collection agencies, money transmitters, student loan servicers, data brokers, and check cashers.

Oregon-certified funeral providers pay an assessment that provides restitution for consumers who prepay for funeral services and merchandise as part of "preneed" or "prearrangement" contracts. If a funeral home or cemetery cannot provide the services or merchandise that a customer paid for, a consumer may receive restitution. DFR also licenses companies and people who sell and register securities offerings. These fees fund the securities program, and the excess fees are transferred to the general fund. Securities fees are reviewed in even-numbered years. Statute requires that Oregon's security fees be set as close as possible to the median of the fees charged for similar securities by the regulatory agencies in all other states. As a result, Oregon's securities fees depend on the actions of the regulatory bodies in other states. In 2022, no fees were changed. The studies in 2024 and 2026 may lead to changes.

Insurance companies authorized to conduct business in Oregon pay an annual assessment on insurance premiums to partially fund insurance regulation. The premium-weighted average of the percentage rates may not exceed 0.09 percent of gross premiums. DFR determines the insurance assessment by determining the amount of the legislatively approved expenditures for insurance regulation that are not covered by insurance licensing fees. This amount is divided by the previous year's insurance premiums to generate the assessment rates. Assessment revenue is divided among the four major insurance industry segments based on the percentage of time spent by DFR staff members on regulation of the industry area. Because of the statutory definition of the assessment, the assessment rates vary by small amounts each year. From FY 2016 to FY 2024, the average rates have varied between 0.036 percent and 0.0634 percent. Future rates will depend on the growth of expenditures and the growth of insurance premiums. If insurance premiums do not grow, the average assessment rate may need to increase to cover expenditures.

Insurance Taxes

DCBS collects several taxes that are submitted directly to the general fund. The retaliatory tax is an annual tax that equalizes the tax on insurance companies headquartered out of state doing business in Oregon with the company's tax burden in its home state. The surplus lines tax is a quarterly two percent tax levied on all surplus lines premium in Oregon. The ocean marine tax is an annual 5 percent tax on ocean marine insurance underwriting profit.

The forecast for these insurance taxes is updated quarterly. Forecasts are based on actual collections and the Oregon Office of Economic Analysis' latest economic forecasts. The retaliatory tax comprises nearly 85 percent of the insurance tax revenue and fluctuates depending on economic conditions in Oregon and other states. No changes in the insurance tax rates are anticipated during the 2025-27 biennium.

Health System Reinsurance Assessment

HB 2391 (2017) created the Health System Reinsurance Fund. The fund provides funding to the Oregon Health Authority and the Oregon Reinsurance Program at DCBS. It is funded by an assessment on health insurers. It also received a one-time transfer from the Health Insurance Marketplace Fund and the Oregon Medical Insurance Pool.

The Health System Reinsurance Program is funded by a quarterly assessment rate of, initially, 1.5 percent on earned premiums of health insurers and the Public Employees Benefit Board (PEBB). Under the provisions of HB 2391, this assessment was in effect for eight quarters beginning Jan. 1, 2018, and due 45 days after the end of each quarter. HB 2010 (2019) raised the assessment rate to 2.0 percent and extended the assessment through the end of 2026. Due to the timing of insurance

group renewals, the revenue is expected to be received through the third quarter of FY 2027.

Building Codes Fees

Fees for permits, inspections, and licenses are the major sources of Building Codes Division revenue. In addition, surcharges are levied on permit fees, including those collected by local jurisdictions that have assumed responsibility for code administration and enforcement.

BCD has a cooperative agreement with the U.S. Department of Housing and Urban Development and is reimbursed for the costs of working with the Office of Manufactured Housing Programs as the State Administrative Agency, which is the consumer assistance side of the federal program. No state match is required.

The revenues for BCD are evaluated at least once per biennium to account for changes in trends, economic factors, and industry drivers. Revenue is separated into electrical, plumbing, structural, and other programs. Revenue is specifically dedicated to the program from which the revenue is sourced, preventing the division from balancing overall resources across the entire organization. Construction industry trends, both upturns and downturns, often have a longer cycle than a single biennium. BCD has more than 350 dedicated fees. Under current economic conditions, we do not anticipate any changes in BCD fees during the 2025-27 biennium.

Fire Insurance Premium Taxes

Fire insurance premium taxes collected by the department are transferred to the Oregon State Fire Marshal.

As specified by ORS 731.820, the Fire Marshal tax is collected quarterly at the rate of 1.15 percent of all fire insurance premiums specified by policy type and a percentage allocation. Surplus lines insurers also pay a Fire Marshal tax based upon 0.3 percent of all reported premiums. The Oregon Surplus Lines Association collects this tax and then transfers it quarterly to DCBS.

The Fire Marshal tax forecast is based on the expected premium growth in the insurance lines subject to the tax (fire, auto, multiple peril, inland marine, and aircraft). These premium forecasts are based on forecasts of economic variables produced by the Oregon Office of Economic Analysis and are updated each quarter.

The Fire Marshal tax was increased from 1.0 percent to 1.15 percent in 2013 after 30 years at the 1.0 percent rate. No changes in the Fire Marshal tax rates are expected during the 2025-27 biennium.

Investment Income

Income from investments is accounted for by dedicated revenue sources within two of the department's main funds: Consumer and Business Services Fund and Workers' Benefit Fund. The State Treasurer invests the monies in these two funds. The Health System Reinsurance Fund earns interest at the Oregon Short Term Fund interest rate.

Fines and Penalties

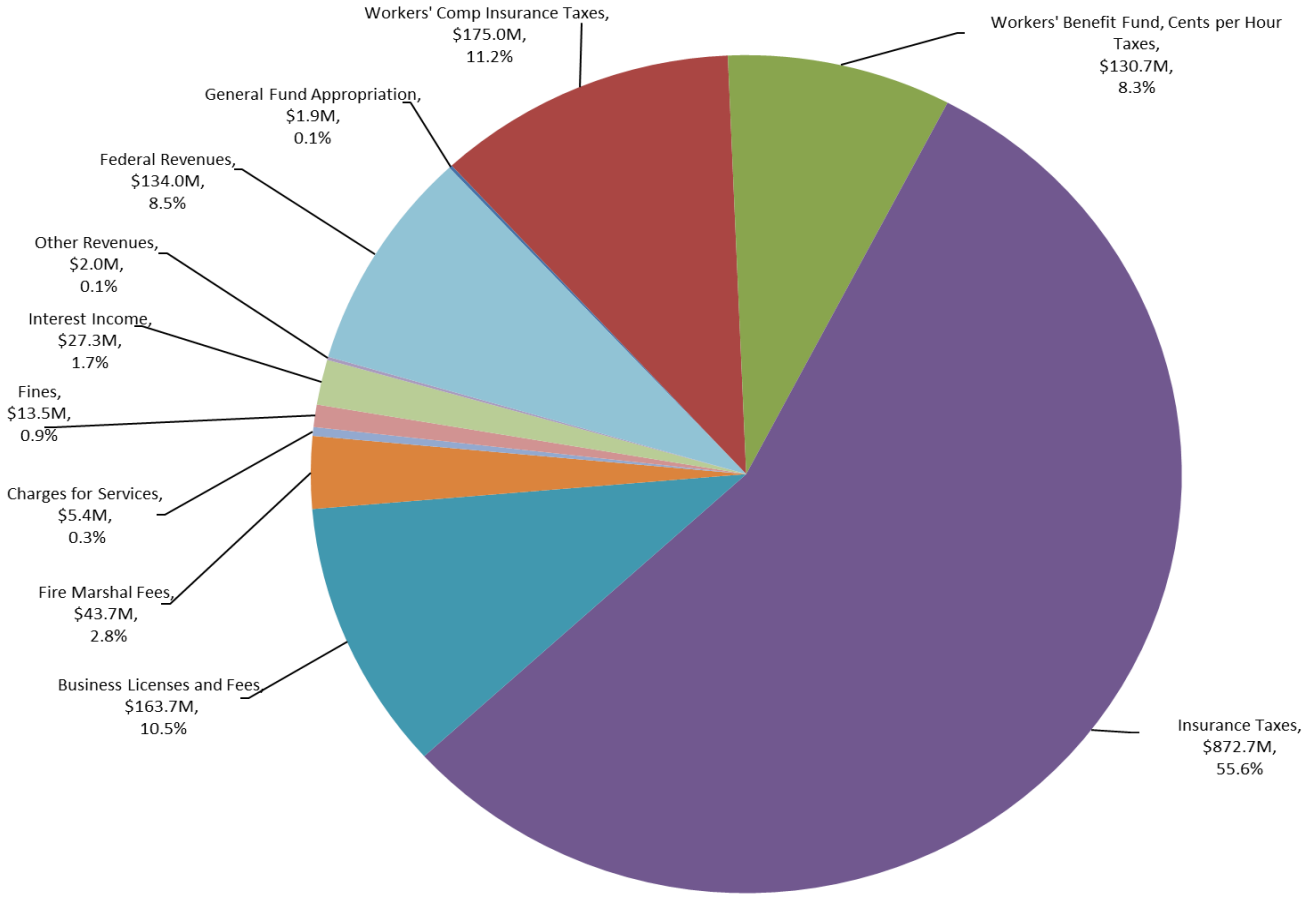
The majority of the department's civil penalty revenue is generated through fines issued to employers that are found, through safety and health inspections, to be in violation of the Oregon Safe Employment Act, as well as employers that violate workers' compensation system laws. These revenues are placed into the Consumer and Business Services Fund and are expended for occupational safety and health

training grants, scholarships for children of workers who have been killed or permanently disabled, and for the general operating expenses of the workers' compensation-related program areas.

Civil penalty revenue is also generated through fines issued to employers found to be in noncompliance with coverage requirements of the workers' compensation law and against workers' compensation insurers in noncompliance with the claims-processing requirements of the workers' compensation law and relevant administrative rules. These revenues reduce the revenue required from the workers' compensation premium assessment.

Other fines and penalties are issued for violation of the statutory provisions administered by the department. Mortgage lending, securities, and insurance fines and penalties collected by the Division of Financial Regulation are deposited into the state general fund for general governmental purposes. Other fines and penalties collected by DFR and BCD are retained in those programs.

DCBS Revenue by Category
$ 1.57 billion (excludes Intrafund Transfers)



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						
Workers Comp Insurance Taxes	185,792,395	196,930,574	196,930,574	174,780,659	-	-
Other Employer -Employee Taxes	50	-	-	-	-	-
Insurance Taxes	164,366,355	890,663,315	890,663,315	872,722,636	-	-
Other Selective Taxes	295,264,460	-	-	-	-	-
Business Lic and Fees	154,436,719	157,658,272	157,658,272	163,665,211	-	-
Fire Marshal Fees	36,800,602	40,605,352	40,605,352	43,715,700	-	-
Charges for Services	1,370,890	1,875,717	1,875,717	1,986,814	-	-
Admin and Service Charges	680,441	-	-	-	-	-
Fines and Forfeitures	5,170,187	5,803,660	5,803,660	7,268,793	-	-
Interest Income	11,050,847	4,693,997	4,693,997	18,367,058	-	-
Loan Repayments	5,842	-	-	-	-	-
Other Revenues	296,866	708,443	708,443	761,493	-	-
Loan Proceeds	5,842	-	-	-	-	-
Transfer In - Intrafund	138,616,032	61,831,129	66,379,739	73,792,827	-	-
Transfer from General Fund	-	5,000,000	5,000,000	-	-	-
Transfer Out - Intrafund	(139,810,323)	(64,357,980)	(68,906,590)	(72,304,233)	-	-
Transfer to Public Universities	-	-	-	(3,837,198)	-	-
Transfer to General Fund	(196,505,514)	(177,369,842)	(177,369,842)	(223,927,063)	-	-
Transfer to Counties	(483,225)	(529,416)	(529,416)	(631,493)	-	-
Tsfr To Administrative Svcs	(17,653)	-	-	-	-	-
Tsfr To Governor, Office of the	(326,514)	(427,000)	(427,000)	(520,310)	-	-
Tsfr To Police, Dept of State	(36,893,406)	-	-	-	-	-
Tsfr to State FIre Marshal, Dept of	-	(40,387,232)	(40,387,232)	(43,244,472)	-	-
Tsfr To Oregon Health Authority	(141,400,256)	(584,334,264)	(584,334,264)	(510,465,880)	-	-

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

Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-000-00-00-00000**

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 To Or Health & Science U	-	-	(3,837,198)	-	-	-
Tsfr To Labor and Ind, Bureau	(348,560)	(500,000)	(500,000)	(500,000)	-	-
Total Other Funds	**$478,072,077**	**$497,864,725**	**$494,027,527**	**$501,630,542**	**-**	**-**
Federal Funds						
Federal Funds	129,097,940	138,572,713	139,835,688	133,992,115	-	-
Transfer In - Intrafund	(7,628)	-	-	-	-	-
Transfer Out - Intrafund	(24,811)	-	-	-	-	-
Tsfr To Human Svcs, Dept of	(591,517)	-	-	-	-	-
Tsfr To Labor and Ind, Bureau	(111,440)	-	-	-	-	-
Total Federal Funds	**$128,362,544**	**$138,572,713**	**$139,835,688**	**$133,992,115**	**-**	**-**
Nonlimited Other Funds						
Workers Comp Insurance Taxes	285,531	265,115	265,115	254,558	-	-
Other Employer -Employee Taxes	139,164,462	142,132,088	142,132,088	130,705,172	-	-
Admin and Service Charges	3,748,449	3,435,499	3,435,499	3,354,391	-	-
Fines and Forfeitures	6,339,900	5,545,296	5,545,296	6,245,011	-	-
Interest Income	4,539,451	10,315,929	10,315,929	8,950,500	-	-
Other Revenues	661,673	1,422,233	1,422,233	1,186,001	-	-
Transfer In - Intrafund	10,574,243	8,327,155	8,327,155	7,565,659	-	-
Transfer Out - Intrafund	(9,347,513)	(5,800,304)	(5,800,304)	(9,054,253)	-	-
Transfer to Public Universities	-	-	-	(3,837,198)	-	-
Tsfr To Or Health & Science U	(6,885,524)	-	(3,837,198)	-	-	-
Tsfr To Labor and Ind, Bureau	(598,000)	(1,200,000)	(1,200,000)	(1,200,000)	-	-
Total Nonlimited Other Funds	**$148,482,672**	**$164,443,011**	**$160,605,813**	**$144,169,841**	**-**	**-**

Ombuds Office for Oregon Workers

- Makes recommendations about how injured workers may be better served
- Provides training and outreach
- Serves as advocate for workers navigating the workers' compensation and workplace safety and health systems by helping them understand their rights, investigating complaints, and acting to resolve those complaints

Oregon OSHA

See Oregon OSHA tab

- Develops occupational safety and health rules
- Inspects worksites for safety and health violations
- Investigates workplace facilities, accidents, and complaints of safety and health violations
- Provides training and consultation services

Small Business Ombudsman

- Serves business owners and entrepreneurs by helping them navigate the workers' compensation system
- Provides training and outreach
- Advocates for businesses when a dispute arises with their insurer.
- Acts as a mediator to resolve disputes or assists them through formal appeal options

Workers' Compensation Board

See Workers' Compensation Board tab

- Provides timely and impartial resolution of disputes arising under workers' compensation law and the Oregon Safe Employment Act

Workers' Compensation Division

See Workers' Compensation Division tab

- Ensures that employers have workers' compensation coverage and that injured workers receive timely and accurate benefits and quality medical care
- Facilitates injured workers' early return to work through incentive programs for employers
- Helps resolve medical, vocational, disability, and other disputes
- Provides consultation services to workers, employers, insurers, claims examiners, attorneys, medical providers, and others

Workers' Compensation System

2023-25	2025-27
466 Positions	485 Positions
464.88 FTE	478.37 FTE
$168,948,385 (TF)	$192,968,775 (TF)

Activities and Programs

The Oregon workers' compensation system is designed to prevent worker injuries, ensure that employers provide workers' compensation coverage for their employees, provide treatment and benefits to help injured workers return to work as quickly as possible, and resolve disputes as quickly, fairly, and with as little litigation as possible.

The following program areas within the Department of Consumer and Business Services are part of the workers' compensation system:

Oregon OSHA

- Administers the Oregon Safe Employment Act to protect workers and assist employers through safety and health enforcement, consultation, technical, and education programs.
- Inspects worksites for safety and health violations.
- Investigates workplace fatalities, major accidents, and safety and health complaints.
- Provides consultation services to employers, helping them to identify and correct workplace safety and health hazards.
- Provides technical assistance to help employers understand and consistently apply OSHA rules.
- Conducts conferences and provides training, training materials, and safety and health publications to employers and employees.
- Promotes participation in Oregon OSHA's highest-level voluntary compliance and safety and health recognition programs.

Workers' Compensation Division

- Enforces workers' compensation coverage laws so that subject employers secure and maintain coverage for their workers.
- Ensures a timely and accurate benefit delivery system for injured workers.
- Ensures injured workers have access to and receive quality medical care.
- Facilitates early return to work for injured workers and administers incentive programs for employers to hire injured workers.
- Resolves medical, vocational, disability, and other disputes.
- Provides consultation and technical assistance to workers, employers, insurers, claims examiners, attorneys, medical providers, and others.
- Administers the following programs paid for by the Workers' Benefit Fund:
    - Retroactive Program
    - Reemployment Assistance Program
    - Noncomplying Employer claims payments
    - Reopened Claims Program
    - Supplemental disability benefits
    - Certain self-insured group claims
    - Workers with Disabilities Program

Workers' Compensation Board

- Provides timely and impartial resolution of disputes arising under workers' compensation law and the Oregon Safe Employment Act.
- Conducts an efficient, effective, and expeditious review of appealed cases.
- Provides mediation services to parties requesting an alternative to the hearings process.
- Exercises own motion jurisdiction when claims are reopened after aggravation rights expire.

- Approves claim disposition agreements (settlements).

Ombuds Office for Oregon Workers

- Provides information to workers to protect their rights in the workers' compensation and workplace safety and health systems.
- Provides training to many participants in the industry as it relates to the claims process.
- Receives, investigates, and resolves complaints related to workers' compensation claims and navigation of workplace safety and health laws and rules.
- Mediates solutions between workers and insurance companies regarding specific issues in the processing of the claims.
- Refers workers to other sources of help when necessary.
- Reports and makes recommendations to the governor, director, and other concerned parties about workers' compensation and workplace safety and health systems problems experienced by workers and how workers may be better served.
- Provides information to policymakers about initiatives, legislative concepts, and administrative rule revisions related to workers' compensation and workplace safety and health that may affect workers.

Small Business Ombudsman

- Counsels employers on available choices in the workers' compensation insurance market.
- Mediates solutions between employers and insurance companies on classification, audit, coverage, and premium disputes.
- Educates new and existing businesses on the fundamentals of workers' compensation coverage, pricing, and claims processing through outreach activities such as seminars, forums, and business fairs.
- Refers people to other sources of help when appropriate.
- Provides information to policymakers about initiatives, legislative concepts, and administrative rule revisions that may affect small businesses.

Other programs

In addition to these divisions, others that affect the workers' compensation system include:

- Division of Financial Regulation, which authorizes and regulates workers' compensation insurance companies to operate in Oregon, reviews and approves pure premium rates, and coordinates the assigned risk servicing carrier selection process.
- Financial Services, which oversees the reporting and collecting of Workers' Benefit Fund and premium assessments.
- Information Technology and Research, which creates, stores, processes, analyzes, and reports on data, and maintains and automates systems to improve service delivery.

Program Background

Oregon's first workers' compensation law became effective in 1914, allowing employers to opt to contribute to the Industrial Accident Fund. By doing so, they were protected against being sued for worker injuries and illnesses. In 1965, the legislature overhauled the law to require most employers to provide workers' compensation insurance coverage by private insurance, self-insuring, or getting coverage from SAIF Corporation. Two years later, the legislature required all employers employing subject workers to provide coverage. In 1990, based on recommendations from a task force appointed by the

governor, the legislature made substantial reforms to the law in special session.

It has been more than 30 years since those substantive changes. Recent trends have shown the stability of the system. These include:

- Stable injury rates. The claims rate (measured by disabling claims per 100 workers) has remained nearly constant from 2013 to 2022.
- Stable worker benefits. Most disability benefits are tied to the growth in average worker wages, so they generally increase over time.
- Strong return-to-work programs. Workers who use the Employer-at-Injury Program, the Preferred Worker Program, and vocational assistance have long-term employment patterns that match those of less severely injured workers who do not use these programs.
- Low employer costs. In 2022, Oregon had the 10th lowest workers' compensation cost among the states. Also, between 2015 and 2024, the average pure premium rate paid by Oregon employers declined by 49 percent.

Revenue Sources

Revenue for Oregon's workers' compensation system comes primarily from the Workers' Compensation Premium Assessment and the Workers' Benefit Fund Assessment. Funding also comes from the U.S. Department of Labor (for occupational safety and health activities), fines and penalties, recovered claims costs, and investment income.

Workers' Compensation Premium Assessment

Like other forms of insurance, employers pay premiums to their insurer in return for workers' compensation coverage. An assessment on this premium is collected from employers and forwarded to DCBS by insurers. Self-insured employers send an assessment based on an assumed premium based on payroll and nature of the business.
The premium assessment is a percentage charged against workers' compensation premiums. Insurance premiums are based on two main components:

- Pure premium – This is the amount of the premium that is expected to be needed to cover claims costs. DCBS sets the pure premium rate. The rate decreases when there is a decline in costs and increases as costs increase.
- Additional administrative charges set by each individual insurance company to cover its cost of doing business and earnings.

Each fall, the DCBS director sets the assessment rate for the following calendar year. The current rate is 9.8 percent of earned premiums for insurers, 9.9 percent for self-insured employers and public self-insured groups, and 10.3 percent for private self-insured employer groups. The additional amounts paid by self-insured employers and self-insured employer groups go into separate reserve accounts as discussed in the Workers' Compensation Non-Limited section. Statute requires the director to use an administrative hearing process to set the assessment at a rate sufficient to support legislatively approved workers' compensation-related programs and services, including an appropriate ending fund balance to accommodate economic and other system variables.

The assessment was last changed effective Jan. 1, 2022, when it was increased from 9.0 percent to 9.8 percent. As pure premium costs decrease, and employers pay less for workers' compensation insurance less revenue. When this occurs, the assessment percentage requires an adjustment to maintain the level of program funding to continue the

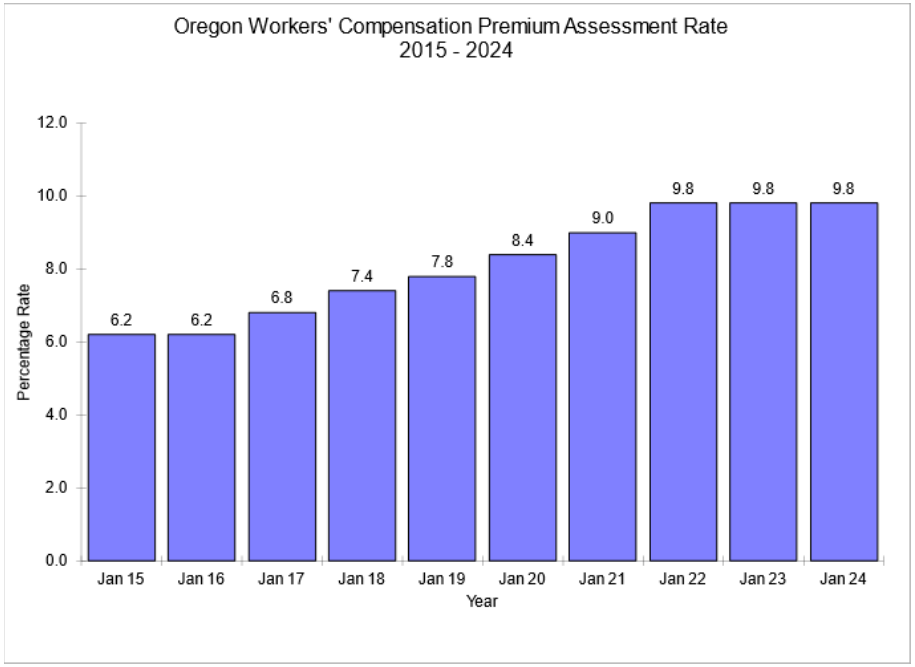
existing service delivery.

The pure premium rate declined by 49 percent between 2015 and 2024. The 2024 decline alone was 6.7 percent and reduced employers' premiums by about $45.7 million per year, thus reducing the forecast revenue by about $4.5 million a year. The assessment rate was maintained at 9.8 percent because revenues are projected to cover operations of workers' compensation programs.

Since the premium assessment is based on employment and payroll, it may change depending on the condition of the economy to ensure the department can continue to provide critical workplace safety and workers' compensation programs.

Premium Assessment funds are dedicated for the following purposes:

- Operating costs of regulating the workers' compensation system including the Ombuds for Oregon Workers and the Small Business Ombudsman
- Claims costs not recovered from uninsured employers
- Oregon Institute of Occupational Health Sciences, Oregon Health and Science University (per ORS 656.630)



Workers' Benefit Fund Assessment

This assessment pays for programs that help injured workers and their employers. For example, the fund provides benefit increases to permanently and totally disabled workers and to families of workers who died from a workplace injury or disease to reflect changes in state average wages, an approximation of the cost of living. The fund also supports Oregon's highly successful return-to-work programs that help injured workers quickly return to work and earn close to their pre-injury wages. The assessment is paid by employers and workers through the Combined Payroll Tax Reporting Program. The current rate is 2.0 cents per hour and is shared between employers and employees. Employers must pay at least half, (1.0 cents) with employees paying the rest. The assessment funds the Workers' Benefit

Fund. The assessment funds the following programs:

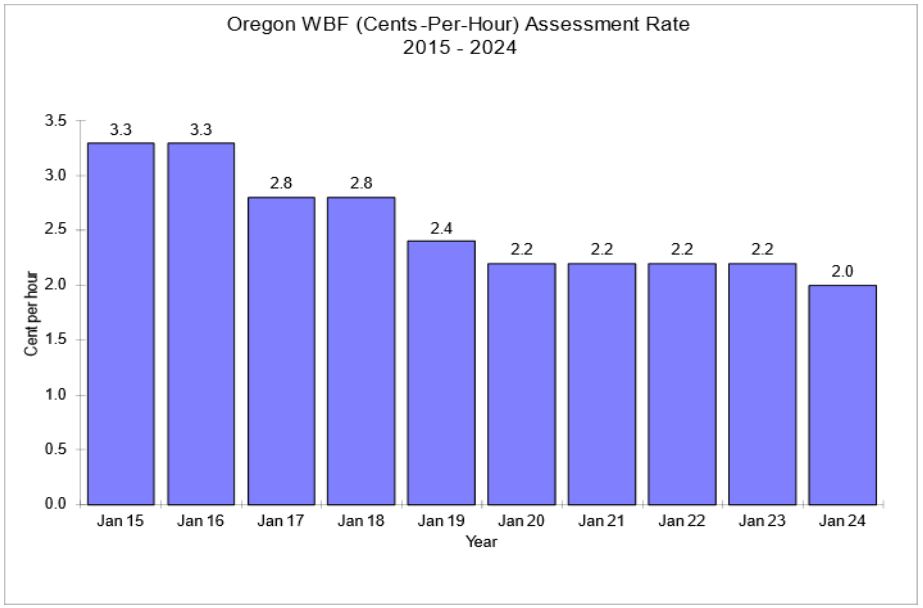
- Retroactive Program
- Reemployment Assistance Program
- Noncomplying Employers Program
- Reopened Claims Program
- Oregon Institute of Occupational Health Sciences, Oregon Health and Sciences University (one-16th of 1 cent, per ORS 656-630)
- Supplemental disability benefits
- Certain self-insured group claim costs
- Bureau of Labor and Industries to enforce chapter 659A anti-discrimination laws (ORS 656.605(2)(f))
- Workers with Disabilities Program

The DCBS director may annually adjust the cents-per-hour assessment rate. The department reviews the Workers' Benefit Fund (WBF) assessment and sets it at a level that will finance projected payments plus an adequate ending fund balance to minimize volatility and support the long-term liability of the fund.

Because the assessment is based on hours worked, a severe recession can significantly affect the fund's revenue.

SB 1558 (2014) changed the WBF balance requirement from "approximately 12 months of expenditures" to "no less than six months of expenditures." The Management-Labor Advisory Committee (MLAC) studied the effects of this change and recommended returning the balance level to not less than 12 months of projected expenditures. The legislature enacted this change in HB 2788 (2019).

DCBS sets the assessment rate annually by rule and considers fund expenses, new legislatively approved expenditures, economic forecasts, and the required fund balance. Based on those factors, the assessment was reduced to 2.0 cents per hour in 2024.



Workers' Compensation Self-Insured Employer Assessment

The director may impose additional assessments on self-insured employers and self-insured employer groups. These incremental assessments are deposited into the Self-Insured Employers Adjustment Reserve (SIEAR) and the Self-Insured Employer Group Adjustment Reserve (SIEGAR), respectively. The department currently collects an additional 0.1 percent assessment from self-insured employers and one public-sector self-insured employer group, and an additional 0.5 percent

assessment from two private-sector self-insured employer groups. These rates are also set during the administrative hearing process used to set the workers' compensation premium assessment rate.

These reserve rates are guaranty funds. Claims payments are made from the SIEAR and SIEGAR on behalf of workers of self-insured employers when funds are not available for the employer and any excess insurance or security deposits are exhausted.

These assessment rates have been stable over time. The SIEAR assessment rate was 0.2 percent between 2005 and 2019 and was reduced to 0.1 percent in 2020, and has remained at that rate since.

The SIEGAR assessment rate was 0.2 percent from 1987 through 2013. It was raised to 1.0 percent in 2014 due to increased defaults of self-insured employer groups. After 2014, the SIEGAR assessment rate was set separately for public and private groups. Since 2020, the rate for public-sector groups is 0.1 percent and private-sector groups is 0.5 percent. Barring unexpected instability, the assessment rates should continue to be stable.

Revenues

2025-27 Beginning Balance	**$**	**130,203,852**
Revenues		
General Fund Appropriation		-
Workers' Compensation Insurance Taxes		173,985,243
Other Employer-Employee Taxes		-
Insurance Taxes		-
Business License & Fees		787,489
Charges for Services		-
Fines & Forfeitures		4,750,166
Interest Income		3,263,531
Other Revenues		268,953
Federal Revenue		13,296,000
Subtotal Revenues	*$*	*196,351,382*
Transfers		
Transfers In - Intrafund		
Transfers Out - Intrafund		(42,724,005)
Transfers Out - Public Universities		(3,837,198)
Transfers Out - General Fund		
Transfers Out - Counties		-
Transfers Out - Governor		-
Transfers Out - BOLI		(500,000)
Subtotal Transfers	*$*	*(47,061,203)*
Available Funds		**279,494,031**
2025-27 Budgeted Expenditures		192,968,775
2025-27 Ending Balance	**$**	**86,525,256**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 167,601,513**	**$ 1,346,872**	**$ 168,948,385**	**464.88**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 179,026,575	$ 621,710	$ 179,648,285	465.00
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(3,984,373)	-	(3,984,373)	-
Pkg. 021 Phase-In	1,854	-	1,854	-
Pkg. 022 Phase-Out Program & One-time Costs	(5,724,215)	-	(5,724,215)	-
Pkg. 031 Standard Inflation	3,371,604	26,112	3,397,716	-
Pkg. 032 Above Standard Inflation	131,382	-	131,382	-
Pkg. 060 Technical Adjustments	229,416	-	229,416	-
Subtotal, Essential Packages	*$ (5,974,332)*	*$ 26,112*	*$ (5,948,220)*	-
Subtotal, Current Service Level	*$ 173,052,243*	*$ 647,822*	*$ 173,700,065*	*465.00*
Pkg. 070 Revenue Shortfalls	(3,747,422)	-	(3,747,422)	(10.23)
Modified Current Service Level	*$ 169,304,821*	*$ 647,822*	*$ 169,952,643*	*454.77*
Policy Packages				
Pkg. 101 WCB Modernization	2,500,000	-	2,500,000	-
Pkg. 102 WCD Modernization	13,527,684	-	13,527,684	2.64
Pkg. 103 Ombudsman Outreach	208,175	-	208,175	0.88
Pkg. 104 Ag. Labor Housing Compliance	1,745,181	-	1,745,181	5.33
Pkg. 105 Outreach	1,021,386	-	1,021,386	3.64
Pkg. 106 OTIS/ORCA Support	245,165	-	245,165	0.88
Pkg. 120 Technical Adj - Reclasses	7,405	-	7,405	-
Pkg. 121 OSHA Revenue Shortfall Addback	3,761,136	-	3,761,136	10.23
2025-27 Total Agency Requested Budget	**$ 192,320,953**	**$ 647,822**	**$ 192,968,775**	**478.37**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Workers' Compensation System**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 44000-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	10,697	-	-	-	10,697
Overtime Payments	-	-	6,001	-	-	-	6,001
All Other Differential	-	-	13,171	-	-	-	13,171
Public Employees' Retire Cont	-	-	4,034	-	-	-	4,034
Pension Obligation Bond	-	-	(267,605)	(29,316)	-	-	(296,921)
Social Security Taxes	-	-	2,285	-	-	-	2,285
Paid Family Medical Leave Insurance	-	-	77	-	-	-	77
Mass Transit Tax	-	-	73,175	-	-	-	73,175
Vacancy Savings	-	-	(3,608,529)	(188,363)	-	-	(3,796,892)
Total Personal Services	**-**	**-**	**($3,766,694)**	**($217,679)**	**-**	**-**	**($3,984,373)**
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(3,766,694)	(217,679)	-	-	(3,984,373)
Total Expenditures	**-**	**-**	**($3,766,694)**	**($217,679)**	**-**	**-**	**($3,984,373)**
Ending Balance							
Ending Balance	-	-	3,766,694	217,679	-	-	3,984,373
Total Ending Balance	**-**	**-**	**$3,766,694**	**$217,679**	**-**	**-**	**$3,984,373**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	478	-	-	-	478
Out of State Travel	-	-	36	-	-	-	36
Office Expenses	-	-	232	-	-	-	232
Telecommunications	-	-	301	-	-	-	301
Data Processing	-	-	343	-	-	-	343
Dues and Subscriptions	-	-	33	-	-	-	33
IT Expendable Property	-	-	431	-	-	-	431
Total Services & Supplies	**-**	**-**	**$1,854**	**-**	**-**	**-**	**$1,854**
Total Expenditures							
Total Expenditures	-	-	1,854	-	-	-	1,854
Total Expenditures	**-**	**-**	**$1,854**	**-**	**-**	**-**	**$1,854**
Ending Balance							
Ending Balance	-	-	(1,854)	-	-	-	(1,854)
Total Ending Balance	**-**	**-**	**($1,854)**	**-**	**-**	**-**	**($1,854)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	(6,216)	-	-	-	(6,216)
Office Expenses	-	-	(1,800)	-	-	-	(1,800)
Telecommunications	-	-	(100)	-	-	-	(100)
Publicity and Publications	-	-	(141,700)	-	-	-	(141,700)
IT Professional Services	-	-	(5,573,399)	-	-	-	(5,573,399)
IT Expendable Property	-	-	(1,000)	-	-	-	(1,000)
Total Services & Supplies	**-**	**-**	**($5,724,215)**	**-**	**-**	**-**	**($5,724,215)**
Total Expenditures							
Total Expenditures	-	-	(5,724,215)	-	-	-	(5,724,215)
Total Expenditures	**-**	**-**	**($5,724,215)**	**-**	**-**	**-**	**($5,724,215)**
Ending Balance							
Ending Balance	-	-	5,724,215	-	-	-	5,724,215
Total Ending Balance	**-**	**-**	**$5,724,215**	**-**	**-**	**-**	**$5,724,215**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	39,550	-	-	-	39,550
Out of State Travel	-	-	2,748	-	-	-	2,748
Employee Training	-	-	29,643	-	-	-	29,643
Office Expenses	-	-	69,750	-	-	-	69,750
Telecommunications	-	-	55,673	-	-	-	55,673
State Gov. Service Charges	-	-	1,138,995	-	-	-	1,138,995
Data Processing	-	-	76,764	-	-	-	76,764
Publicity and Publications	-	-	8,187	-	-	-	8,187
Professional Services	-	-	135,217	-	-	-	135,217
IT Professional Services	-	-	14,493	-	-	-	14,493
Attorney General	-	-	754,199	-	-	-	754,199
Employee Recruitment and Develop	-	-	1,049	-	-	-	1,049
Dues and Subscriptions	-	-	5,807	-	-	-	5,807
Facilities Rental and Taxes	-	-	951,127	-	-	-	951,127
Fuels and Utilities	-	-	820	-	-	-	820
Facilities Maintenance	-	-	2,304	-	-	-	2,304
Agency Program Related S and S	-	-	12,788	-	-	-	12,788
Intra-agency Charges	-	-	7,543	-	-	-	7,543
Other Services and Supplies	-	-	22,003	13,129	-	-	35,132
Expendable Prop 250 - 5000	-	-	3,910	-	-	-	3,910
IT Expendable Property	-	-	17,557	-	-	-	17,557
Total Services & Supplies	**-**	**-**	**$3,350,127**	**$13,129**	**-**	**-**	**$3,363,256**
Capital Outlay							
Technical Equipment	-	-	6,970	-	-	-	6,970

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Hardware	-	-	1,378	-	-	-	1,378
Total Capital Outlay	**-**	**-**	**$8,348**	**-**	**-**	**-**	**$8,348**
Special Payments							
Other Special Payments	-	-	26,112	-	-	-	26,112
Total Special Payments	**-**	**-**	**$26,112**	**-**	**-**	**-**	**$26,112**
Total Expenditures							
Total Expenditures	-	-	3,384,587	13,129	-	-	3,397,716
Total Expenditures	**-**	**-**	**$3,384,587**	**$13,129**	**-**	**-**	**$3,397,716**
Ending Balance							
Ending Balance	-	-	(3,384,587)	(13,129)	-	-	(3,397,716)
Total Ending Balance	**-**	**-**	**($3,384,587)**	**($13,129)**	**-**	**-**	**($3,397,716)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	131,382	-	-	-	131,382
Total Services & Supplies	**-**	**-**	**$131,382**	**-**	**-**	**-**	**$131,382**
Total Expenditures							
Total Expenditures	-	-	131,382	-	-	-	131,382
Total Expenditures	**-**	**-**	**$131,382**	**-**	**-**	**-**	**$131,382**
Ending Balance							
Ending Balance	-	-	(131,382)	-	-	-	(131,382)
Total Ending Balance	**-**	**-**	**($131,382)**	**-**	**-**	**-**	**($131,382)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	229,416	-	-	-	229,416
Total Services & Supplies	**-**	**-**	**$229,416**	**-**	**-**	**-**	**$229,416**
Total Expenditures							
Total Expenditures	-	-	229,416	-	-	-	229,416
Total Expenditures	**-**	**-**	**$229,416**	**-**	**-**	**-**	**$229,416**
Ending Balance							
Ending Balance	-	-	(229,416)	-	-	-	(229,416)
Total Ending Balance	**-**	**-**	**($229,416)**	**-**	**-**	**-**	**($229,416)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 070 - Revenue Shortfalls

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	25,216	(2,310,934)	-	-	(2,285,718)
Empl. Rel. Bd. Assessments	-	-	9	(750)	-	-	(741)
Public Employees' Retire Cont	-	-	5,297	(486,219)	-	-	(480,922)
Social Security Taxes	-	-	1,930	(176,794)	-	-	(174,864)
Paid Family Medical Leave Insurance	-	-	107	(9,243)	-	-	(9,136)
Worker's Comp. Assess. (WCD)	-	-	(8)	(432)	-	-	(440)
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	5,435	(441,884)	-	-	(436,449)
Other OPE	-	-	(37,986)	-	-	-	(37,986)
Total Personal Services	**-**	**-**	**-**	**($3,426,256)**	**-**	**-**	**($3,426,256)**
Services & Supplies							
Other Services and Supplies	-	-	-	(321,166)	-	-	(321,166)
Total Services & Supplies	**-**	**-**	**-**	**($321,166)**	**-**	**-**	**($321,166)**
Total Expenditures							
Total Expenditures	-	-	-	(3,747,422)	-	-	(3,747,422)
Total Expenditures	**-**	**-**	**-**	**($3,747,422)**	**-**	**-**	**($3,747,422)**
Ending Balance							
Ending Balance	-	-	-	3,747,422	-	-	3,747,422
Total Ending Balance	**-**	**-**	**-**	**$3,747,422**	**-**	**-**	**$3,747,422**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 070 - Revenue Shortfalls

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							(10.23)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(10.23)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 101 - WCB Modernization

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	2,500,000	-	-	-	2,500,000
Total Services & Supplies	**-**	**-**	**$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	-	-	(2,500,000)	-	-	-	(2,500,000)
Total Ending Balance	**-**	**-**	**($2,500,000)**	**-**	**-**	**-**	**($2,500,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 102 - WCD Modernization

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	302,757	-	-	-	302,757
Empl. Rel. Bd. Assessments	-	-	189	-	-	-	189
Public Employees' Retire Cont	-	-	63,699	-	-	-	63,699
Social Security Taxes	-	-	23,162	-	-	-	23,162
Paid Family Medical Leave Insurance	-	-	1,211	-	-	-	1,211
Worker's Comp. Assess. (WCD)	-	-	111	-	-	-	111
Mass Transit Tax	-	-	1,817	-	-	-	1,817
Flexible Benefits	-	-	111,321	-	-	-	111,321
Total Personal Services	**-**	**-**	**$504,267**	**-**	**-**	**-**	**$504,267**
Services & Supplies							
Instate Travel	-	-	3,093	-	-	-	3,093
Out of State Travel	-	-	429	-	-	-	429
Employee Training	-	-	3,000	-	-	-	3,000
Office Expenses	-	-	9,341	-	-	-	9,341
Telecommunications	-	-	7,109	-	-	-	7,109
Data Processing	-	-	16,225	-	-	-	16,225
IT Professional Services	-	-	12,856,064	-	-	-	12,856,064
Attorney General	-	-	13,200	-	-	-	13,200
Dues and Subscriptions	-	-	241	-	-	-	241
Facilities Rental and Taxes	-	-	28,485	-	-	-	28,485
Intra-agency Charges	-	-	54,000	-	-	-	54,000
Expendable Prop 250 - 5000	-	-	15,300	-	-	-	15,300

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 102 - WCD Modernization

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	16,930	-	-	-	16,930
Total Services & Supplies	**-**	**-**	**$13,023,417**	**-**	**-**	**-**	**$13,023,417**
Total Expenditures							
Total Expenditures	-	-	13,527,684	-	-	-	13,527,684
Total Expenditures	**-**	**-**	**$13,527,684**	**-**	**-**	**-**	**$13,527,684**
Ending Balance							
Ending Balance	-	-	(13,527,684)	-	-	-	(13,527,684)
Total Ending Balance	**-**	**-**	**($13,527,684)**	**-**	**-**	**-**	**($13,527,684)**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.64**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 103 - Ombudsman Outreach

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	108,549	-	-	-	108,549
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	22,839	-	-	-	22,839
Social Security Taxes	-	-	8,304	-	-	-	8,304
Paid Family Medical Leave Insurance	-	-	434	-	-	-	434
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	651	-	-	-	651
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$177,984**	**-**	**-**	**-**	**$177,984**
Services & Supplies							
Instate Travel	-	-	1,721	-	-	-	1,721
Out of State Travel	-	-	1,138	-	-	-	1,138
Employee Training	-	-	1,141	-	-	-	1,141
Office Expenses	-	-	1,277	-	-	-	1,277
Telecommunications	-	-	4,145	-	-	-	4,145
Data Processing	-	-	77	-	-	-	77
Dues and Subscriptions	-	-	40	-	-	-	40
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	4,474	-	-	-	4,474
Total Services & Supplies	**-**	**-**	**$30,191**	**-**	**-**	**-**	**$30,191**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 103 - Ombudsman Outreach

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	208,175	-	-	-	208,175
Total Expenditures	**-**	**-**	**$208,175**	**-**	**-**	**-**	**$208,175**
Ending Balance							
Ending Balance	-	-	(208,175)	-	-	-	(208,175)
Total Ending Balance	**-**	**-**	**($208,175)**	**-**	**-**	**-**	**($208,175)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 104 - OSHA Ag. Labor Housing Compliance

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	658,526	-	-	-	658,526
All Other Differential	-	-	17,301	-	-	-	17,301
Empl. Rel. Bd. Assessments	-	-	381	-	-	-	381
Public Employees' Retire Cont	-	-	142,194	-	-	-	142,194
Social Security Taxes	-	-	51,698	-	-	-	51,698
Paid Family Medical Leave Insurance	-	-	2,705	-	-	-	2,705
Worker's Comp. Assess. (WCD)	-	-	219	-	-	-	219
Mass Transit Tax	-	-	3,951	-	-	-	3,951
Flexible Benefits	-	-	224,409	-	-	-	224,409
Total Personal Services	**-**	**-**	**$1,101,384**	**-**	**-**	**-**	**$1,101,384**
Services & Supplies							
Instate Travel	-	-	5,986	-	-	-	5,986
Out of State Travel	-	-	5,812	-	-	-	5,812
Employee Training	-	-	16,590	-	-	-	16,590
Office Expenses	-	-	6,138	-	-	-	6,138
Telecommunications	-	-	15,628	-	-	-	15,628
Data Processing	-	-	33,810	-	-	-	33,810
IT Professional Services	-	-	28,000	-	-	-	28,000
Dues and Subscriptions	-	-	6,266	-	-	-	6,266
Facilities Rental and Taxes	-	-	110,775	-	-	-	110,775
Other Services and Supplies	-	-	56,000	-	-	-	56,000
Expendable Prop 250 - 5000	-	-	51,000	-	-	-	51,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 104 - OSHA Ag. Labor Housing Compliance

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	307,792	-	-	-	307,792
Total Services & Supplies	**-**	**-**	**$643,797**	**-**	**-**	**-**	**$643,797**
Total Expenditures							
Total Expenditures	-	-	1,745,181	-	-	-	1,745,181
Total Expenditures	**-**	**-**	**$1,745,181**	**-**	**-**	**-**	**$1,745,181**
Ending Balance							
Ending Balance	-	-	(1,745,181)	-	-	-	(1,745,181)
Total Ending Balance	**-**	**-**	**($1,745,181)**	**-**	**-**	**-**	**($1,745,181)**
Total Positions							
Total Positions							10
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**10**
Total FTE							
Total FTE							5.33
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.33**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 105 - OSHA Outreach

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	549,477	-	-	-	549,477
Empl. Rel. Bd. Assessments	-	-	261	-	-	-	261
Public Employees' Retire Cont	-	-	115,611	-	-	-	115,611
Social Security Taxes	-	-	42,034	-	-	-	42,034
Paid Family Medical Leave Insurance	-	-	2,197	-	-	-	2,197
Worker's Comp. Assess. (WCD)	-	-	153	-	-	-	153
Mass Transit Tax	-	-	3,197	-	-	-	3,197
Flexible Benefits	-	-	153,729	-	-	-	153,729
Total Personal Services	**-**	**-**	**$866,659**	**-**	**-**	**-**	**$866,659**
Services & Supplies							
Instate Travel	-	-	15,749	-	-	-	15,749
Out of State Travel	-	-	1,113	-	-	-	1,113
Employee Training	-	-	8,052	-	-	-	8,052
Office Expenses	-	-	7,596	-	-	-	7,596
Telecommunications	-	-	10,525	-	-	-	10,525
Data Processing	-	-	20,180	-	-	-	20,180
Dues and Subscriptions	-	-	1,098	-	-	-	1,098
Facilities Rental and Taxes	-	-	45,300	-	-	-	45,300
Expendable Prop 250 - 5000	-	-	20,400	-	-	-	20,400
IT Expendable Property	-	-	24,714	-	-	-	24,714
Total Services & Supplies	**-**	**-**	**$154,727**	**-**	**-**	**-**	**$154,727**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 105 - OSHA Outreach

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,021,386	-	-	-	1,021,386
Total Expenditures	**-**	**-**	**$1,021,386**	**-**	**-**	**-**	**$1,021,386**
Ending Balance							
Ending Balance	-	-	(1,021,386)	-	-	-	(1,021,386)
Total Ending Balance	**-**	**-**	**($1,021,386)**	**-**	**-**	**-**	**($1,021,386)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.64**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 106 - OSHA OTIS/ORCA Support

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	131,145	-	-	-	131,145
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	27,593	-	-	-	27,593
Social Security Taxes	-	-	10,033	-	-	-	10,033
Paid Family Medical Leave Insurance	-	-	525	-	-	-	525
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	787	-	-	-	787
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$207,290**	**-**	**-**	**-**	**$207,290**
Services & Supplies							
Instate Travel	-	-	3,801	-	-	-	3,801
Out of State Travel	-	-	269	-	-	-	269
Employee Training	-	-	2,013	-	-	-	2,013
Office Expenses	-	-	1,834	-	-	-	1,834
Telecommunications	-	-	2,544	-	-	-	2,544
Data Processing	-	-	4,871	-	-	-	4,871
Dues and Subscriptions	-	-	265	-	-	-	265
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,100	-	-	-	6,100
Total Services & Supplies	**-**	**-**	**$37,875**	**-**	**-**	**-**	**$37,875**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 106 - OSHA OTIS/ORCA Support

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	245,165	-	-	-	245,165
Total Expenditures	**-**	**-**	**$245,165**	**-**	**-**	**-**	**$245,165**
Ending Balance							
Ending Balance	-	-	(245,165)	-	-	-	(245,165)
Total Ending Balance	**-**	**-**	**($245,165)**	**-**	**-**	**-**	**($245,165)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 120 - Technical Adjustment - Reclasses

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	3,442	2,294	-	-	5,736
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	724	483	-	-	1,207
Social Security Taxes	-	-	263	176	-	-	439
Paid Family Medical Leave Insurance	-	-	14	9	-	-	23
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**$4,443**	**$2,962**	**-**	**-**	**$7,405**
Total Expenditures							
Total Expenditures	-	-	4,443	2,962	-	-	7,405
Total Expenditures	**-**	**-**	**$4,443**	**$2,962**	**-**	**-**	**$7,405**
Ending Balance							
Ending Balance	-	-	(4,443)	(2,962)	-	-	(7,405)
Total Ending Balance	**-**	**-**	**($4,443)**	**($2,962)**	**-**	**-**	**($7,405)**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 120 - Technical Adjustment - Reclasses

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 121 - OSHA Revenue Shortfall Addback

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	2,285,718	-	-	-	2,285,718
Empl. Rel. Bd. Assessments	-	-	741	-	-	-	741
Public Employees' Retire Cont	-	-	480,922	-	-	-	480,922
Social Security Taxes	-	-	174,864	-	-	-	174,864
Paid Family Medical Leave Insurance	-	-	9,136	-	-	-	9,136
Worker's Comp. Assess. (WCD)	-	-	440	-	-	-	440
Mass Transit Tax	-	-	13,714	-	-	-	13,714
Flexible Benefits	-	-	436,449	-	-	-	436,449
Other OPE	-	-	37,986	-	-	-	37,986
Total Personal Services	**-**	**-**	**$3,439,970**	**-**	**-**	**-**	**$3,439,970**
Services & Supplies							
Other Services and Supplies	-	-	321,166	-	-	-	321,166
Total Services & Supplies	**-**	**-**	**$321,166**	**-**	**-**	**-**	**$321,166**
Total Expenditures							
Total Expenditures	-	-	3,761,136	-	-	-	3,761,136
Total Expenditures	**-**	**-**	**$3,761,136**	**-**	**-**	**-**	**$3,761,136**
Ending Balance							
Ending Balance	-	-	(3,761,136)	-	-	-	(3,761,136)
Total Ending Balance	**-**	**-**	**($3,761,136)**	**-**	**-**	**-**	**($3,761,136)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 121 - OSHA Revenue Shortfall Addback

Cross Reference Name: Workers' Compensation System
Cross Reference Number: 44000-011-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							10.23
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**10.23**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium
Agency Request Budget

Cross Reference Number: 44000-011-13-00-00000
Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000037	1441575		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
3000038	1441576		OAS C1338 A P	LEARNING & DEVELOPMENT SPEC	24	PF	21	3	5,419	113,799	70,311	184,110	1	0.88
3000038	1441576		OAS C1338 A P	LEARNING & DEVELOPMENT SPEC	24		0	3	5,419	0	0	0	0	0.00
3000039	1441577		OAS C0324 A P	PUBLIC SERVICE REPRESENTATIV	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**302,757**	**199,693**	**502,450**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**302,757**	**199,693**	**502,450**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1000049	1441578		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	21	3	5,169	108,549	68,784	177,333	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**108,549**	**68,784**	**177,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**108,549**	**68,784**	**177,333**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000000	805850	7077	OAS C0870 A P	OPERATIONS & POLICY ANALYST '	23	PF	0	7	6,245	-56,205	-32,297	-88,502	0	-0.37
5000031	1215530	25718	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	10	10,066	-90,594	-42,299	-132,893	0	-0.37
5000106	226640	37153	OAS C3717 A P	CHEMIST 3	29	PF	0	7	8,314	-74,826	-37,713	-112,539	0	-0.37
5000108	226660	40230	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5000135	226850	18392	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000149	226970	17918	OAS C4339 A P	SCIENTIFIC INSTRUMENT TECHNI(	21	PF	0	10	6,549	-58,941	-33,092	-92,033	0	-0.37
5000251	539100	33732	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000252	539110	7747	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-210,936	-100,340	-311,276	0	-0.92
5000254	227180	63021	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5000262	227220	7452	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000422	227650	43398	OAS C5707 A P	INDUSTRIAL HYGIENIST 3	29	PF	0	10	9,588	-210,936	-100,340	-311,276	0	-0.92
5000489	227890	11722	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	0	10	10,545	-94,905	-43,554	-138,459	0	-0.37
5000491	227900	6234	MMS X7765 A P	SCIENCE CHEMISTRY AND LABOR	31X	PF	0	10	11,028	-99,252	-44,818	-144,070	0	-0.37
5100452	228170	32345	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	0	10	5,419	-48,771	-30,134	-78,905	0	-0.37
5200066	228180	33538	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200078	228300	63034	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200095	228470	1699	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	0	10	10,545	-105,450	-48,393	-153,843	0	-0.42
5200100	228520	14480	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200114	228660	32282	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5200124	228760	3463	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200127	228790	26143	MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	10	11,028	-99,252	-44,818	-144,070	0	-0.37
5200131	228830	13097	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200132	228840	48922	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5200133	228850	46296	OAS C3715 A P	CHEMIST 1	24	PF	0	8	6,866	-61,794	-33,922	-95,716	0	-0.37
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-2,285,718**	**-1,102,552**	**-3,388,270**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-2,285,718**	**-1,102,552**	**-3,388,270**	**0**	**-10.23**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000576	225500	26437	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	0	4	4,118	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 44000-011-15-00-00000**

Agency Request Budget **Package Number: 104**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000060	1441582		OAS C5710 A P	OCCUPATIONAL SAFETY SPECIALI	27	PF	15	3	6,245	93,675	53,826	147,501	1	0.63
5000061	1441694		MMS X0833 A P	SUPERVISOR EXECUTIVE ASSISTA	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
5000062	1441695		OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,952	82,992	61,350	144,342	1	0.88
5000063	1441697		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000064	1441698		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000065	1441699		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000066	1441703		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000067	1441700		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000068	1441701		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000069	1441702		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**658,526**	**416,573**	**1,075,099**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**658,526**	**416,573**	**1,075,099**	**10**	**5.33**

2025-27 Biennium **Cross Reference Number: 44000-011-15-00-00000**

Agency Request Budget **Package Number: 105**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000055	1441595		MESN Z7484 A P	OCCUPATIONAL HEALTH AND SAFI	33X	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
5000055	1441595		MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	3	7,863	0	0	0	0	0.00
5000056	1441597		OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
5000057	1441598		MMS X0833 A P	SUPERVISOR EXECUTIVE ASSISTA	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
5000058	1441599		OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	3	3,651	87,624	68,011	155,635	1	1.00
5000060	1441582		MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	3	7,863	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**549,477**	**313,985**	**863,462**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**549,477**	**313,985**	**863,462**	**4**	**3.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000070	1441600		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**131,145**	**75,358**	**206,503**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000576	225500	26437	OAS C0870 A P	OPERATIONS & POLICY ANALYST	23	PF	0	10	7,206	0	0	0	0	0.00
5000011	860100	11749	OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	0	9	7,801	5,736	1,669	7,405	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**3,442**	**1,001**	**4,443**		
				Federal Funds						**2,294**	**668**	**2,962**		
				Total Funds						**5,736**	**1,669**	**7,405**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000000	805850	7077	OAS C0870 A P	OPERATIONS & POLICY ANALYST '	23	PF	0	7	6,245	56,205	32,297	88,502	0	0.37
5000031	1215530	25718	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	10	10,066	90,594	42,299	132,893	0	0.37
5000106	226640	37153	OAS C3717 A P	CHEMIST 3	29	PF	24	7	8,314	74,826	37,713	112,539	0	0.37
5000108	226660	40230	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5000135	226850	18392	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000149	226970	17918	OAS C4339 A P	SCIENTIFIC INSTRUMENT TECHNI(	21	PF	24	10	6,549	58,941	33,092	92,033	0	0.37
5000251	539100	33732	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000252	539110	7747	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	210,936	100,340	311,276	0	0.92
5000254	227180	63021	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5000262	227220	7452	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000422	227650	43398	OAS C5707 A P	INDUSTRIAL HYGIENIST 3	29	PF	24	10	9,588	210,936	100,340	311,276	0	0.92
5000489	227890	11722	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	24	10	10,545	94,905	43,554	138,459	0	0.37
5000491	227900	6234	MMS X7765 A P	SCIENCE CHEMISTRY AND LABOR	31X	PF	24	10	11,028	99,252	44,818	144,070	0	0.37
5100452	228170	32345	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	5,419	48,771	30,134	78,905	0	0.37
5200066	228180	33538	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200078	228300	63034	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200095	228470	1699	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	24	10	10,545	105,450	48,393	153,843	0	0.42
5200100	228520	14480	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200114	228660	32282	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5200124	228760	3463	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200127	228790	26143	MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	24	10	11,028	99,252	44,818	144,070	0	0.37
5200131	228830	13097	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200132	228840	48922	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5200133	228850	46296	OAS C3715 A P	CHEMIST 1	24	PF	24	8	6,866	61,794	33,922	95,716	0	0.37
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**2,285,718**	**1,102,552**	**3,388,270**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**2,285,718**	**1,102,552**	**3,388,270**	**0**	**10.23**

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

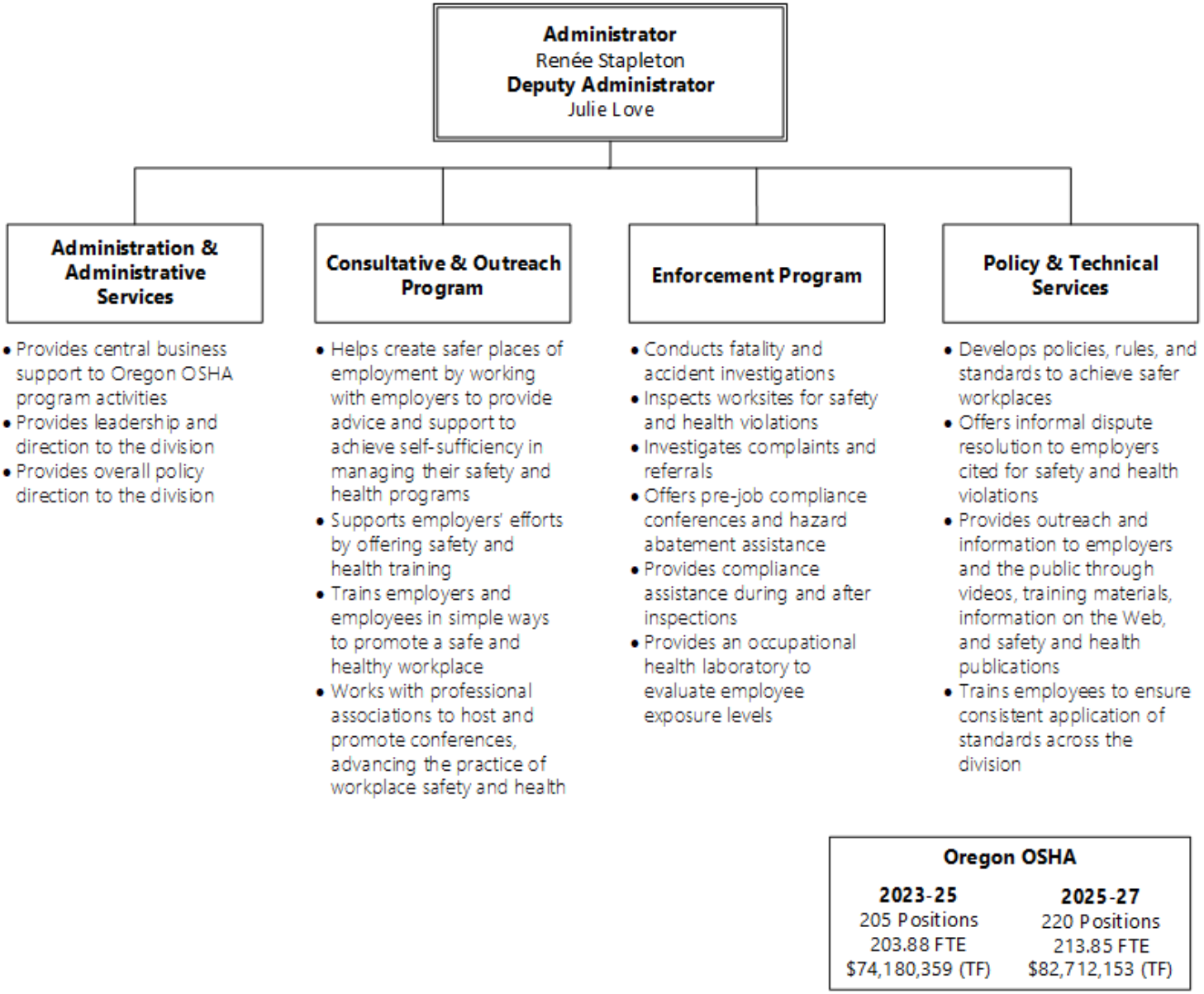
Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-011-00-00-00000**

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						
Workers Comp Insurance Taxes	185,792,395	196,400,150	196,400,150	173,985,243	-	-
Business Lic and Fees	608,850	692,014	692,014	787,489	-	-
Fines and Forfeitures	3,210,445	3,940,298	3,940,298	4,750,166	-	-
Interest Income	1,894,782	2,473,594	2,473,594	3,263,531	-	-
Loan Repayments	5,842	-	-	-	-	-
Other Revenues	29,676	177,695	177,695	268,953	-	-
Loan Proceeds	5,842	-	-	-	-	-
Transfer In - Intrafund	90,996,865	-	-	-	-	-
Transfer Out - Intrafund	(121,659,999)	(39,024,531)	(41,400,817)	(42,724,005)	-	-
Transfer to Public Universities	-	-	-	(3,837,198)	-	-
Tsfr To Or Health & Science U	-	-	(3,837,198)	-	-	-
Tsfr To Labor and Ind, Bureau	(348,560)	(500,000)	(500,000)	(500,000)	-	-
Total Other Funds	**$160,536,138**	**$164,159,220**	**$157,945,736**	**$135,994,179**	**-**	**-**
Federal Funds						
Federal Funds	18,479,597	17,813,296	19,018,919	13,296,000	-	-
Tsfr To Labor and Ind, Bureau	(111,440)	-	-	-	-	-
Total Federal Funds	**$18,368,157**	**$17,813,296**	**$19,018,919**	**$13,296,000**	**-**	**-**
Nonlimited Other Funds						
Transfer In - Intrafund	3,927,423	-	-	-	-	-
Tsfr To Or Health & Science U	(3,442,762)	-	-	-	-	-
Total Nonlimited Other Funds	**$484,661**	**-**	**-**	**-**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Workers Comp Insurance Taxes	3400	0125	185,792,395	196,400,150	196,400,150	173,985,243	-	-
Business Lic and Fees	3400	0205	608,850	692,014	692,014	787,489	-	-
Fine and Forfeitures	3400	0505	3,210,445	3,940,298	3,940,298	4,750,166	-	-
Interest Income	3400	0605	1,894,782	2,473,594	2,473,594	3,263,531	-	-
Loan Repayments	3400	0925	5,842	-	-	-	-	-
Other Revenues	3400	0975	29,676	177,695	177,695	268,953	-	-
Loan Proceeds	3400	0980	5,842	-	-	-	-	-
Transfer In - Intrafund	3400	1010	90,996,865	-	-	-		
Transfer Out - Intrafund	3400	2010	(121,659,999)	(39,024,531)	(41,400,817)	(42,724,005)	-	-
Transfer to Public Universities	3400	2048	-	-	-	(3,837,198)	-	-
Tsfr to Or Health and Science U	3400	2590	-	-	(3,837,198)	-	-	-
Tsfr to Labor and Ind, Bureau	3400	2839	(348,560)	(500,000)	(500,000)	(500,000)	-	-
Federal Funds	6400	0995	18,479,597	17,813,296	19,018,919	13,296,000	-	-
Tsfr to Labor and Ind, Bureau	6400	2839	(111,440)	-	-	-	-	-
Transfer In - Intrafund	3200	1010	3,927,423	-	-	-	-	-
Tsfr to Or Health and Science U	3200	2590	(3,442,762)	-	-	-	-	-


Administrator
Renée Stapleton
Deputy Administrator
Julie Love
Administration & Administrative Services
• Provides central business support to Oregon OSHA program activities
• Provides leadership and direction to the division
• Provides overall policy direction to the division
Consultative & Outreach Program
• Helps create safer places of employment by working with employers to provide advice and support to achieve self-sufficiency in managing their safety and health programs
• Supports employers' efforts by offering safety and health training
• Trains employers and employees in simple ways to promote a safe and healthy workplace
• Works with professional associations to host and promote conferences, advancing the practice of workplace safety and health
Enforcement Program
• Conducts fatality and accident investigations
• Inspects worksites for safety and health violations
• Investigates complaints and referrals
• Offers pre-job compliance conferences and hazard abatement assistance
• Provides compliance assistance during and after inspections
• Provides an occupational health laboratory to evaluate employee exposure levels
Policy & Technical Services
• Develops policies, rules, and standards to achieve safer workplaces
• Offers informal dispute resolution to employers cited for safety and health violations
• Provides outreach and information to employers and the public through videos, training materials, information on the Web, and safety and health publications
• Trains employees to ensure consistent application of standards across the division
Oregon OSHA
2023-25
205 Positions
203.88 FTE
$74,180,359 (TF)
2025-27
220 Positions
213.85 FTE
$82,712,153 (TF)

Enabling Legislation/Program Authorization

Federal Public Law 91-596 created the Occupational Health and Safety Administration (OSHA). Section 18 sets out the process for state jurisdiction. Federal law requires every state to have an occupational safety and health program, delivered either by the federal government or through an approved state plan, which Oregon has.

ORS Chapter 654 (the Oregon Safe Employment Act) requires the director to "assume fullest responsibility, in accord with the federal Occupational Safety and Health Act of 1970 (Public Law 91-596)."

Program Overview

The Oregon workers' compensation system is designed to prevent worker injuries and illnesses, ensure that employers provide workers' compensation coverage for their employees, provide treatment and benefits to help injured workers return to work as quickly as possible, and resolve disputes as quickly, fairly, and with as little litigation as possible.

Oregon OSHA advances workplace safety and health and reduces workplace injuries and illnesses. In doing so, the division reduces the cost of workers' compensation insurance and indirect costs of injuries and illnesses. Oregon OSHA's top priority is to achieve the lowest possible occupational injury, illness, and fatality rates through a full range of services and regulation, all of which are designed to encourage and enable employers and their workers to pursue safe and healthy workplaces. Its activities include the following:

- Inspecting worksites for workplace hazards, including violations of safety and health rules.
- Investigating workplace fatalities, major accidents, and safety and health complaints.
- Providing training and workplace consultation services.
- Developing occupational safety and health rules and other technical resources.

Oregon OSHA has regulatory authority over most Oregon employers. It focuses inspection activity on high-hazard industries and places of employment where workers are more likely to be injured or exposed to safety and health hazards. During the federal fiscal year 2023, 79 percent (2,126) of Oregon OSHA's inspections were activities based on high-hazard industries and emphasis programs. At the peak of the pandemic in 2020-2021, Oregon OSHA received and responded to 35,094 mostly COVID-19-related complaints. The post-pandemic number of complaints is still tracking at a 60 percent (3,876) increase from pre-pandemic levels (2,376).

Program Description

Oregon OSHA administers the Oregon Safe Employment Act (OSEA), passed in 1973. Oregon OSHA is one of 29 occupational safety and health state plans that federal OSHA approves and monitors. Almost all private- and public-sector employers in Oregon are under Oregon OSHA's jurisdiction.

Under the Oregon Safe Employment Act, Oregon OSHA is responsible for working with employers and their employees to reduce and prevent occupational injuries, illnesses, and fatalities, as well as enforcing Oregon occupational safety and health standards. To that end, Oregon OSHA administers three main program areas:

- A comprehensive enforcement program that ensures Oregon's occupational safety and health rules are carried out in the workplace. Inspection activity is focused on high-hazard industries and places of employment where workers are more likely to be injured or exposed to health hazards.

- A consultation and outreach program that offers free, confidential, and professional on-site safety, health, and ergonomic evaluations and training for employers and workers, as well as conferences, seminars, and workshops.
- A policy and technical program that develops policies, provides technical assistance to employers and workers, oversees informal dispute resolution and appeals of safety and health citations, amends and adopts Oregon's occupational safety and health rules, and provides rule interpretations, publication materials, a resource library with educational resources and videos, and robust online public education.

Oregon OSHA delivers these services as follows:

- **Consultative services and outreach programs.** Senate Bill 2900 (1987) added this function to the department's duties and the 1990 workers' compensation reforms expanded it. Consultative services help Oregon employers identify hazards and work practices that could lead to injuries or illnesses and provide recommendations for correcting hazards and improving their safety and health programs. Consultative services also include helping interested employers work toward the Safety and Health Achievement Recognition Program (SHARP) and achieve the higher-level of recognition with the Voluntary Protection Program (VPP).

  SHARP recognizes employers that reach specific benchmarks in managing their occupational safety and health program. About 201 companies are current or graduated SHARP participants. VPP recognizes and promotes effective safety and health management and provides candidates with tools for obtaining a desired performance. Twenty-three Oregon worksites participate in VPP.

  Oregon OSHA offers safety and health training programs to employers and employees through conferences, workshops, online training classes and materials, and on-site presentations. Oregon OSHA coordinates and presents most of its conferences in partnership with businesses, associations, and labor unions.

- **Policy and technical services.** These services help employers, workers, and internal staff members understand and consistently apply rules and standards to achieve safer workplaces. The team responded to approximately 6,200 contacts from employers and workers by phone and the Web during 2023. This program is also responsible for adopting rules and standards with the help of stakeholder advisory groups. In addition to state-initiated rule adoptions, federal OSHA requires program changes and rule adoptions. This program provides outreach to employers and the public through development of online safety and health training offerings, videos, training materials, the resource center, the Oregon OSHA website, and safety and health publications. In federal fiscal years 2022 and 2023, Oregon OSHA's English and Spanish YouTube pages had more than 2 million video views and more than 230,000 total hours of videos watched. Over the two-year time period, the team also released 26 full online courses with 161,021 participants.

- **Compliance.** Oregon continues to maintain one of the highest workplace penetrations in the nation. With the implementation of Senate Bill 592 (2023) on Jan. 1, 2024, Oregon's penalties are now among the highest in the country. Oregon OSHA primarily bases inspections at employer worksites in Oregon on inspection accidents (including fatalities), imminent danger reports, complaints, referrals, and the scheduling lists.

- **Partnerships.** Oregon OSHA collaborates with groups, including business organizations, labor unions, and worker advocates, to design better safety and health programs for workers. Oregon OSHA has active partnerships with organizations, governmental entities, and people who have an interest in workplace safety and health. Oregon OSHA has several advisory committees that meet regularly, including the Construction Advisory Committee, Small Agriculture Advisory Committee, Fire Service Advisory Committee, Public Utilities Advisory Committee, and Forest Activities Advisory Committee. Oregon OSHA has signed alliances to work cooperatively and share information with Oregon Homebuilders Association, Oregon Coalition for Healthcare Ergonomics, Oregon Restaurant & Lodging Association, EMPLEO, Total Worker Health, Oregon Public Utility Commission, and West Coast Chapter of the International Association of Foundation Drilling. Oregon OSHA has existing partnerships with the Pesticide Analytical and Response Center, Pacific Northwest Agriculture Safety and Health Center, Deschutes County Farm Bureau, Construction Safety Summit, SafeBuild Alliance, LatinoBuilt, Oregon Home Care Commission, Oregon Health Authority, Oregon Employment Department, Lamar Advertising, and Oregon Institute of Occupational Health Sciences. These partnerships often take the form of stakeholder advisory committees that help develop new rules, provide input on agency direction of issues, foster outreach, and achieve better compliance with health and safety standards. Oregon OSHA also partners with federal and state governmental entities to promote awareness and compliance with other state and federal regulations.

Cost drivers of Oregon OSHA's programs. Economic changes influence working conditions and can affect injuries, illnesses, and workplace fatalities. Changing worksites and workplace demographics also drive certain occupational hazards and affect where the division focuses its efforts.

Program Performance

Units Produced/People Served - Inspection, consultation, and conference/training attendance

Products and People	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Inspections (FFY)	4,239	4,183	3,946	3,787	3,288	3,382	2,010	1,343	1,916	2,687
Consultations (FFY)	2,577	2,601	2,604	2,479	2,688	3,642	1,893	1,550	1,747	2,321
Conference and training attendance (FFY)	20,404	29,443	24,099	33,548	35,361	43,185	43,178	121,838	81,808	97,547

Quality of Service – Worker health and safety metrics and inspection/consultation survey response

Measures	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total case incidence rate per 100 workers (CY)	3.9	3.7	4.0	3.8	3.6	3.9	3.4	3.8	3.9	n/a
Accepted disabling claims rate per 100 workers (CY)	1.1	1.1	1.1	1.1	1.1	1.1	1.2	1.3	1.1	n/a
Fatality rate per 100,000 workers (CY)	1.8	1.5	1.6	1.9	1.8	2.1	1.8	2.3	1.5	n/a
Customer service survey responses "Excellent" "Good" – Overall Service (FY)	94%	96%	98%	98%	98%	98%	98%	96%	96%	97%

1. **Timeliness of Services** – Customer service survey responses (enforcement and consultation activities)

Measures	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Survey responses "Excellent" or "Good" – Service re: Timeliness (FFY)	91%	94%	96%	95%	94%	96%	96%	95%	94%	95%

2. **Cost per Service Unit** – Employees and Employers subject to Oregon workers' compensation laws

Units (FY) and Costs (FY)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	*Estimated* 2024	*Estimated* 2025
Subject Employees (FY*)	1,719,700	1,770,700	1,826,000	1,877,500	1,918,000	1,952,900	1,921,950	1,875,200	1,945,350	1,978,408	1,974,300	
*Cost per Unit** (ACTUAL EXPENDITURES; Planned expd for ≥ FY 2018)*	*$12*	*$13*	*$13*	*$13*	*$13*	*$14*	*$13*	*$14*	*$15*	*$17*		
Subject Employers (FY*)	104,100	110,000	114,500	118,550	121,950	124,050	127,050	128,640	129,926	131,226		
*Cost per Unit** (ACTUAL EXPENDITURES; Planned expd for ≥ FY 2018)*	*$201*	*$203*	*$203*	*$213*	*$205*	*$213*	*$191*	*$200*	*$228*	*$261*		

* Based the average of the two calendar years containing the fiscal year

** Based on Oregon OSHA biennial Legislatively Adopted Budget

Funding Streams

Oregon OSHA is funded by other funds and federal funds. The following is the fund type breakdown for fiscal year 2023.

Other Funds:

- ***73 percent:*** Funded by an assessment paid by employers on the premiums paid to their insurer for workers' compensation coverage
- ***1 percent*****:** Funded by civil penalties paid for violation of the Oregon Safe Employment Act

Federal Funds:

- ***26 percent:*** Funded by two grants from the U.S. Department of Labor OSHA

Significant Proposed Program Changes from 2023-25

None.

Program Narrative

2023-25 Accomplishments

1. Community engagement.

- Oregon OSHA has continued to expand its goal of educating employers and employees, particularly small employers and vulnerable or hard-to-reach populations. Examples of these efforts include: increasing the number of non-English training sessions from 29 in 2022 to 57 in 2023; increasing non-English attendance at training sessions in 2023 by 47 percent (to about 5,600 attendees); continued development of bilingual public education resources, including "Hazard Identification and Controls," "Recordkeeping and Reporting," "Everyday Ergonomics," "Whistleblower Rights," and "Accident Investigation," as well as participating in Spanish language radio broadcasts discussing heat illness prevention and wildfire smoke precautions.
- Oregon OSHA continues to offer the award-winning bilingual PESO (Programa en Español de Seguridad de Oregon) training program and uses social media campaigns to promote its programs to target audiences.
- Oregon OSHA continues its commitment to the Spanish-language conference designed to provide safety and health training for Spanish-speaking workers in a variety of industries. The division presents the conference entirely in Spanish with other indigenous language interpretations offered upon registration.
- Oregon OSHA has become a member of LatinoBuilt Foundation, which improves lives and businesses by closing the opportunity gap – eliminating barriers and reducing disparities – that negatively affect Latino entrepreneurship and business ownership.

2. Oregon OSHA Final Approval.

- The division received notification from federal OSHA that Oregon OSHA has received final approval to be a state plan without restrictions. The state plan review was originally conducted in 2005. Federal OSHA issued final approval to be a state plan on May 12, 2005, except for a deficiency related to the ceiling height requirements in the labor housing rules, which put an asterisk on the final approval status. Oregon OSHA underwent rulemaking to fix the deficiency, but there was a 10-year phase-in period to allow for employers to come into compliance and to make structural changes to the housing by 2018. After the rule was in full effect in 2018, Oregon OSHA requested the asterisk from the final approval to be

removed. On Aug. 30, 2023, the asterisk was officially removed and Oregon OSHA received final approval as posted in the Federal Register Notice.

3. Protected workers from workplace injuries and illnesses.

- Continued to achieve one of the highest employer inspection penetration rates in the country. While the significant volume of COVID-19 complaint intakes has decreased, overall complaints have remained significantly higher than pre-pandemic levels.
- Provided 4,068 no-cost workplace confidential consultations to employers in 2022 and 2023. Over these two years, about 42 percent of these were provided to employers that had either never used the service or had not done so within the previous five years.
- Continued prioritizing consultation requests and response times, allowing the division to better focus resources on small, high-hazard employers.
- Conducted Heat-Related Illness Prevention emphasis program activities to enforce one of the most progressive heat illness prevention rules across the nation. Highlights of the heat rules (adopted in 2022) include access to shade and cool water, preventive cool-down breaks, heat illness prevention plans, information, and training.
- Partnered with the Oregon Young Employee Safety Coalition to educate young workers and their employers about safety, including sponsoring a student video and graphic art contest and refining curricula for use when making presentations on young worker safety and health.
- Continued to create and update online safety and health training to allow better access for employers and workers, which included more than 161,021 attendees in online training sessions during fiscal year 2023.

4. Enhanced regulations and regulatory processes.

- Continued to provide plain language rules and publications to help employers and workers understand safety requirements.
- Continued to move forward with a long-term project to address certain permissible exposure limits (PELs) for exposures that have a significant effect on Oregon workplaces.
- Through Senate Bill 592 (2023), increased minimum and maximum penalties for alleged violations to further align with federal OSHA while also creating a new type of comprehensive inspection for cause.
- Removed rules related to COVID-19 in 2023 as the impact of the pandemic evolved from a public health emergency to an endemic.
- In line with federal OSHA's rulemaking, adopted recordkeeping requirements for employers to report their OSHA 300 Log, 300A Summary, and 801 report data to the national injury tracking database.
- Emphasis programs: New emphasis program developed to focus on common hazards associated in warehousing. Updated the falls in construction emphasis program to include the fall hazards associated with all industries, which broadens Oregon OSHA's ability to intervene across Oregon.

5. Improved customer service.

- On average, received a more than 96 percent favorable rating on customer service surveys.
- Rapidly expanded its online resources to aid employer education in a virtual environment. Online training

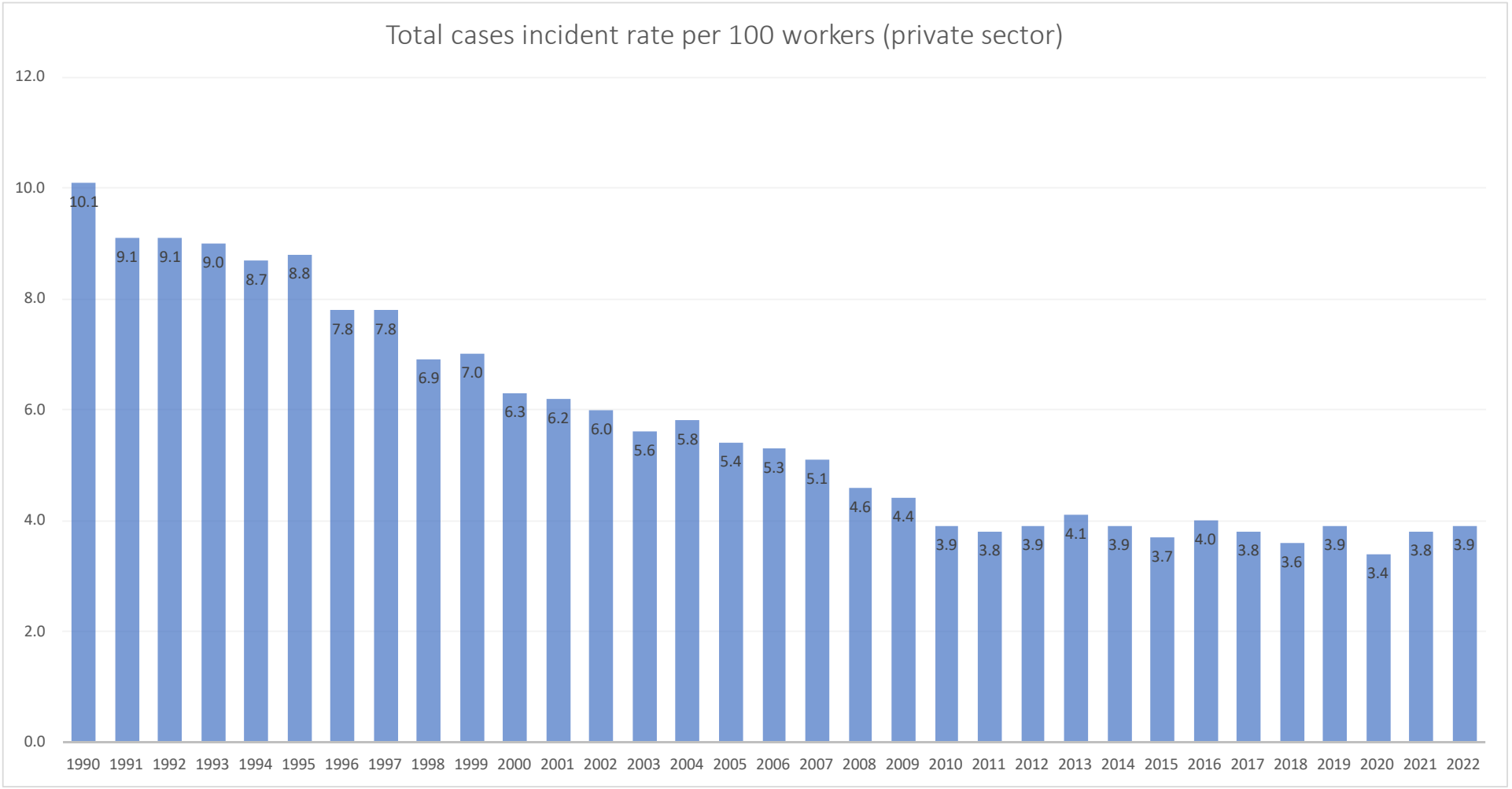
participation increased to more than 161,021 people in fiscal year 2023.
- Conducted regular meetings with stakeholder groups consisting of Oregon business and labor leaders from different industries. These committees provide advice to Oregon OSHA on policy and act as sounding boards on a variety of OSHA-related issues.
- Continued an alliance with the Construction Contractors Board (CCB). Contractors seeking licensing are able to satisfy all or part of their elective continuing education credits through Oregon OSHA.
- Continued to provide scholarships through the Workers' Memorial Scholarship Program to spouses and children of workers with a permanent total disability or who were killed on the job.

6. Worked toward self-sufficiency of Oregon employers in managing their workplace health and safety.

- Helped employers achieve exceptional performance in workplace safety and health through Oregon OSHA's Safety and Health Achievement Recognition Program (SHARP) and the Voluntary Protection Program (VPP). These two programs have recognized more than 203 employers that develop and operate effective safety and health management systems in their workplaces.
- Completed the 21st year in 2024 of promoting Safety Break for Oregon, which encourages employers and communities to promote and celebrate job safety with their employees.
- Continued to partner with various safety and health associations to conduct conferences throughout the state each year. Traditionally, the partnerships result in eight conferences annually. In 2023-25, Oregon OSHA and partners expect to provide safety and health educational conferences to more than 6,500 attendees.

7. Successfully designed and relocated the Oregon OSHA Occupational Health Laboratory to the State of Oregon - North Valley Complex in Wilsonville.

- Over a four-year period, Oregon OSHA planned, coordinated, and executed a move from a location of 27 years to the state-of-the-art multi-agency laboratory. In November 2023, the old laboratory was decommissioned and the new laboratory became operational. During this time, the laboratory went through its annual American Industrial Hygiene Association Accreditation and exceeded expectations and designated "proficient" in all categories of assessment. This was an exceptional accomplishment given the disruption created by this multi-faceted and complex relocation of more than 1,200 pieces of precision instrumentation.


Total cases incident rate per 100 workers (private sector)
12.0
10.0
8.0
6.0
4.0
2.0
0.0
10.1
9.1
9.1
9.0
8.7
8.8
7.8
7.8
6.9
7.0
6.3
6.2
6.0
5.6
5.8
5.4
5.3
5.1
4.6
4.4
3.9
3.8
3.9
4.1
3.9
3.7
4.0
3.8
3.6
3.9
3.4
3.8
3.9
1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

2025-27 Expected Results

Oregon OSHA plans to accomplish the following in the 2025-27 biennium:

- Continue to maintain one of the highest enforcement presences in the nation.
- Maintain a strong workplace presence in relation to on-site consultation.
- Target educational, collaborative, and enforcement efforts to high-hazard industries and occupations, and small employers.
- Focus education and outreach on protecting particularly vulnerable and hard-to-reach worker populations. This includes continuing to expand the successes of the Spanish-language conference by growing the attendance and expanding location service areas.
- Continue to intentionally engage with historically underrepresented communities through tailored content delivery, intentional solicitation of feedback, and actively partnering with community organizations.
- Ensure that enforcement is used effectively as a tool to promote compliance, both before and after a particular workplace has been inspected.
- Increase employer and employee access to safety and health training through improved use of technology.
- Improve employer access and understanding of safety and health standards or rules by providing more online tools, writing rules more clearly, and using common industry terminology.
- Continue to establish and maintain strong partnerships to help leverage resources and communicate the importance of safety and health in the workplace.
- Continue to offer safety and health training grants to nonprofit organizations to improve training opportunities across Oregon.
- Continue to award the Workers' Memorial Scholarship.

Revenue Sources

Federal Occupational Safety and Health Administration (OSHA)

The department receives a grant from the U.S. Department of Labor that provides for carrying out specific enforcement-related activities in regard to the Occupational Safety and Health Act of 1970. The department also has a contractual agreement with the Occupational Safety and Health Administration for 90 percent funding for four consultants conducting specific safety and health consultative services to private-sector employers following the federal consultation program requirements. Over the past several years, the annual increases for base funding for federal funds received by Oregon OSHA as a percentage have been on the decline.

Proposed Legislation

LC 002 Confidentiality of Employee Interviews. Under current Oregon law, the identity and information about employees who participate in Oregon OSHA inspections are releasable through a public records request or legal discovery. This issue was raised as an "observation" by federal OSHA during its state plan evaluation of Oregon OSHA for fiscal years 2020, 2021, 2022, and 2023. Federal OSHA has instructed Oregon OSHA to reconcile this deficiency before this observation becomes a "finding." Generally, under this state plan evaluation process, any state OSHA plan will receive a "finding" for any observation not corrected within three evaluation periods. All findings must be corrected by the state plan. If a finding is not corrected, federal OSHA has the authority to take away jurisdiction of any state occupational safety and health plan, including Oregon OSHA.

Due to this lack of protection against disclosure, employees who participate in Oregon OSHA inspections may be reluctant to be candid

and forthcoming during interviews due to a fear of retaliation or discrimination from their employer. This can have a chilling effect on employees, especially those who come from more vulnerable populations, who are faced with providing factual information that could result in an alleged citation against their employer. The result of this dynamic can jeopardize Oregon OSHA's ability to substantiate an alleged violation in which employees are exposed to an occupational safety and health hazard.

This concept proposes amendments to the Oregon Safe Employment Act to include protections against the release of identifiable information about interviewed employees obtained during an Oregon OSHA inspection.

Base Budget

Agency Request: $79,766,391 *Pos.: 205 FTE: 204.00*

The base budget request is the 2023-25 Legislatively Adopted Budget and administrative changes approved by the Department of Administrative Services through February 2024 and roll-up of salary costs.

Essential Packages

Essential Package No. 010 – Non-PICS Service Adjustment
Agency Request: ($1,854,877)

Essential Package No. 021 – Program Adjustments
Agency Request: $1,854

Essential Package No. 022 – Phased-out Programs and One-time Costs
Agency Request: ($149,616)

Essential Package No. 031 – Cost Adjustment for Inflation and Price List Items
Agency Request: $1,675,040

Essential Package No. 032 – Above Standard Inflation
Agency Request: $84,510

Essential Package No. 040 – Mandated Caseload & Costs
Agency Request: $0

Essential Package No. 050 – Fund Shifts/Revenue Reductions
Agency Request: $0

Essential Package No. 060 – Technical Adjustments
Agency Request: $156,000

Current Service Level (CSL) Budget

Agency Request: $79,679,302 *Pos.: 205 FTE: 204.00*

The division's CSL budget is the total of the base budget request plus essential packages. Approval of the CSL continues current operations through the 2025-27 biennium.

Policy Package No. 070 – Revenue Shortfalls
Agency Request: ($3,747,422) *Pos.: - FTE: (10.23)*

Modified Current Service Level (CSL) Budget

Agency Request: $75,931,880 *Pos.: 205 FTE: 193.77*

The division's modified CSL budget is the total of the CSL budget minus the revenue shortfall policy package 070. Approval of the modified CSL continues current operations through the 2025-27 biennium.

Policy Packages

Policy Package No. 104 – ALH Compliance
Agency Request: $1,745,181 Pos.: 10 FTE: 5.33

Purpose: Oregon OSHA is modifying how it validates the conditions of agricultural labor housing.

Currently, Oregon OSHA's consultation staff evaluate the agricultural labor housing conditions for every agricultural labor housing camp when the labor housing is first registered. While there are mechanisms through which labor housing can be evaluated again by either enforcement or consultation, under the current process, it is possible for labor housing conditions to change in a manner that the conditions fall out of compliance without required communication from the employer or a validation process by Oregon OSHA.

Oregon OSHA seeks to improve its validation of agricultural labor housing, both through implementing employer self-certification and also the surveying of conditions.

How Achieved: In addition to the initial review of agricultural labor housing by consultation, employers would be required to complete an annual self-certification of the conditions of their agricultural labor housing. The certification would include both required affirmative statements about the conditions and mandatory photos documenting continued compliance for certain conditions.

While a technology solution has not yet been determined to support this self-certification, Oregon OSHA assumes that a solution can be developed internally or by a vendor.

A newly established administrative specialist (AS 1, SR17) would be responsible for the additional workload required for maintaining the annual recertification for employers with agricultural labor housing.

To also support the validation of conditions, Oregon OSHA will annually hire seven seasonal surveyors (Occupational Safety Specialist 1, SR22). The surveyors will be trained specifically to evaluate conditions related to agricultural labor housing. Once trained, surveyors will be deployed across the state to evaluate site conditions. Where noncompliant site conditions are identified, the surveyor will attempt to gain compliance, but where enforcement intervention is warranted, surveyors will generate referrals to Oregon OSHA enforcement for inspections.

Normally, Oregon OSHA absorbs all referrals into its regular workload. An increase in referrals would result in fewer programmed inspections conducted from Oregon OSHA's scheduling lists. To ensure the referrals generated from the seasonal surveyors do not materially affect the division's capacity to conduct its other work, a permanent safety compliance officer (Occupational Safety Specialist 2, SR27) will be established to increase the division's overall capacity to conduct enforcement activities.

To hire, train, and manage the surveyors, Oregon OSHA would establish a surveyor supervisor (Supervisor Executive Assistant, SR26X). After each season ends, the supervisor would support the recertification process and contribute to other divisional agricultural labor housing efforts and training.

List Staff Impact: The Department of Consumer and Business Services, Oregon OSHA, requests authority to establish:

1 – Administrative Specialist 1 (SR 17)
- Permanent Full-Time
- 0.88 FTE
- OAS C0107 AP

1 – Supervisor Executive Assistant (SR 26)
- Permanent Full-Time
- 0.88 FTE
- MMS X0833 AP

1 – Occupational Safety Specialist 2 (SR 27)
- Permanent Full-Time
- 0.63 FTE
- OAS C5710 AP

7 – Occupational Safety Specialist 1 (SR 22)
- Seasonal
- 2.94 FTE
- OAS C5709 AP

Quantifying Results: Through the changes implemented, Oregon OSHA could evaluate, on an annual basis, the percentage of employers self-certifying. The effectiveness of the surveyors would be evaluated annually based on multiple metrics: the program's penetration rate (percentage of registered ALH sites visited annually), the number of unregistered agricultural labor housing sites referred, and the quality of referrals made to enforcement. The quantity of inspections generated from the surveyors would be reviewed to determine if the established safety compliance officer appropriately offsets the newly generated referrals from the surveyors.

Revenue Source: The Department of Consumer and Business Services, Oregon OSHA division would leverage funds from the Premium Assessment Operating Account (PAOA) to cover the costs associated with this package. Periodically, the federal Department of Labor, Occupational Safety and Health Administration makes available one-time funds that may be eligible to offset some of the costs; however, those opportunities are unpredictable and federal OSHA has the discretion to limit eligible expenditure types. As one-time funds are received, Oregon OSHA uses them to reduce its utilization of PAOA funds.

Policy Package No. 105 – OSHA Outreach
Agency Request: $1,021,386 *Pos.: 4 FTE: 3.64*

Purpose: Oregon OSHA is consolidating and improving its overall outreach to deliver consistent and improved services across strategic areas including:

Public records timeliness:
Before 2020, Oregon OSHA consistently exceeded its goal of processing more than 90 percent of the public records requests that it received timely with an average of 94 percent timeliness in 2019. Since the beginning of the pandemic, outreach to Oregon OSHA rose exponentially. Over the first two years, Oregon OSHA received more than 28,000 complaints, which is more than eight times the normal volume. Today, complaint intake remains 60 percent higher than pre-pandemic levels. Oregon OSHA's existing organizational structure is not capable of providing exceptional customer service at the current rate of contact from the public. In late 2023, Oregon OSHA's public record timeliness dropped below 50 percent meaning the majority of Oregon OSHA's record responses failed to meet DCBS' internal agency goal of three days. In response, a limited-duration public records request specialist was hired, which has allowed Oregon OSHA

to improve its timeliness and process an increased number of record requests without passing on costs to the public. To ensure we consistently exceed our 90 percent goal going forward, we request that the limited-duration position be made permanent.

Consistent customer service across field offices:
When Oregonians call or visit one of Oregon OSHA's offices, their first interaction when attempting to access Oregon OSHA's services is with the division's administrative support staff across the state. In addition, these positions track the enforcement process, review/edit enforcement casefile documentation, and prepare the numerous required correspondence to complainants and employers. Currently, the administrative staff are managed by field office managers in each of the offices. In some cases, the staff/supervisor ratio is 20:1. To ensure that customer service is consistent across the state, and relieve staff/supervisor ratios at the field level, Oregon OSHA proposes adding a single manager to oversee all of the enforcement administrative employees across the state to make the customer service experience more consistent across the state.

Improved capacity for Oregon OSHA's free, voluntary, consultative services:
Oregon OSHA's Consultation program helps create safer workplaces by working with employers to provide advice and support to achieve self-sufficiency in managing their safety and health programs.
To increase overall capacity to support employers' efforts to make safety and health improvements in their workplaces, Oregon OSHA proposes adding an additional Senior Safety Consultant to its Portland metro area office that supports Clackamas, Clatsop, Columbia, Hood River, Multnomah and Washington counties. Consultative services on agricultural labor housing is an important focus of this office, as well as many of the high-hazard industries to include forestry, construction, and manufacturing employers across the state.

Outreach administration:
To provide more intentionality and consistency surrounding its outreach, Oregon OSHA proposes restructuring in a manner that brings all outreach efforts into a single dedicated section. One manager would lead the public education, conferences, and community engagement efforts for the division.

How Achieved: OSHA will make permanent a public records request specialist (OS2, SR15) to continue the improved timely response for expanded requests that the division has experienced. Oregon OSHA will add a dedicated outreach manager (OHSM2, SR33X) to manage all outreach efforts, including Public Education, Conferences, and Community Engagement. This position will also develop and manage the new ALH program established in policy package no. 104. To improve consistency in customer service at each field office, a supervisor (Supervisor Executive Assistant, SR26) will manage all enforcement administrative field staff across the division, rather than each office managing its administrative staff. Lastly, since OSHA has had multiple changes in recent years, we are adding an additional Occupational Safety Consultant (OSS3, SR29) to provide consultations free of charge to employers across Oregon.

List Staff Impact: The Department of Consumer and Business Services, Oregon OSHA, requests authority to establish:

1 – Occupational Health and Safety Manager 2 (SR 33X)
- Permanent Full-Time
- 0.88 FTE
- MESN X7484 AP

1 – Supervisor Executive Assistant (SR 26)
- Permanent Full-Time
- 0.88 FTE

- MMS X0833 AP

1 – Occupational Safety Specialist 3 (SR 29)
- Permanent Full-Time
- 0.88 FTE
- OAS C5711 AP

1 – Office Specialist 2 (SR 15)
- Permanent Full-Time
- 1.00 FTE
- OAS C0104 AP

Quantifying Results: Improvement in public records performance will be tracked through the agency's quarterly review of timeliness. The overall effectiveness of a structural change to improve outreach would be evaluated and shared as part of our Racial Equity Impact Statement. Improved consultation service is tracked through an increase in the number of consultations offered and the customer service is tracked by the response time from intake to opening the on-site consultation and customer satisfaction surveys, which include questions about the employers' satisfaction overall and specifically with timeliness. Restructuring our enforcement administrative staff under the same person would allow for consistency of the responsiveness across the state. All the feedback will be received by the same person to ensure improved customer service.

Revenue Source: The Department of Consumer and Business Services, Oregon OSHA would use funds from the Premium Assessment Operating Account (PAOA) to cover the costs associated with this package. Periodically, the federal Department of Labor, Occupational Safety and Health Administration makes available one-time funds that may be eligible to offset some of the costs; however, those opportunities are unpredictable and federal OSHA has the discretion to limit eligible expenditure types. As one-time funds are received, Oregon OSHA uses them to reduce its utilization of PAOA funds.

Policy Package No. 106 – OSHA OTIS/ORCA Support
Agency Request: $245,165 *Pos.: 1 FTE: 0.88*

Purpose: In carrying out its mission, Oregon OSHA maintains two systems: The OSHA Technical Information System (OTIS) and the Oregon Consultation Application (ORCA). OTIS and ORCA serve as our systems of record for the enforcement and consultation programs, respectively. In addition to being the systems of record, they are the means through which mandatory data transfers are sent to federal OSHA. Maintaining and supporting systems, the database, and the associated federal OSHA data transfers takes considerable employee time to problem solve and maintain the databases.

Until now, enforcement analysts have been maintaining the systems, troubleshooting errors, and generating and tracking tickets to fix problems. As of April 2024, the two systems had 216 issue tickets that were being managed by the enforcement analysts. Currently, three employees spend 50 percent or more of their time supporting the systems. This means that they are unable to complete the designated work that their positions are intended to do to move the program forward.

The division is requesting an additional position to focus on supporting the OTIS and ORCA systems.

How Achieved: If approved, Oregon OSHA will add one dedicated permanent OTIS/ORCA support analyst (Operations Policy Analyst 2). The position will manage the outstanding tickets, support both systems, and look at system modernization. ORCA will be 15 years

old by the end of the 2025-27 biennium and OTIS has also been in use for more than 10 years.

List Staff Impact: The Department of Consumer and Business Services, Oregon OSHA, requests authority to establish:

1 – Operations and Policy Analyst 2 (SR 27)
- Permanent Full-Time
- 0.88 FTE
- OAS C0871 AP

Quantifying Results: As a result of approving this position, support for the systems can be consolidated into one position as opposed to being shared by three analysts. Also, more effort could go into the prioritization of tickets and early analysis associated with modernization or system replacement can begin.

Revenue Source: The Department of Consumer and Business Services, Oregon OSHA division would leverage funds from the Premium Assessment Operating Account (PAOA) to cover the costs associated with this package. Periodically, the federal Department of Labor, Occupational Safety and Health Administration (federal OSHA) makes available one-time funds that may be eligible to offset some of the costs; however, those opportunities are unpredictable and federal OSHA has the discretion to limit eligible expenditure types. As one-time funds are received, Oregon OSHA uses them to reduce its utilization of PAOA funds.

Policy Package No. 120 – Technical Adjustment - Reclasses
Agency Request: $7,405 *Pos.: -* *FTE: -*

Purpose: Oregon OSHA is seeking to reclassify positions within the division to align with workload needs. Normally, these actions would be completed through a Department of Administrative Services permanent finance plan process; however, Oregon OSHA is unable to fund these actions on its own through this process.

How Achieved: This policy package would increase other funds expenditure limitation to fund the reclassification of three positions. The reclassification requests are in the process of being reviewed and approved by the Department of Administrative Services, Chief Human Resources Office.

List Staff Impact: The Department of Consumer and Business Services, Oregon OSHA, requests additional limitation to reclass the following positions:

Position 3000.576
- From: Administrative Specialist 1
- To: Operations & Policy Analyst 1

Position 5000.000
- From: Operations & Policy Analyst 1
- To: Operations & Policy Analyst 2

Position 5000.011
- From: Electronic Publishing Design Specialist 3
- To: Information Systems Specialist 4

Quantifying Results: The reclassified positions would properly align with the responsibilities and workload needs of the division.

Revenue Source: The Department of Consumer and Business Services, Oregon OSHA would leverage funds from the Premium Assessment Operating Account (PAOA) to cover the costs associated with this package. Periodically, the U.S. Department of

Labor, Occupational Safety and Health Administration makes available one-time funds that may be eligible to offset some of the costs; however, those opportunities are unpredictable and federal OSHA has the discretion to limit eligible expenditure types. As one-time funds are received, Oregon OSHA uses them to reduce its utilization of PAOA funds.

Policy Package No. 121 – OSHA Revenue Shortfall Addback
Agency Request: $3,761,136 Pos.: - FTE: 10.23

Purpose: As personal services continue to grow due to increases related to cost-of-living, annual merit, and other bargaining agreement commitments, the Department of Consumer and Business Services' (DCBS) budget limitation is usually increased to reflect these costs through its continuing service level budget process. DCBS is awarded an increase in expenditure limitation by fund type in proportion to other fund and federal fund splits paid in the previous biennium. However, the amount of federal funds Oregon OSHA is awarded does not provide for the personal services increase Oregon is responsible for providing and those costs must be covered by other funds. This situation has caused DCBS to accrue an excess of federal fund limitation not supported by federal revenues. DCBS is requesting a limitation fund shift from federal funds to other funds by requesting an increase to the other funds limitation for the 2025-27 biennium. In addition, DCBS requests that any future adjustments in expenditures due to cost of living or other inflationary adjustments, not covered in the base federal grants, be addressed by adjusting the other fund (PAOA) expenditure limitation.

How Achieved: The DCBS Agency Request Budget recognizes the federal fund revenue shortfall within package 070 and seeks to adjust expenditure limitation to reflect available funding.

Federal OSHA grants require grant recipients to share the cost of positions. To achieve a federal fund reduction target, a greater number of positions and other funds limitation must be reduced. DCBS requests the restoration of other funds removed in package 070 and an additional increase of other funds limitation to cover the approved personal services increases (e.g. merit increases and cost-of-living adjustments) granted through the state budget and bargaining processes originally awarded to DCBS as federal funds in previous biennia. Approval of this policy option package will restore the staffing levels previously approved in other legislative sessions – maintaining the total fund limitation needed for the department's continuing service level through its agency request. If this policy option package is not approved, the reductions in package 070 will become permanent, reducing overall Oregon OSHA program services.

DCBS also requests that future budget adjustments based on inflationary factors in bargaining agreements be awarded as other funds limitation, due to the federal funds grant not being adjusted for these factors. If additional federal grant dollars do become available, DCBS will use additional federal OSHA awards to offset other fund costs to maintain current staffing levels.

List Staff Impact: The Department of Consumer and Business Services, Oregon OSHA, requests authority to re-establish the FTE of the following positions reduced by package 070:

1 – Administrative Specialist 1 (SR 17)
- Permanent Full-Time
- 1.00 FTE
- OAS C0107 AP

1 – Chemist 1 (SR 24)
- Permanent Full-Time

- 1.00 FTE
- OAS C3715 AP

4 – Chemist 3 (SR 29)
- Permanent Full-Time
- 4.00 FTE
- OAS C3717 AP

1 – Industrial Hygienist 3 (SR 29)
- Permanent Full-Time
- 1.00 FTE
- OAS C5707 AP

2 – Industrial Hygienist 4 (SR 31)
- Permanent Full-Time
- 2.00 FTE
- OAS C5708 AP

1 – Occupational Health & Safety Manager 1 (SR 31X)
- Permanent Full-Time
- 1.00 FTE
- MMS X7485 SP

10 – Occupational Safety Specialist 3 (SR 29)
- Permanent Full-Time
- 10.00 FTE
- OAS C5711 AP

1 – Operations & Policy Analyst 1 (SR 23)
- Permanent Full-Time
- 1.00 FTE
- OAS C0870 AP

1 – Operations & Policy Analyst 3 (SR 30)
- Permanent Full-Time
- 1.00 FTE
- OAS C0872 AP

1 – Science Chemistry & Laboratory Manager 1 (SR 31X)
- Permanent Full-Time
- 1.00 FTE
- MMS X7765 AP

1 – Scientific Instrument Technician (SR 21)
- Permanent Full-Time
- 1.00 FTE
- OAS C4339 AP

Quantifying Results: Not applicable.

Revenue Source: The Department of Consumer and Business Services, Oregon OSHA would leverage funds from the Premium Assessment Operating Account (PAOA) to cover the costs associated with this package.

Revenues

2025-27 Beginning Balance	**$ 1,038,157**
Revenues	
General Fund Appropriation	-
Workers' Compensation Insurance Taxes	82,490,756
Other Employer-Employee Taxes	-
Insurance Taxes	-
Business License & Fees	-
Charges for Services	-
Fines & Forfeitures	4,750,166
Interest Income	27,711
Other Revenues	-
Federal Revenue	13,296,000
Subtotal Revenues	*$ 100,564,633*
Transfers	
Transfers In - Intrafund	-
Transfers Out - Intrafund	(18,386,617)
Transfers Out - General Fund	-
Transfers Out - Counties	-
Transfers Out - Governor	-
Transfers Out - BOLI	(500,000)
Subtotal Transfers	*($18,886,617)*
Available Funds	**82,716,173**
2025-27 Budgeted Expenditures	82,712,153
2025-27 Ending Balance	**$ 4,020**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 73,558,649**	**$ 621,710**	**$ 74,180,359**	**203.88**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 79,144,681	$ 621,710	$ 79,766,391	204.00
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(1,854,877)	-	(1,854,877)	-
Pkg. 021 Phase-In	1,854	-	1,854	-
Pkg. 022 Phase-Out Program & One-time Costs	(149,616)	-	(149,616)	-
Pkg. 031 Standard Inflation	1,648,928	26,112	1,675,040	-
Pkg. 032 Above Standard Inflation	84,510	-	84,510	-
Pkg. 060 Technical Adjustments	156,000	-	156,000	-
Subtotal, Essential Packages	*$ (113,201)*	*$ 26,112*	*$ (87,089)*	*-*
Subtotal, Current Service Level	*$ 79,031,480*	*$ 647,822*	*$ 79,679,302*	*204.00*
Pkg. 070 Revenue Shortfalls	(3,747,422)	-	(3,747,422)	(10.23)
Modified Current Service Level	*$ 75,284,058*	*$ 647,822*	*$ 75,931,880*	*193.77*
Policy Packages				
Pkg. 104 Ag. Labor Housing Compliance	1,745,181	-	1,745,181	5.33
Pkg. 105 Outreach	1,021,386	-	1,021,386	3.64
Pkg. 106 OTIS/ORCA Support	245,165	-	245,165	0.88
Pkg. 120 Technical Adj - Reclasses	7,405	-	7,405	-
Pkg. 121 OSHA Revenue Shortfall Addback	3,761,136	-	3,761,136	10.23
2025-27 Total Agency Requested Budget	**$ 82,064,331**	**$ 647,822**	**$ 82,712,153**	**213.85**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
All Other Differential	-	-	7,735	-	-	-	7,735
Public Employees' Retire Cont	-	-	1,627	-	-	-	1,627
Pension Obligation Bond	-	-	(88,826)	(29,316)	-	-	(118,142)
Social Security Taxes	-	-	592	-	-	-	592
Paid Family Medical Leave Insurance	-	-	31	-	-	-	31
Mass Transit Tax	-	-	29,271	-	-	-	29,271
Vacancy Savings	-	-	(1,587,628)	(188,363)	-	-	(1,775,991)
Total Personal Services	**-**	**-**	**($1,637,198)**	**($217,679)**	**-**	**-**	**($1,854,877)**
Total Expenditures							
Total Expenditures	-	-	(1,637,198)	(217,679)	-	-	(1,854,877)
Total Expenditures	**-**	**-**	**($1,637,198)**	**($217,679)**	**-**	**-**	**($1,854,877)**
Ending Balance							
Ending Balance	-	-	1,637,198	217,679	-	-	1,854,877
Total Ending Balance	**-**	**-**	**$1,637,198**	**$217,679**	**-**	**-**	**$1,854,877**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 021 - Phase-in **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	478	-	-	-	478
Out of State Travel	-	-	36	-	-	-	36
Office Expenses	-	-	232	-	-	-	232
Telecommunications	-	-	301	-	-	-	301
Data Processing	-	-	343	-	-	-	343
Dues and Subscriptions	-	-	33	-	-	-	33
IT Expendable Property	-	-	431	-	-	-	431
Total Services & Supplies	**-**	**-**	**$1,854**	**-**	**-**	**-**	**$1,854**
Total Expenditures							
Total Expenditures	-	-	1,854	-	-	-	1,854
Total Expenditures	**-**	**-**	**$1,854**	**-**	**-**	**-**	**$1,854**
Ending Balance							
Ending Balance	-	-	(1,854)	-	-	-	(1,854)
Total Ending Balance	**-**	**-**	**($1,854)**	**-**	**-**	**-**	**($1,854)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	(6,216)	-	-	-	(6,216)
Office Expenses	-	-	(600)	-	-	-	(600)
Telecommunications	-	-	(100)	-	-	-	(100)
Publicity and Publications	-	-	(141,700)	-	-	-	(141,700)
IT Expendable Property	-	-	(1,000)	-	-	-	(1,000)
Total Services & Supplies	**-**	**-**	**($149,616)**	**-**	**-**	**-**	**($149,616)**
Total Expenditures							
Total Expenditures	-	-	(149,616)	-	-	-	(149,616)
Total Expenditures	**-**	**-**	**($149,616)**	**-**	**-**	**-**	**($149,616)**
Ending Balance							
Ending Balance	-	-	149,616	-	-	-	149,616
Total Ending Balance	**-**	**-**	**$149,616**	**-**	**-**	**-**	**$149,616**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 031 - Standard Inflation **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	26,745	-	-	-	26,745
Out of State Travel	-	-	1,047	-	-	-	1,047
Employee Training	-	-	23,853	-	-	-	23,853
Office Expenses	-	-	24,424	-	-	-	24,424
Telecommunications	-	-	26,761	-	-	-	26,761
State Gov. Service Charges	-	-	524,804	-	-	-	524,804
Data Processing	-	-	35,623	-	-	-	35,623
Publicity and Publications	-	-	1,886	-	-	-	1,886
Professional Services	-	-	46,047	-	-	-	46,047
IT Professional Services	-	-	1,453	-	-	-	1,453
Attorney General	-	-	444,379	-	-	-	444,379
Employee Recruitment and Develop	-	-	830	-	-	-	830
Dues and Subscriptions	-	-	2,813	-	-	-	2,813
Facilities Rental and Taxes	-	-	419,875	-	-	-	419,875
Fuels and Utilities	-	-	815	-	-	-	815
Facilities Maintenance	-	-	1,794	-	-	-	1,794
Agency Program Related S and S	-	-	12,783	-	-	-	12,783
Other Services and Supplies	-	-	18,088	13,129	-	-	31,217
Expendable Prop 250 - 5000	-	-	2,754	-	-	-	2,754
IT Expendable Property	-	-	12,055	-	-	-	12,055
Total Services & Supplies	**-**	**-**	**$1,628,829**	**$13,129**	**-**	**-**	**$1,641,958**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Technical Equipment	-	-	6,970	-	-	-	6,970
Total Capital Outlay	**-**	**-**	**$6,970**	**-**	**-**	**-**	**$6,970**
Special Payments							
Other Special Payments	-	-	26,112	-	-	-	26,112
Total Special Payments	**-**	**-**	**$26,112**	**-**	**-**	**-**	**$26,112**
Total Expenditures							
Total Expenditures	-	-	1,661,911	13,129	-	-	1,675,040
Total Expenditures	**-**	**-**	**$1,661,911**	**$13,129**	**-**	**-**	**$1,675,040**
Ending Balance							
Ending Balance	-	-	(1,661,911)	(13,129)	-	-	(1,675,040)
Total Ending Balance	**-**	**-**	**($1,661,911)**	**($13,129)**	**-**	**-**	**($1,675,040)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	84,510	-	-	-	84,510
Total Services & Supplies	**-**	**-**	**$84,510**	**-**	**-**	**-**	**$84,510**
Total Expenditures							
Total Expenditures	-	-	84,510	-	-	-	84,510
Total Expenditures	**-**	**-**	**$84,510**	**-**	**-**	**-**	**$84,510**
Ending Balance							
Ending Balance	-	-	(84,510)	-	-	-	(84,510)
Total Ending Balance	**-**	**-**	**($84,510)**	**-**	**-**	**-**	**($84,510)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	156,000	-	-	-	156,000
Total Services & Supplies	**-**	**-**	**$156,000**	**-**	**-**	**-**	**$156,000**
Total Expenditures							
Total Expenditures	-	-	156,000	-	-	-	156,000
Total Expenditures	**-**	**-**	**$156,000**	**-**	**-**	**-**	**$156,000**
Ending Balance							
Ending Balance	-	-	(156,000)	-	-	-	(156,000)
Total Ending Balance	**-**	**-**	**($156,000)**	**-**	**-**	**-**	**($156,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**
Pkg: 070 - Revenue Shortfalls **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	25,216	(2,310,934)	-	-	(2,285,718)
Empl. Rel. Bd. Assessments	-	-	9	(750)	-	-	(741)
Public Employees' Retire Cont	-	-	5,297	(486,219)	-	-	(480,922)
Social Security Taxes	-	-	1,930	(176,794)	-	-	(174,864)
Paid Family Medical Leave Insurance	-	-	107	(9,243)	-	-	(9,136)
Worker's Comp. Assess. (WCD)	-	-	(8)	(432)	-	-	(440)
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	5,435	(441,884)	-	-	(436,449)
Other OPE	-	-	(37,986)	-	-	-	(37,986)
Total Personal Services	**-**	**-**	**-**	**($3,426,256)**	**-**	**-**	**($3,426,256)**
Services & Supplies							
Other Services and Supplies	-	-	-	(321,166)	-	-	(321,166)
Total Services & Supplies	**-**	**-**	**-**	**($321,166)**	**-**	**-**	**($321,166)**
Total Expenditures							
Total Expenditures	-	-	-	(3,747,422)	-	-	(3,747,422)
Total Expenditures	**-**	**-**	**-**	**($3,747,422)**	**-**	**-**	**($3,747,422)**
Ending Balance							
Ending Balance	-	-	-	3,747,422	-	-	3,747,422
Total Ending Balance	**-**	**-**	**-**	**$3,747,422**	**-**	**-**	**$3,747,422**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 070 - Revenue Shortfalls **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							(10.23)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(10.23)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 102 - WCD Modernization **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 104 - OSHA Ag. Labor Housing Compliance **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	658,526	-	-	-	658,526
All Other Differential	-	-	17,301	-	-	-	17,301
Empl. Rel. Bd. Assessments	-	-	381	-	-	-	381
Public Employees' Retire Cont	-	-	142,194	-	-	-	142,194
Social Security Taxes	-	-	51,698	-	-	-	51,698
Paid Family Medical Leave Insurance	-	-	2,705	-	-	-	2,705
Worker's Comp. Assess. (WCD)	-	-	219	-	-	-	219
Mass Transit Tax	-	-	3,951	-	-	-	3,951
Flexible Benefits	-	-	224,409	-	-	-	224,409
Total Personal Services	**-**	**-**	**$1,101,384**	**-**	**-**	**-**	**$1,101,384**
Services & Supplies							
Instate Travel	-	-	5,986	-	-	-	5,986
Out of State Travel	-	-	5,812	-	-	-	5,812
Employee Training	-	-	16,590	-	-	-	16,590
Office Expenses	-	-	6,138	-	-	-	6,138
Telecommunications	-	-	15,628	-	-	-	15,628
Data Processing	-	-	33,810	-	-	-	33,810
IT Professional Services	-	-	28,000	-	-	-	28,000
Dues and Subscriptions	-	-	6,266	-	-	-	6,266
Facilities Rental and Taxes	-	-	110,775	-	-	-	110,775
Other Services and Supplies	-	-	56,000	-	-	-	56,000
Expendable Prop 250 - 5000	-	-	51,000	-	-	-	51,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 104 - OSHA Ag. Labor Housing Compliance **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	307,792	-	-	-	307,792
Total Services & Supplies	**-**	**-**	**$643,797**	**-**	**-**	**-**	**$643,797**
Total Expenditures							
Total Expenditures	-	-	1,745,181	-	-	-	1,745,181
Total Expenditures	**-**	**-**	**$1,745,181**	**-**	**-**	**-**	**$1,745,181**
Ending Balance							
Ending Balance	-	-	(1,745,181)	-	-	-	(1,745,181)
Total Ending Balance	**-**	**-**	**($1,745,181)**	**-**	**-**	**-**	**($1,745,181)**
Total Positions							
Total Positions							10
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**10**
Total FTE							
Total FTE							5.33
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.33**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 105 - OSHA Outreach

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	549,477	-	-	-	549,477
Empl. Rel. Bd. Assessments	-	-	261	-	-	-	261
Public Employees' Retire Cont	-	-	115,611	-	-	-	115,611
Social Security Taxes	-	-	42,034	-	-	-	42,034
Paid Family Medical Leave Insurance	-	-	2,197	-	-	-	2,197
Worker's Comp. Assess. (WCD)	-	-	153	-	-	-	153
Mass Transit Tax	-	-	3,197	-	-	-	3,197
Flexible Benefits	-	-	153,729	-	-	-	153,729
Total Personal Services	**-**	**-**	**$866,659**	**-**	**-**	**-**	**$866,659**
Services & Supplies							
Instate Travel	-	-	15,749	-	-	-	15,749
Out of State Travel	-	-	1,113	-	-	-	1,113
Employee Training	-	-	8,052	-	-	-	8,052
Office Expenses	-	-	7,596	-	-	-	7,596
Telecommunications	-	-	10,525	-	-	-	10,525
Data Processing	-	-	20,180	-	-	-	20,180
Dues and Subscriptions	-	-	1,098	-	-	-	1,098
Facilities Rental and Taxes	-	-	45,300	-	-	-	45,300
Expendable Prop 250 - 5000	-	-	20,400	-	-	-	20,400
IT Expendable Property	-	-	24,714	-	-	-	24,714
Total Services & Supplies	**-**	**-**	**$154,727**	**-**	**-**	**-**	**$154,727**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 105 - OSHA Outreach

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,021,386	-	-	-	1,021,386
Total Expenditures	**-**	**-**	**$1,021,386**	**-**	**-**	**-**	**$1,021,386**
Ending Balance							
Ending Balance	-	-	(1,021,386)	-	-	-	(1,021,386)
Total Ending Balance	**-**	**-**	**($1,021,386)**	**-**	**-**	**-**	**($1,021,386)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.64**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 106 - OSHA OTIS/ORCA Support

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	131,145	-	-	-	131,145
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	27,593	-	-	-	27,593
Social Security Taxes	-	-	10,033	-	-	-	10,033
Paid Family Medical Leave Insurance	-	-	525	-	-	-	525
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	787	-	-	-	787
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$207,290**	**-**	**-**	**-**	**$207,290**
Services & Supplies							
Instate Travel	-	-	3,801	-	-	-	3,801
Out of State Travel	-	-	269	-	-	-	269
Employee Training	-	-	2,013	-	-	-	2,013
Office Expenses	-	-	1,834	-	-	-	1,834
Telecommunications	-	-	2,544	-	-	-	2,544
Data Processing	-	-	4,871	-	-	-	4,871
Dues and Subscriptions	-	-	265	-	-	-	265
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,100	-	-	-	6,100
Total Services & Supplies	**-**	**-**	**$37,875**	**-**	**-**	**-**	**$37,875**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 106 - OSHA OTIS/ORCA Support

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	245,165	-	-	-	245,165
Total Expenditures	**-**	**-**	**$245,165**	**-**	**-**	**-**	**$245,165**
Ending Balance							
Ending Balance	-	-	(245,165)	-	-	-	(245,165)
Total Ending Balance	**-**	**-**	**($245,165)**	**-**	**-**	**-**	**($245,165)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 120 - Technical Adjustment - Reclasses **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	3,442	2,294	-	-	5,736
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	724	483	-	-	1,207
Social Security Taxes	-	-	263	176	-	-	439
Paid Family Medical Leave Insurance	-	-	14	9	-	-	23
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**$4,443**	**$2,962**	**-**	**-**	**$7,405**
Total Expenditures							
Total Expenditures	-	-	4,443	2,962	-	-	7,405
Total Expenditures	**-**	**-**	**$4,443**	**$2,962**	**-**	**-**	**$7,405**
Ending Balance							
Ending Balance	-	-	(4,443)	(2,962)	-	-	(7,405)
Total Ending Balance	**-**	**-**	**($4,443)**	**($2,962)**	**-**	**-**	**($7,405)**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 120 - Technical Adjustment - Reclasses

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: OR - OSHA**

Pkg: 121 - OSHA Revenue Shortfall Addback **Cross Reference Number: 44000-011-15-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	2,285,718	-	-	-	2,285,718
Empl. Rel. Bd. Assessments	-	-	741	-	-	-	741
Public Employees' Retire Cont	-	-	480,922	-	-	-	480,922
Social Security Taxes	-	-	174,864	-	-	-	174,864
Paid Family Medical Leave Insurance	-	-	9,136	-	-	-	9,136
Worker's Comp. Assess. (WCD)	-	-	440	-	-	-	440
Mass Transit Tax	-	-	13,714	-	-	-	13,714
Flexible Benefits	-	-	436,449	-	-	-	436,449
Other OPE	-	-	37,986	-	-	-	37,986
Total Personal Services	**-**	**-**	**$3,439,970**	**-**	**-**	**-**	**$3,439,970**
Services & Supplies							
Other Services and Supplies	-	-	321,166	-	-	-	321,166
Total Services & Supplies	**-**	**-**	**$321,166**	**-**	**-**	**-**	**$321,166**
Total Expenditures							
Total Expenditures	-	-	3,761,136	-	-	-	3,761,136
Total Expenditures	**-**	**-**	**$3,761,136**	**-**	**-**	**-**	**$3,761,136**
Ending Balance							
Ending Balance	-	-	(3,761,136)	-	-	-	(3,761,136)
Total Ending Balance	**-**	**-**	**($3,761,136)**	**-**	**-**	**-**	**($3,761,136)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 121 - OSHA Revenue Shortfall Addback

Cross Reference Name: OR - OSHA
Cross Reference Number: 44000-011-15-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							10.23
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**10.23**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000000	805850	7077	OAS C0870 A P	OPERATIONS & POLICY ANALYST '	23	PF	0	7	6,245	-56,205	-32,297	-88,502	0	-0.37
5000031	1215530	25718	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	10	10,066	-90,594	-42,299	-132,893	0	-0.37
5000106	226640	37153	OAS C3717 A P	CHEMIST 3	29	PF	0	7	8,314	-74,826	-37,713	-112,539	0	-0.37
5000108	226660	40230	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5000135	226850	18392	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000149	226970	17918	OAS C4339 A P	SCIENTIFIC INSTRUMENT TECHNI(	21	PF	0	10	6,549	-58,941	-33,092	-92,033	0	-0.37
5000251	539100	33732	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000252	539110	7747	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-210,936	-100,340	-311,276	0	-0.92
5000254	227180	63021	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5000262	227220	7452	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000422	227650	43398	OAS C5707 A P	INDUSTRIAL HYGIENIST 3	29	PF	0	10	9,588	-210,936	-100,340	-311,276	0	-0.92
5000489	227890	11722	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	0	10	10,545	-94,905	-43,554	-138,459	0	-0.37
5000491	227900	6234	MMS X7765 A P	SCIENCE CHEMISTRY AND LABOR	31X	PF	0	10	11,028	-99,252	-44,818	-144,070	0	-0.37
5100452	228170	32345	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	0	10	5,419	-48,771	-30,134	-78,905	0	-0.37
5200066	228180	33538	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200078	228300	63034	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200095	228470	1699	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	0	10	10,545	-105,450	-48,393	-153,843	0	-0.42
5200100	228520	14480	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200114	228660	32282	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5200124	228760	3463	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200127	228790	26143	MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	10	11,028	-99,252	-44,818	-144,070	0	-0.37
5200131	228830	13097	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200132	228840	48922	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5200133	228850	46296	OAS C3715 A P	CHEMIST 1	24	PF	0	8	6,866	-61,794	-33,922	-95,716	0	-0.37
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-2,285,718**	**-1,102,552**	**-3,388,270**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-2,285,718**	**-1,102,552**	**-3,388,270**	**0**	**-10.23**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000576	225500	26437	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	0	4	4,118	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 44000-011-15-00-00000**

Agency Request Budget **Package Number: 104**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000060	1441582		OAS C5710 A P	OCCUPATIONAL SAFETY SPECIALI	27	PF	15	3	6,245	93,675	53,826	147,501	1	0.63
5000061	1441694		MMS X0833 A P	SUPERVISOR EXECUTIVE ASSISTA	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
5000062	1441695		OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,952	82,992	61,350	144,342	1	0.88
5000063	1441697		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000064	1441698		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000065	1441699		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000066	1441703		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000067	1441700		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000068	1441701		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000069	1441702		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**658,526**	**416,573**	**1,075,099**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**658,526**	**416,573**	**1,075,099**	**10**	**5.33**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000055	1441595		MESN Z7484 A P	OCCUPATIONAL HEALTH AND SAFI	33X	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
5000055	1441595		MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	3	7,863	0	0	0	0	0.00
5000056	1441597		OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
5000057	1441598		MMS X0833 A P	SUPERVISOR EXECUTIVE ASSIST/	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
5000058	1441599		OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	3	3,651	87,624	68,011	155,635	1	1.00
5000060	1441582		MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	3	7,863	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**549,477**	**313,985**	**863,462**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**549,477**	**313,985**	**863,462**	**4**	**3.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000070	1441600		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**131,145**	**75,358**	**206,503**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000576	225500	26437	OAS C0870 A P	OPERATIONS & POLICY ANALYST	23	PF	0	10	7,206	0	0	0	0	0.00
5000011	860100	11749	OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	0	9	7,801	5,736	1,669	7,405	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**3,442**	**1,001**	**4,443**		
				Federal Funds						**2,294**	**668**	**2,962**		
				Total Funds						**5,736**	**1,669**	**7,405**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000000	805850	7077	OAS C0870 A P	OPERATIONS & POLICY ANALYST '	23	PF	0	7	6,245	56,205	32,297	88,502	0	0.37
5000031	1215530	25718	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	10	10,066	90,594	42,299	132,893	0	0.37
5000106	226640	37153	OAS C3717 A P	CHEMIST 3	29	PF	24	7	8,314	74,826	37,713	112,539	0	0.37
5000108	226660	40230	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5000135	226850	18392	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000149	226970	17918	OAS C4339 A P	SCIENTIFIC INSTRUMENT TECHNI(	21	PF	24	10	6,549	58,941	33,092	92,033	0	0.37
5000251	539100	33732	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000252	539110	7747	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	210,936	100,340	311,276	0	0.92
5000254	227180	63021	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5000262	227220	7452	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000422	227650	43398	OAS C5707 A P	INDUSTRIAL HYGIENIST 3	29	PF	24	10	9,588	210,936	100,340	311,276	0	0.92
5000489	227890	11722	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	24	10	10,545	94,905	43,554	138,459	0	0.37
5000491	227900	6234	MMS X7765 A P	SCIENCE CHEMISTRY AND LABOR	31X	PF	24	10	11,028	99,252	44,818	144,070	0	0.37
5100452	228170	32345	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	5,419	48,771	30,134	78,905	0	0.37
5200066	228180	33538	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200078	228300	63034	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200095	228470	1699	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	24	10	10,545	105,450	48,393	153,843	0	0.42
5200100	228520	14480	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200114	228660	32282	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5200124	228760	3463	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200127	228790	26143	MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	24	10	11,028	99,252	44,818	144,070	0	0.37
5200131	228830	13097	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200132	228840	48922	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5200133	228850	46296	OAS C3715 A P	CHEMIST 1	24	PF	24	8	6,866	61,794	33,922	95,716	0	0.37
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**2,285,718**	**1,102,552**	**3,388,270**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**2,285,718**	**1,102,552**	**3,388,270**	**0**	**10.23**

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

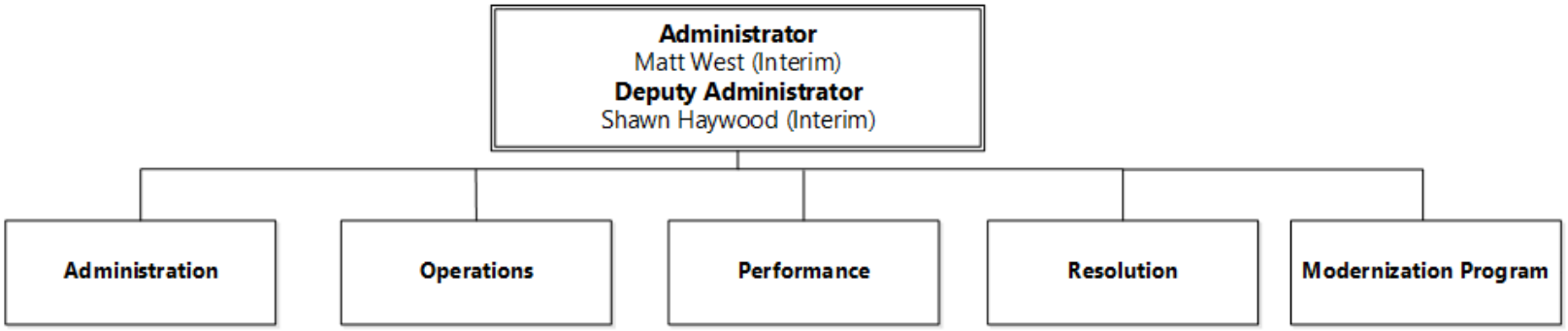
Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-011-15-00-00000**

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						
Workers Comp Insurance Taxes	671,929	67,595,461	71,982,400	82,490,756	-	-
Fines and Forfeitures	3,210,445	3,940,298	3,940,298	4,750,166	-	-
Interest Income	132,524	18,435	18,435	27,711	-	-
Loan Repayments	5,842	-	-	-	-	-
Other Revenues	18,563	-	-	-	-	-
Loan Proceeds	5,842	-	-	-	-	-
Transfer In - Intrafund	56,228,462	-	-	-	-	-
Transfer Out - Intrafund	(12,539,788)	(16,006,842)	(17,048,972)	(18,386,617)	-	-
Tsfr To Labor and Ind, Bureau	(348,560)	(500,000)	(500,000)	(500,000)	-	-
Total Other Funds	**$47,385,259**	**$55,047,352**	**$58,392,161**	**$68,382,016**	**-**	**-**
Federal Funds						
Federal Funds	18,479,597	17,813,296	19,018,919	13,296,000	-	-
Tsfr To Labor and Ind, Bureau	(111,440)	-	-	-	-	-
Total Federal Funds	**$18,368,157**	**$17,813,296**	**$19,018,919**	**$13,296,000**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Workers Comp Insurance Taxes	3400	0125	671,929	67,595,461	71,982,400	82,490,756	-	-
Fine and Forfeitures	3400	0505	3,210,445	3,940,298	3,940,298	4,750,166	-	-
Interest Income	3400	0605	132,524	18,435	18,435	27,711	-	-
Loan Repayments	3400	0925	5,842	-	-	-	-	-
Other Revenues	3400	0975	18,563	-	-	-	-	-
Loan Proceeds	3400	0980	5,842	-	-	-	-	-
Transfer In - Intrafund	3400	1010	56,228,462	-	-	-	-	-
Transfer Out - Intrafund	3400	2010	(12,539,788)	(16,006,842)	(17,048,972)	(18,386,617)	-	-
Tsfr to Labor and Ind, Bureau	3400	2839	(348,560)	(500,000)	(500,000)	(500,000)	-	-
Federal Funds	6400	0995	18,479,597	17,813,296	19,018,919	13,296,000	-	-
Tsfr to Labor and Ind, Bureau	6400	2839	(111,440)	-	-	-	-	-



Administration

- Provides data, information, and analysis to policy-makers
- Provides leadership and direction in achieving WCD's mission and strategic objectives through planning, policy development, and stakeholder involvement
- Provides stewardship of public funds

Operations

- Facilitates customer and stakeholder participation in the implementation of public policy
- Manages electronic and physical records of injured worker claims, employers' proof of coverage, and medical fee data
- Provides clear and effective access to program information and services for customer and the public
- Provides operational support to WCD program areas
- Certifies and monitors health care providers
- Provides outreach and education to stakeholders

Performance

- Ensures employers have workers' compensation coverage for their employees
- Ensures workers receive timely and accurate benefits
- Ensures proper collection, use, and accountability of public funds
- Certifies self-insured employers and ensures their compliance with the law
- Provides outreach and education to stakeholders

Resolution

- Ensures workers receive appropriate and cost-effective medical benefits
- Ensures workers receive disability and vocational benefits through fair and timely dispute resolution
- Helps return injured workers to work
- Provides information on vocational and claim-closure issues
- Provides outreach and education to stakeholders
- Certifies and monitors managed care organizations

Modernization Program

- Provides strategic and operational leadership and direction to the WCD Modernization Program
- Coordinates planning for modernization program projects

Workers' Compensation Division	
2023-25	**2025-27**
182 Positions	186 Positions
182.00 FTE	185.52 FTE
$63,260,513 (TF)	$74,698,214 (TF)

- LAB data includes OOW and SBO

Enabling Legislation/Program Authorization

Oregon's workers' compensation system was created in 1913, went into effect in 1914, and major reforms were enacted in 1990 and 1995. Current requirements are in Oregon Revised Statutes chapter 656 (workers' compensation system), chapter 654 (workplace safety), and chapter 659A (unlawful discrimination in employment).

Program Overview

The Oregon workers' compensation system is designed to prevent worker injuries and illnesses, ensure that employers provide workers' compensation coverage for their employees, provide treatment and benefits to help injured workers return to work as quickly as possible, and resolve disputes as quickly, fairly, and with as little litigation as possible. Employers must provide workers' compensation coverage to most workers, with exemptions specified in the law.

The Department of Consumer and Business Services oversees the workers' compensation system. Workers who are injured receive medical treatment to help them recover and wage replacement benefits so they can support themselves and their families. Employers can return healthy workers to their employ, effectively manage workplace safety and risk, and enjoy lower, predictable costs.

Program Description

Despite accident prevention and workplace safety measures, workers are sometimes injured on the job. When that happens, the workers' compensation system provides benefits to workers at reasonable costs to employers.

The workers' compensation program administers, regulates, and enforces the requirements to protect workers, provide medical care for injuries and diseases, and provide timely and accurate wage-replacement benefits. The system operates administratively, eliminating the need for workers to sue employers and for employers to respond to and defend tort claims. Oregon employers may obtain coverage through private workers' compensation insurance companies, through SAIF Corporation (a nonprofit corporation), or by becoming certified for self-insurance. Employers unable to obtain coverage in one of these three ways are eligible for coverage through the assigned risk plan.

The Workers' Compensation Division protects injured workers' benefits and rights in the workers' compensation system and supports a positive business climate by:

- Enforcing workers' compensation insurance coverage laws so that employers maintain coverage for their subject workers.
- Ensuring that injured workers and the business community receive resources, materials, and a process that allows for equitable policy making related to the workers' compensation system.
- Ensuring that injured workers receive timely and accurate benefits and quality medical care.
- Facilitating injured workers' early return-to-work through incentive programs to employers.
- Resolving medical, vocational, disability, and other disputes.
- Providing consultation, training, and technical assistance to workers, employers, insurers, claims examiners, attorneys, medical providers, and others.
- Administering the Workers' Benefit Fund programs.

The system affects all Oregon businesses that hire subject workers and touches most members of the Oregon workforce. An agreement between management/employers and labor/workers created the workers' compensation system. The system's success is fundamentally tied to the continued agreement of these two groups.

The workers' compensation system offers an economical alternative to the court system. By providing structured medical and income replacement benefits, the system ensures that workers injured at work are financially restored. Workers do not have the burden of showing they are not at fault for their injury. Also, businesses can afford and predict their risk exposure to plan business strategies that better support strong marketplaces. The structured system protects employers from the potentially devastating effect of punitive damages awarded under the traditional tort system.

The system affects any person who provides services within the system, such as workers' compensation insurance companies, self-insured employers, service companies, medical providers, attorneys, vocational providers, worker leasing companies, and others.

The program provides regulatory oversight to ensure the workers' compensation system participants perform according to established standards that result in reasonable cost of insurance for employers. This includes oversight such as conducting audits for timely and accurate claims processing by insurers, ensuring self-insured employers are financially able to pay their claims liabilities and other required payments, ensuring rating standards are set for permanent impairment, maintaining a medical fee schedule, and coordinating administrative dispute processes to prevent litigation and reduce claims costs. The program also helps ensure a reasonably priced and stable assigned risk plan, the insurance of last resort for employers.

The program supports the Workers' Compensation Management-Labor Advisory Committee's policy review of the workers' compensation system to ensure stability, balance, adequate benefits, affordability, and efficiency.

Program Performance

- Oregon employers pay, on average, the 10th lowest workers' compensation premium rates in the nation. Rates have stayed low while the statutory benefits paid to or on behalf of workers have increased.
- The number of claims in which a worker missed time from work increased by about 34 percent from 2013 to 2022. Employment grew by about 17 percent during the same period.
- Compensable work-related fatalities have declined in the past few decades.
- Most employers maintain proper coverage (see KPM No. 4400-8). However, an employer that does not maintain workers' compensation insurance can end up spending much more for on-the-job injuries. The average cost to an employer for a worker who is not covered by workers' compensation insurance is nearly twice the amount for a worker who is covered. Enforcing coverage requirements helps save the system money, which is ultimately passed on to consumers.

	2018	2019	2020	2021	2022
Division FTE	175.50	172.00	172.50	170.50	174.00
National Premium Ranking	6th Lowest	6th Lowest	7th Lowest	7th Lowest	10th Lowest
Premium Paid (in millions)	$919.8	$900.4	$838.4	$940.2	$998.6
Annual Pure Premium Rate Changes	-14.0%	-9.7%	-8.4%	-5.6%	-5.8%
Total Employment (in millions)	1.94	1.99	1.86	1.91	1.98
Disabling Claims	20,997	22,399	21,858	24,385	24,948
Total Claims Benefits Paid (in millions)	$601.4	$633.80	$635.60	$665.31	$720.00
Average Claim Costs when worker covered by insurance	$20,420	$20,009	$20,779	$19,702	$19,974
Average Claim Costs when worker is not covered	$24,370	$47,004	$63,475	$28,082	$43,982

Funding Streams

The following fund the Workers' Compensation Division:

- ***83 percent*** is funded by an assessment paid by employers on the premiums they pay to their insurer for workers' compensation coverage.
- ***6 percent*** is funded by investment income.
- ***11 percent*** is funded by cents-per-hour assessment for the administration of the Workers' Benefit Fund programs.

Significant Proposed Program Changes from 2023-25

None.

Program Narrative

2023-25 Accomplishments

1. Protecting Oregon workers

- Maintained a low rate of uninsured employers. For every 1,000 accepted disabling claims in 2023, about two were filed by workers of uninsured employers, indicating a high rate of compliance with coverage requirements.
- Successfully navigated the Yellow Transportation self-insured employer bankruptcy, taking receipt of $1.2 million in surety bonds funds to pay for worker benefits administered by the Workers' Compensation Division's assigned claim agent.
- Worked with the Oregon Insurance Guaranty Association to facilitate the transfer of workers' compensation claims from the liquidated insurer Arrowood Insurer Indemnity Company.
- Engaged with diverse populations of injured workers and business community to provide resources and outreach for communities with the highest need.
- Offered remote and hybrid employment opportunities to ensure diversity, equity, accessibility, and inclusion in hiring practices.

2. Improving benefits for injured workers

- Maintained a high rate of claims processing performance among most insurers. Taken as a whole, Oregon's injured workers receive timely benefits about 87 percent of the time, a high rate of compliance compared to other states.
- Proposed a legislative concept that will allow injured workers to receive their lump sum permanent partial disability in a timely manner.
- Adopt rules to expand limited vocational assistance benefits for undocumented workers who have permanent disability from an on the job injury, OAR 436-120-0000.
- Maintained use of alternative dispute resolution in medical, permanent disability, and return-to-work disputes. Quickly resolving these issues without a formal hearing allows the injured worker to receive benefits faster and saves costs. For example, about 80 percent of all disputes on medical issues were resolved by alternative dispute resolution in 2021.
- Continued to work with the Employment Department's iMatch Skills program to match employers with preferred workers.
- Increased the fee paid to insurers and self-insured employers for administering the Employer-at-Injury Program.
- Initiated a process for deferred action of undocumented workers that will allow injured workers to provide testimony and certain protections in legal matters.

3. Controlling workers' compensation system costs

- Continued to be one of the lowest-cost states for workers' compensation insurance. In 2022, Oregon had the 10th lowest average rates compared to other states. The pure premium rate decreased an average 6.7 percent in 2024. The pure premium is the portion of the premium employers pay insurers to cover anticipated claims costs for job-related injuries and deaths.

- Audited the Employer-at-Injury Program (EAIP). The division reviewed the appropriateness and accuracy of EAIP reimbursements, as administered by claims processors and paid from the Workers' Benefit Fund. The review examined all areas of EAIP, including wage subsidies, worksite modifications, and equipment purchases.
- Kept medical costs spent by employers systemwide steady over recent years, despite increases in medical inflation, by using a medical fee schedule.
- The insurers, the Management-Labor Advisory Committee, Medical Advisory Committee, DCBS, WCD, the Division of Financial Regulation, Oregon OSHA, stakeholders, and others all play a role in controlling workers' compensation costs.

4. Streamlining regulations and processes

- Continued expansion of secure electronic communications (eFax and Biscom) to customers and stakeholders to help eliminate the need for printing and mailing documents.
- Continued to work with stakeholders and diverse communities to develop and re-draft administrative rules to help readers find the applicable rules more easily and understand them.
- Continued to develop, refine, and add documents to a web portal to facilitate the secure transmission of electronic documents by customers.
- In conjunction with Oregon OSHA, the Ombuds for Oregon Workers, and the Small Business Ombudsman, maintained a worker protection initiative to align the missions and focus work on outcomes.
- Expanded the use of business intelligence software and data system to support outcome-focused decision making.
- Analyzed and improved timeliness and accuracy of internal processes for receipt and acceptance of workers' compensation insurers' claims reports.
- Reviewed laws and rules to allow more electronic transmission of information to the division that simplified the rule notice and comment language for a more equitable process.
- Continued participating in the Interagency Compliance Network (ICN), sharing information with other agencies about noncompliant entities, helping with audits, and discussing practices used by noncompliant entities. Provided public outreach and education on how to comply with the participating agencies' laws, coordinating outreach events, and providing resources. Participated in joint enforcement sweeps with Construction Contractors Board and Department of Revenue.
- Proposed a legislative concept to streamline and modernize the worker leasing company statute, ORS 656.850.
- Initiated a professional employer organization interagency workgroup to address issues related to worker leasing companies.

5. Enhancing customer service

- WCD embarked on a strategic planning process more than 10 years ago. This plan drives the division's mission, vision, values, goals and objectives. The plan sets the tone for the division and is a live, active document that all employees use to ensure timeliness for goals and objectives and prompt customer satisfaction and services. It is updated regularly and ensures involvement from all. The WCD strategic plan aligns with the DCBS and governor's strategic plan.
- Provided customers with increased access to online training and training videos.
- Provided three rule-based trainings for stakeholders.
- Initiated a stakeholder feedback process.

- Created a WCD Diversity, Equity, and Inclusion Committee.
- Provided focused training for medical providers and their office staff.
- Continued to work with employer organizations to provide customized training to businesses, including outreach to diverse business owners.
- Provided an in-person educational conferences for approximately 300 workers' compensation system stakeholders in May 2024.
- Conducted biannual meetings with insurer representatives to discuss emerging issues, concerns, and other topics of interest.
- Implemented weekly social media posts focused on workers' compensation issues.
- Established internal processes to identify and prioritize outreach training requests and established a permanent outreach committee to identify and develop stakeholder training resources. These outreach trainings plans and calendars include the Employer Compliance Unit, Employment Services Team, Medical Resolution Team, and Appellate Review Unit.
- Expanded outreach to historically marginalized communities, including analysis of equitable administrative rule impact on those communities.
- Added a kiosk in the Labor and Industries Building for stakeholders to access WCD resources.

6. Modernization Program

- Stage Gate 1 endorsement from EIS-LFO in 2023 for Core System Implementation project in March 2023.Stage Gate 2 expected in fall 2024.

- Completed procurement services for Independent Quality Management Services, August 2023.
    - Task 1 Deliverables – Risk assessment of program and project.
    - Task 2 Deliverables – Quality management planning.
    - Task 3 Deliverables – Quality control.
    - Task 4 Deliverables – Quality assurance.
- Completed procurement for IT professional services, August 2023
    - PM3 Deliverables Approved
    - Work session with managers and SME for business requirements gatherings, October 2023 to April 2024.
- Initiate Request for Information.
- Initiate Request for Proposal.
- Change management plan created.
- Completed process improvement projects to expand secure electronic document submission, improve communications to workers and employers, transition to sending reports electronically, and establish cross-training plans and collaboration tools.
- Continued ongoing support of the program with workgroups: Core Team, Integrations, Organizational Change, External Partners, and Data and Forms.
- Held quarterly meetings with DAS Budget, Legislative Fiscal Office, Enterprise Information Services, and DCBS to discuss program direction and planned budget requests.
- Held monthly meetings with the assistant state chief information officer to discuss program direction and strategy.
- Provided additional capabilities to submit specific document types electronically via the existing WCD portal.
- Established program strategy for regular updates to stakeholders.

2025-27 Expected Results

The Workers' Compensation Division plans to accomplish the following in the 2025-27 biennium:

- Implement the core system foundation for the modernization project that will support the modernization projects for the next 10 years. Initiate a new supplemental disability benefits (SDB) assigned processing agent contract.
- Initiate a new noncomplying employer (NCE) assigned claims agent contract.
- Continue to expand outreach to preferred workers and collaborate with employers to further the goals of the return-to-work programs.
- Prioritize industry requests for training using a cross-divisional team dedicated to external education.
- Continue implementing business intelligence software and data systems to support outcome-focused decision making.
- Modify the noncomplying employer penalty structure to make penalty amounts more commensurate with violations, including rule changes, if necessary.
- Continue to promote remote and hybrid work opportunities to encourage diversity and equitable talent when filling positions.
- Consult with diverse communities to seek their input to provide equitable resources and services in areas of greatest need.

Revenue Sources

- Workers' compensation premium assessment
- Workers' Benefit Fund assessment
- Fines and penalties
- Investment revenue

Proposed Legislation

LC 003 Worker Leasing Update. Several provisions of ORS 656.850, Oregon's worker leasing law, do not reflect changes to industry practice or improvements in technology since the law was enacted in 1993.

The proposed LC for the worker leasing company and PEOs solution is in several parts.

a. Update the definition of worker leasing and related definitions. The division's preference would be replacing the term "worker leasing company" with the more current term "professional employer organization" or PEO and adopt the definition of PEO used in NAIC's 2020 model law on PEO licensure.

   Additional changes would be needed to the definition of "temporary service provider" to make sure that current licensees continue to fall under one or the other definition.

   Making this change would also require housekeeping changes to several statutes that currently use the term "worker leasing company," including statutes enforced by the Division of Financial Regulation, Bureau of Labor and Industries, Construction Contractors Board, and Landscape Contractors Board.

b. Update reporting requirements to accommodate EDI-based reporting and an MCP model. This would include providing that termination of client coverage is effective based on the date of insurer receipt and providing that a notice of termination also constitutes a notice of cancellation for the client's individual policy.

c. Add provisions on data sharing. Changes may include requiring PEOs to provide regular client lists to the director, allowing the director to share client coverage data with a PEO's insurer, and allowing the director to penalize a PEO for failing to provide timely and accurate coverage data to its insurer.

LC 005 Partial Permanent Disability Awards – Lump Sum Payments. This concept comes from a court case, *Giltner v SAIF,* which waived the right to appeal the adequacy of their PPD award, but the Court of Appeals found that the insurer was not required to make a lump-sum payment.

Based on the interpretation in Giltner, insurers may deny lump-sum payments if the notice of compliance (NOC) is not final. This may mean that workers must wait 60 days for the NOC to become final before requesting a lump-sum payment.

Before 2008, ORS 656.230 was structured so that the insurer was required to issue a lump-sum payment if the worker waived their right to appeal the award, or if the award had become final by operation of law. If the insurer disagreed with a lump-sum payment, the matter was referred to WCD.

During the 2007 legislative session, WCD introduced a regulatory streamlining bill, House Bill 2218. The bill revised the wording of the statute and removed WCD from the process of approving lump-sum payments. The Court of Appeals' interpretation of the statute in Giltner is based on this revised wording and is an unintended consequence of WCD's revisions.

The division will amend ORS 656.230 to require a lump-sum payment of PPD if certain conditions are met.

Base Budget

Agency Request: $66,523,910 *Pos.: 182 FTE: 182.00*

The base budget request is the 2023-25 Legislatively Adopted Budget and administrative changes approved by the Department of Administrative Services through February 2024 and roll-up of salary costs.

Essential Packages

Essential Package No. 010 – Non-PICS Service Adjustment
Agency Request: ($1,292,625)

Essential Package No. 021 – Program Adjustments
Agency Request: $0

Essential Package No. 022 – Phased-out Programs and One-time Costs
Agency Request: ($5,574,599)

Essential Package No. 031 – Cost Adjustment for Inflation and Price List Items
Agency Request: $1,317,359

Essential Package No. 032 – Above Standard Inflation
Agency Request: $498

Essential Package No. 040 – Mandated Caseload & Costs
Agency Request: $0

Essential Package No. 050 – Fund Shifts/Revenue Reductions
Agency Request: $0

Essential Package No. 060 – Technical Adjustments
Agency Request: $0

Current Service Level (CSL) Budget

Agency Request: $60,962,355 Pos.: 182 FTE: 182.00

The division's CSL budget is the total of the base budget request plus essential packages. Approval of the CSL continues current operations through the 2025-27 biennium.

Policy Package No. 070 – Revenue Shortfall
Agency Request: $0

Modified Current Service Level (CSL) Budget

Agency Request: $60,962,355 Pos.: 182 FTE: 182.00

The division's modified CSL budget is the total of the CSL budget minus the revenue shortfall policy package 070. Approval of the modified CSL continues current operations through the 2025-27 biennium.

Policy Packages

Policy Package No. 102 – WCD Modernization
Agency Request: $13,527,684 Pos.: 3 FTE: 2.64

Purpose: The Workers' Compensation Division has made a significant investment to transform business processes and implement modern technology to better serve customers. This effort will enhance the workers' compensation system by increasing regulatory efficiency, reducing regulatory burdens, improving data quality and analysis, and improving delivery of services in support of the division's mission.

The division created a Modernization Program in 2019 to provide strategic leadership and oversight for process, system, and application improvements. Instead of focusing on individual technology projects, the division is taking a broader, program-level approach. This includes reviewing and documenting current state business processes and applications that affect multiple parts of the agency. The program received Stage Gate 1 endorsement from Enterprise Information Services (EIS) in December 2019. There are five projects planned for the program:

- Core System Implementation
- Employer Business Module
- Dispute Resolution Module
- Enforcement and Providers Module
- Claims Electronic Data Interchange Implementation

This policy option package requests further support for our program and is mainly dedicated to supporting the implementation planning for the program's first project, the Core System Implementation.

Core System Implementation Project
The first project under the program umbrella is the Core System Implementation. The core system is the technology foundation that supports our business functions. It provides the necessary foundation to begin our digital transformation. We expect the core system to include infrastructure (network and security), applications, data and analytics, and a robust integration platform. The core system will also serve as the main internal user interface, equipped with tools such as role-based access, automated workflow, automated business rules, master data management, and correspondence engine/templates.

The Core System Implementation Project received a Stage Gate 1 endorsement in April 2023. In January 2023, our project manager and change management analyst started, first as limited duration, until the positions were made permanent in our 2023-25 legislative adopted budget. We also procured IT professional services (IT project management and business analysis), as well as our independent quality management services (IQMS) vendor. Both contracts were fully executed in August 2023.

We have made steady progress in our planning efforts. Our IQMS vendor (Public Knowledge) and our IT professional services vendor (Deloitte) started work in September 2023. We began holding work sessions with our program areas to gather future state business requirements in October 2023 and that work is ongoing. We are using the work sessions to further define our future state and develop detailed business and technical requirements in preparation of the request for proposal (RFP) for our main solution vendor.

While most characterize our effort as a "technology" project, we have placed a great deal of emphasis on putting people first. This is an internal team member empowerment project. Our internal teams are spending a significant amount of time on manual workarounds due to an outdated, disconnected, rigid, and difficult-to-modify technology environment. Taking the time to understand the work and collaborate with our internal teams on what works and what does not work and discuss opportunities for improvement is one of the most important things we do. It also helps us to identify detailed business needs, drivers, and challenges. Having clear and strong business requirements for the new core system is of utmost importance. It also provides defined business objectives, which become the first step towards meaningful collaboration with our IT resources on how technology can best support the work of the division.

This creates the foundation for customer service and accessibility focus in projects two, three, and four when we plan to enable access for different groups of stakeholders. It is important to us to provide more accessibility pathways for Oregon workers and employers to access our services and data. Our internal teams are committed and proud of the work they do every day. We plan to create an environment in which technology better supports their work, increasing efficiency and improving service delivery.

Since our previous request, we have:

- Hired a Change Management Analyst (limited duration, started Jan. 3, 2023; became permanent as of July 1, 2023)
- Hired a Project Manager (limited duration, started Jan. 3, 2023; became permanent as of July 1, 2023)
- Received a Stage Gate 1 Endorsement from EIS (March 2023) – approved business plan, project charter, and initial complexity and oversight level assessment
- Completed a competitive procurement process to select a vendor to provide independent quality management services (Public Knowledge)
- Completed a competitive procurement process to select a vendor to provide IT professional services: IT project management and business analysis (Deloitte)
- IQMS Task 1 Deliverables complete (November 2023): Initial risk assessment for the program and for the Core System Implementation Project
- Modernization Change Management Plan and Communication Plan approved (October 2023) and active
- Completed Electronic Document Upload Application (EDUA) project (May 2023)
- Modernization team conducted a series of post-project interviews with directly and indirectly affected employees and

stakeholders to produce a detailed lessons learned report for the EDUA project that will help us to improve for future implementations
- Work sessions with program area subject matter experts and managers began October 2023

How Achieved: To continue forward progress, we need to begin building our foundational team to support the implementation planning and execution once a main solution vendor is selected through the request for proposal (RFP) process. As we transition into specific implementation planning for a solution of this scale, we must have robust support on both the business and technical sides. We will need full-time, permanent team members who are trained and dedicated to the modernization efforts to fully support our implementation planning efforts. We have also continued our IT professional services from the current biennium and added some additional contracted services positions in our request. Dedicated resources will help minimize risk and ensure that we have a resource structure in place to adequately plan for a future implementation, and a support a model to adequately address the needs of the division as we continue through our planning efforts.

As we navigate the RFP process and start implementation planning, we have identified some key resources to support these efforts and maintain our forward progress.

This policy option package will support the results of the RFP process for our main solution vendor. The division is refining future state business requirements relating to access management and security, correspondence, data management, data exchange, document management, business rules automation, web portal stakeholder self-service options, workflow management, and user interface. Once our requirements are documented and we work through the RFP process, we must make sure that a team, comprised of both business and technical resources, is in place to adequately support the implementation planning phase of the project.

This policy option package also includes necessary expenses such as independent quality management services required by Enterprise Information Services, procurement and contract costs from the Department of Administrative Services, and Department of Justice contract-review costs. We anticipate returning with a more comprehensive estimate of the software cost of this project implementation and to obtain approval for the software costs and request the appropriate expenditure authority.

List Staff Impact: To provide adequate support for our first project, the core system implementation, we must build a support foundation comprised of positions from the division's business and modernization teams, as well as the necessary IT resources to continue our efforts as we transition to implementation planning.

Permanent positions – Three positions: $504,267

- **Modernization Program Assistant** (Administrative Specialist 2 – OAS C0108 AP)
    - Starting Oct. 1, 2025, this position will help with contract administration, quality assurance, and coordination of risks and issues. This position will also be responsible for coordinating the deliverable review process for IT professional services and iQMS. In addition, this position will help with project scheduling and other tasks to support our project and change management initiatives.
- **System and Software Trainer** (Learning & Development Specialist 1 – OAS C1338 AP)

  - Starting Oct. 1, 2025, this position will serve as a dedicated system trainer for both new employees and for support and retraining of current employees.
- **Public Service Representative** (Public Service Representative 4 – OAS C0324 AP)
  - Starting Oct. 1, 2025, this position will serve as the point of contact for our external stakeholders to provide information, support, and escalation of issues associated with implementation.

IT professional contracted services approximately $12,856,064:

Ongoing IT professional contracted services from prior biennium (effective July 1, 2025, through June 30, 2027) for project planning and implementation:

- Information technology project manager (continued services from approved 2023-25 policy option package): **$1,792,926**
  - This contracted position will help with additional technical requirements gathering, draft technical plans and project documents, help with RFP development, act as a subject matter expert for technology implementations, and collaborate with the program project manager to develop and modify plans, identify and update risks, and manage the project schedule and scope effectively.
- **Two business analysts** (continued services from approved 2023-25 policy option package)**: $3,585,851**
  - These contracted positions will gather and refine business requirements, help with use case development and documentation, work with business users on questions related to business processes and requirements, help with team implementation readiness assessments, and help with RFP development.
- **Systems analyst** (continued services from 2023-25 policy option package): **$1,792,926**
  - This contracted position will focus on refining and validating system requirements, possible application reconfigurations, help with use case development and documentation, assess system integration needs, and identify and escalate technical risks.

New IT Professional contracted services (effective Oct. 1, 2025, to June 30, 2027):

- **Software application developer** (integrations analyst)**: $1,481,452**
  - This position supports IT work in implementing vendor integrations and middleware/connectors in DCBS infrastructure and design and build new integrations between systems.
- **Systems administrator** (operations and IT infrastructure)**: $1,481,452**
  - This position would handle the increased system administration work associated with planning a major system implementation. This position would assist/balance overall infrastructure needs, as well as coordinate database/web/other systems with technical and data leads.
- **Data analyst: $1,481,452**

This position will develop and manage production data conversion/migration pipeline with the vendor's target. This position will help and guide vendor and internal data conversion employees and validate production data migration.

Other professional services and independent quality management services (costs are ongoing through all project implementations through the closure of project five in 2029**: $1,240,005**

- Independent quality management services are required by Enterprise Information Services for large technology projects. They are delivered by independent contractors and may include foundational planning, artifact review, and quality and risk management services for all project phases.

Project expenses (incurred throughout the biennium) – procurement, contract review, and administration costs**: $67,200**

- Department of Administrative Services procurement: Contract amendments, new work order contracts (4): $54,000
- Department of Justice: Review of contract amendments, new work order contracts (20 hours per amendment): $13,200

Quantifying Results: The division is committed to ensuring that we have the necessary resources and implementation foundation in place to support a major technology implementation. We closely monitor capacity of our nonmodernization division resources who continue to support our efforts. The request for resources was carefully crafted in collaboration with the division and our IT resources. The additional resources will allow us to effectively transition into a successful implementation. The division will also ensure benchmarks for the Enterprise Information Services information technology investment oversight process are met. The division included Modernization Program projects in our strategic plan that is actively managed with regular status reports and is reviewed and updated each year. In the long term, the Modernization Program is intended to eliminate redundancies and inefficiencies in business processes and reduce the amount of time spent on manual processes. This will allow the division to improve regulatory effectiveness and focus more directly on our mission.

Revenue Source: The Premium Assessment Operating Account will be used to fund the request. Central Services Division's Information Technology and Research Section economists will estimate any potential effect of this policy option package on the projected assessment rate.

Policy Package No. 103 – OOW Outreach
Agency Request: $208,175 *Pos.: 1 FTE: 0.88*

Purpose: The Ombuds for Oregon Workers (OOW) needs to facilitate increased awareness to workers throughout Oregon on their rights relating to on-the-job injuries and workplace safety and health, with an increased focus on underserved communities. Our team has had many conversations with worker representatives and advocates around the state who have explained why we see little involvement in some of these communities. Not only do many Oregon workers not know we exist or what we do, but they also face many barriers, including no access to computers or the internet. To provide support to these workers, we need to cater to their communication styles in the form of consistent, in-person visits and printed, easy-to-understand materials. In addition to our need to reach underserved communities, industry has an increased interest in how OOW can help regarding occupational safety and health. OOW has received multiple recent requests to attend meetings to explain where OOW fits in and how we can help. We want to expand our involvement in engagement opportunities relating to Oregon OSHA. OOW is dedicated to continuing incredible customer service through our queue line and general email box. We do not want to fall short in our daily support while accommodating these additional needs.

An additional position will allow for consistent availability for phone/email communication and create opportunities for other members of the team to participate in the needs we have listed above.

Currently there are three full-time Program Analyst 1 positions who are logged into our queue line every day. Two of these employees are interested in participating in additional outreach and engagement. We believe this will alleviate the burnout that many people suffer from in these types of emotionally charged positions. It would allow for us to continue the same level of coverage while also creating availability for employees to initiate and coordinate more outreach events and prepare necessary items, including training materials, virtual content, user-friendly training videos, and resources directed at workers (with the help of DCBS Communications).

OOW continues to receive about 1,850 inquiries a month. Inquiries come into OOW by email, phone, or, on occasion, in person. From the inquiries, OOW must make several additional contacts to resolve the issue that leads to an average of 3,400 contacts a month. Our Spanish community in-person outreach has more than doubled since 2022 due to an increased collaboration with the Mexican Consulate and the DCBS Multicultural Communications Program. This outreach will continue to increase across diverse and underserved communities in Oregon.

OOW is passionate about supporting Oregon workers and recognizing the need to meet people where they are at physically, emotionally, and communicatively. To do so and to maintain our level of support and responsiveness, we need an additional team member. We believe this supports the DCBS mission and aligns with the department's passion for making a difference in the lives of Oregonians.

How Achieved: The new position, if approved, will start answering inquiries within just a couple weeks of shadowing other program analysts in OOW. The new analyst will help with our webpage and resource reviews; administrative tasks; coordination of outreach and engagement efforts; and representing OOW in occasional meetings with internal and external stakeholders. They will help with areas listed under the Purpose section of this form. OOW anticipates following planning and implementation activities in years 2025 through 2028:

2025 – Employee hired; training and education completed. Employee will coordinate and attend in-person advocacy events throughout Oregon. Attendance at all OSHA conferences, Mexican Consulate events; collaboration with PCUN, Safe Jobs Oregon, Northwest Workers' Justice Project, Oregon Trial Lawyers Association, unions, Oregon Law Center, and other groups. Employee will help with increased simplified materials.

2026 – Continued and increased advocacy events; increased discussions with additional worker advocate groups; increased simplified materials for workers; continued data collection for suggested industry changes whether policy, rule, or statutory.

The alternative is maintaining the status quo, which has a lack of industry awareness, no bandwidth to increase our outreach efforts throughout the state, and increases the risk of some of the OOW employees suffering from emotional burnout. It would also continue a minimal impact on Oregon's underserved communities.

OOW will not need any statutory or rule changes to implement the requested staffing changes.

List Staff Impact: The Department of Consumer and Business Services, Ombuds Office for Oregon Workers, requests authority to establish:

1 – Program Analyst 1 (SR 23)
- Permanent Full-Time

- 0.88 FTE
- OAS C0860 AP

This position will provide direct services to workers, ensuring they understand their rights, benefits, protections, and responsibilities within the workers' compensation system and occupational safety and health. This position will be an advocate for workers through accepting, investigating, and acting to resolve complaints and concerns workers raise about Oregon's workers' compensation system. In addition, this position will help with administrative duties and coordination of outreach and engagement opportunities. It will also assist/balance overall infrastructure needs, as well as coordinate database/web/other systems with technical and data leads.

Quantifying Results: OOW is committed to ensuring that we have the necessary resources to support Oregon's workers. We currently track our timeliness of response and resolution for each inquiry. We will continue to measure timeliness. We will develop tracking for our outreach events, including the number of people we have engaged with, including other advocacy groups and stakeholders. The additional position will allow for an increase in engagement with communities with limited resources.

Revenue Source: The Premium Assessment Operating Account will be used to fund this request.

Revenues

2025-27 Beginning Balance	**$ 129,165,695**
Revenues	
General Fund Appropriation	-
Workers' Compensation Insurance Taxes	49,143,736
Other Employer-Employee Taxes	-
Insurance Taxes	-
Business License & Fees	787,489
Charges for Services	-
Fines & Forfeitures	-
Interest Income	3,235,820
Other Revenues	268,953
Federal Revenue	-
Subtotal Revenues	*$ 53,435,998*
Transfers	
Transfers In - Intrafund	-
Transfers Out - Intrafund	(17,545,045)
Transfers Out - Public Universities	(3,837,198)
Transfers Out - General Fund	-
Transfers Out - Counties	-
Transfers Out - Governor	-
Transfers Out - BOLI	-
Subtotal Transfers	*($21,382,243)*
Available Funds	**161,219,450**
2025-27 Budgeted Expenditures	74,698,214
2025-27 Ending Balance	**$ 86,521,236**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 63,260,513**	**$ -**	**$ 63,260,513**	**182.00**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 66,523,910	$ -	$ 66,523,910	182.00
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(1,292,625)	-	(1,292,625)	-
Pkg. 021 Phase-In	-	-	-	-
Pkg. 022 Phase-Out Program & One-time Costs	(5,574,599)	-	(5,574,599)	-
Pkg. 031 Standard Inflation	1,317,359	-	1,317,359	-
Pkg. 032 Above Standard Inflation	498	-	498	-
Pkg. 060 Technical Adjustments	(12,188)	-	(12,188)	-
Subtotal, Essential Packages	*$ (5,561,555)*	$ -	*$ (5,561,555)*	-
Subtotal, Current Service Level	*$ 60,962,355*	$ -	*$ 60,962,355*	*182.00*
Pkg. 070 Revenue Shortfalls	-	-	-	-
Modified Current Service Level	*$ 60,962,355*	$ -	*$ 60,962,355*	*182.00*
Policy Packages				
Pkg. 102 WCD Modernization	13,527,684	-	13,527,684	2.64
Pkg. 103 Ombudsman Outreach	208,175	-	208,175	0.88
2025-27 Total Agency Requested Budget	**$ 74,698,214**	**$ -**	**$ 74,698,214**	**185.52**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Workers' Compensation Programs**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 44000-011-13-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	8,331	-	-	-	8,331
Overtime Payments	-	-	5,859	-	-	-	5,859
All Other Differential	-	-	698	-	-	-	698
Public Employees' Retire Cont	-	-	1,380	-	-	-	1,380
Pension Obligation Bond	-	-	(101,884)	-	-	-	(101,884)
Social Security Taxes	-	-	1,139	-	-	-	1,139
Paid Family Medical Leave Insurance	-	-	26	-	-	-	26
Mass Transit Tax	-	-	29,673	-	-	-	29,673
Vacancy Savings	-	-	(1,237,847)	-	-	-	(1,237,847)
Total Personal Services	**-**	**-**	**($1,292,625)**	**-**	**-**	**-**	**($1,292,625)**
Total Expenditures							
Total Expenditures	-	-	(1,292,625)	-	-	-	(1,292,625)
Total Expenditures	**-**	**-**	**($1,292,625)**	**-**	**-**	**-**	**($1,292,625)**
Ending Balance							
Ending Balance	-	-	1,292,625	-	-	-	1,292,625
Total Ending Balance	**-**	**-**	**$1,292,625**	**-**	**-**	**-**	**$1,292,625**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	(1,200)	-	-	-	(1,200)
IT Professional Services	-	-	(5,573,399)	-	-	-	(5,573,399)
Total Services & Supplies	**-**	**-**	**($5,574,599)**	**-**	**-**	**-**	**($5,574,599)**
Total Expenditures							
Total Expenditures	-	-	(5,574,599)	-	-	-	(5,574,599)
Total Expenditures	**-**	**-**	**($5,574,599)**	**-**	**-**	**-**	**($5,574,599)**
Ending Balance							
Ending Balance	-	-	5,574,599	-	-	-	5,574,599
Total Ending Balance	**-**	**-**	**$5,574,599**	**-**	**-**	**-**	**$5,574,599**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	5,364	-	-	-	5,364
Out of State Travel	-	-	1,451	-	-	-	1,451
Employee Training	-	-	4,090	-	-	-	4,090
Office Expenses	-	-	34,359	-	-	-	34,359
Telecommunications	-	-	19,244	-	-	-	19,244
State Gov. Service Charges	-	-	413,063	-	-	-	413,063
Data Processing	-	-	25,913	-	-	-	25,913
Publicity and Publications	-	-	6,051	-	-	-	6,051
Professional Services	-	-	31,383	-	-	-	31,383
IT Professional Services	-	-	5,160	-	-	-	5,160
Attorney General	-	-	307,777	-	-	-	307,777
Employee Recruitment and Develop	-	-	152	-	-	-	152
Dues and Subscriptions	-	-	902	-	-	-	902
Facilities Rental and Taxes	-	-	447,260	-	-	-	447,260
Fuels and Utilities	-	-	5	-	-	-	5
Facilities Maintenance	-	-	70	-	-	-	70
Agency Program Related S and S	-	-	1	-	-	-	1
Intra-agency Charges	-	-	7,515	-	-	-	7,515
Other Services and Supplies	-	-	2,747	-	-	-	2,747
Expendable Prop 250 - 5000	-	-	737	-	-	-	737
IT Expendable Property	-	-	4,115	-	-	-	4,115
Total Services & Supplies	**-**	**-**	**$1,317,359**	**-**	**-**	**-**	**$1,317,359**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,317,359	-	-	-	1,317,359
Total Expenditures	**-**	**-**	**$1,317,359**	**-**	**-**	**-**	**$1,317,359**
Ending Balance							
Ending Balance	-	-	(1,317,359)	-	-	-	(1,317,359)
Total Ending Balance	**-**	**-**	**($1,317,359)**	**-**	**-**	**-**	**($1,317,359)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	498	-	-	-	498
Total Services & Supplies	**-**	**-**	**$498**	**-**	**-**	**-**	**$498**
Total Expenditures							
Total Expenditures	-	-	498	-	-	-	498
Total Expenditures	**-**	**-**	**$498**	**-**	**-**	**-**	**$498**
Ending Balance							
Ending Balance	-	-	(498)	-	-	-	(498)
Total Ending Balance	**-**	**-**	**($498)**	**-**	**-**	**-**	**($498)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	(12,188)	-	-	-	(12,188)
Total Services & Supplies	**-**	**-**	**($12,188)**	**-**	**-**	**-**	**($12,188)**
Total Expenditures							
Total Expenditures	-	-	(12,188)	-	-	-	(12,188)
Total Expenditures	**-**	**-**	**($12,188)**	**-**	**-**	**-**	**($12,188)**
Ending Balance							
Ending Balance	-	-	12,188	-	-	-	12,188
Total Ending Balance	**-**	**-**	**$12,188**	**-**	**-**	**-**	**$12,188**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 102 - WCD Modernization

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	302,757	-	-	-	302,757
Empl. Rel. Bd. Assessments	-	-	189	-	-	-	189
Public Employees' Retire Cont	-	-	63,699	-	-	-	63,699
Social Security Taxes	-	-	23,162	-	-	-	23,162
Paid Family Medical Leave Insurance	-	-	1,211	-	-	-	1,211
Worker's Comp. Assess. (WCD)	-	-	111	-	-	-	111
Mass Transit Tax	-	-	1,817	-	-	-	1,817
Flexible Benefits	-	-	111,321	-	-	-	111,321
Total Personal Services	**-**	**-**	**$504,267**	**-**	**-**	**-**	**$504,267**
Services & Supplies							
Instate Travel	-	-	3,093	-	-	-	3,093
Out of State Travel	-	-	429	-	-	-	429
Employee Training	-	-	3,000	-	-	-	3,000
Office Expenses	-	-	9,341	-	-	-	9,341
Telecommunications	-	-	7,109	-	-	-	7,109
Data Processing	-	-	16,225	-	-	-	16,225
IT Professional Services	-	-	12,856,064	-	-	-	12,856,064
Attorney General	-	-	13,200	-	-	-	13,200
Dues and Subscriptions	-	-	241	-	-	-	241
Facilities Rental and Taxes	-	-	28,485	-	-	-	28,485
Intra-agency Charges	-	-	54,000	-	-	-	54,000
Expendable Prop 250 - 5000	-	-	15,300	-	-	-	15,300

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 102 - WCD Modernization

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	16,930	-	-	-	16,930
Total Services & Supplies	**-**	**-**	**$13,023,417**	**-**	**-**	**-**	**$13,023,417**
Total Expenditures							
Total Expenditures	-	-	13,527,684	-	-	-	13,527,684
Total Expenditures	**-**	**-**	**$13,527,684**	**-**	**-**	**-**	**$13,527,684**
Ending Balance							
Ending Balance	-	-	(13,527,684)	-	-	-	(13,527,684)
Total Ending Balance	**-**	**-**	**($13,527,684)**	**-**	**-**	**-**	**($13,527,684)**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.64**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 103 - Ombudsman Outreach

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	108,549	-	-	-	108,549
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	22,839	-	-	-	22,839
Social Security Taxes	-	-	8,304	-	-	-	8,304
Paid Family Medical Leave Insurance	-	-	434	-	-	-	434
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	651	-	-	-	651
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$177,984**	**-**	**-**	**-**	**$177,984**
Services & Supplies							
Instate Travel	-	-	1,721	-	-	-	1,721
Out of State Travel	-	-	1,138	-	-	-	1,138
Employee Training	-	-	1,141	-	-	-	1,141
Office Expenses	-	-	1,277	-	-	-	1,277
Telecommunications	-	-	4,145	-	-	-	4,145
Data Processing	-	-	77	-	-	-	77
Dues and Subscriptions	-	-	40	-	-	-	40
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	4,474	-	-	-	4,474
Total Services & Supplies	**-**	**-**	**$30,191**	**-**	**-**	**-**	**$30,191**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 103 - Ombudsman Outreach

Cross Reference Name: Workers' Compensation Programs
Cross Reference Number: 44000-011-13-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	208,175	-	-	-	208,175
Total Expenditures	**-**	**-**	**$208,175**	**-**	**-**	**-**	**$208,175**
Ending Balance							
Ending Balance	-	-	(208,175)	-	-	-	(208,175)
Total Ending Balance	**-**	**-**	**($208,175)**	**-**	**-**	**-**	**($208,175)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium
Agency Request Budget

Cross Reference Number: 44000-011-13-00-00000
Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000037	1441575		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
3000038	1441576		OAS C1338 A P	LEARNING & DEVELOPMENT SPEC	24	PF	21	3	5,419	113,799	70,311	184,110	1	0.88
3000038	1441576		OAS C1338 A P	LEARNING & DEVELOPMENT SPEC	24		0	3	5,419	0	0	0	0	0.00
3000039	1441577		OAS C0324 A P	PUBLIC SERVICE REPRESENTATIV	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**302,757**	**199,693**	**502,450**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**302,757**	**199,693**	**502,450**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1000049	1441578		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	21	3	5,169	108,549	68,784	177,333	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**108,549**	**68,784**	**177,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**108,549**	**68,784**	**177,333**	**1**	**0.88**

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

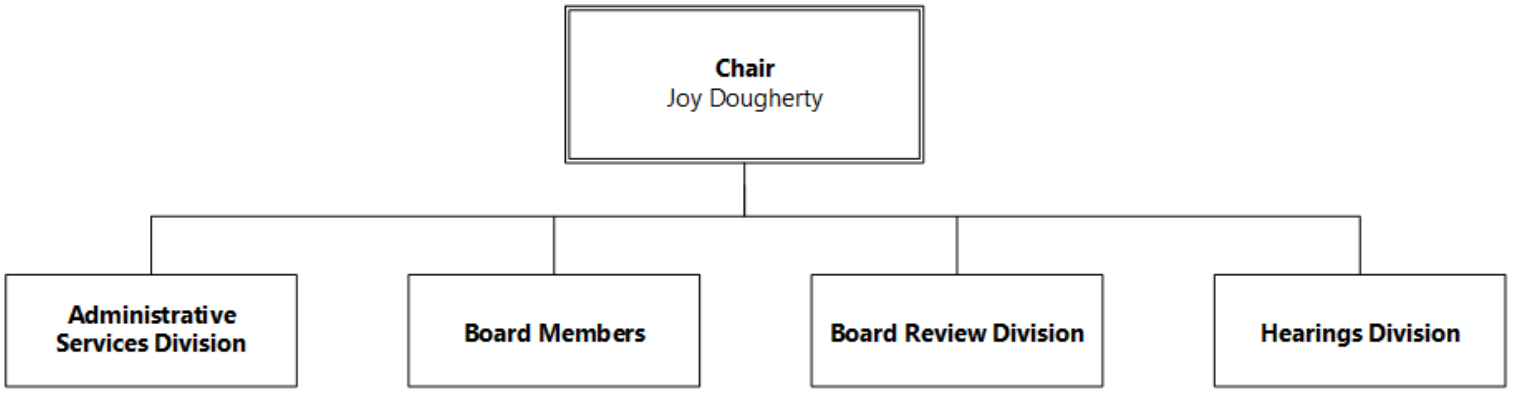
Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-011-13-00-00000**

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						
Workers Comp Insurance Taxes	184,740,224	92,978,273	86,304,125	49,143,736	-	-
Business Lic and Fees	608,850	692,014	692,014	787,489	-	-
Interest Income	1,762,258	2,455,159	2,455,159	3,235,820	-	-
Other Revenues	9,391	177,695	177,695	268,953	-	-
Transfer In - Intrafund	3,394,288	-	-	-	-	-
Transfer Out - Intrafund	(104,161,622)	(16,815,409)	(17,745,733)	(17,545,045)	-	-
Transfer to Public Universities	-	-	-	(3,837,198)	-	-
Tsfr To Or Health & Science U	-	-	(3,837,198)	-	-	-
Total Other Funds	**$86,353,389**	**$79,487,732**	**$68,046,062**	**$32,053,755**	**-**	**-**
Nonlimited Other Funds						
Transfer In - Intrafund	3,927,423	-	-	-	-	-
Tsfr To Or Health & Science U	(3,442,762)	-	-	-	-	-
Total Nonlimited Other Funds	**$484,661**	**-**	**-**	**-**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Workers Comp Insurance Taxes	3400	0125	184,740,224	92,978,273	86,304,125	49,143,736	-	-
Business Lic and Fees	3400	0205	608,850	692,014	692,014	787,489	-	-
Interest Income	3400	0605	1,762,258	2,455,159	2,455,159	3,235,820	-	-
Other Revenues	3400	0975	9,391	177,695	177,695	268,953	-	-
Transfer In - Intrafund	3400	1010	3,394,288	-	-	-	-	-
Transfer Out - Intrafund	3400	2010	(104,161,622)	(16,815,409)	(17,745,733)	(17,545,045)	-	-
Transfer to Public Universities	3400	2048	-	-	-	(3,837,198)	-	-
Tsfr to Or Health and Science U	3400	2590	-	-	(3,837,198)	-	-	-
Transfer In - Intrafund	3200	1010	3,927,423	-	-	-	-	-
Tsfr to Or Health and Science U	3200	2590	(3,442,762)	-	-	-	-	-



- Manages agency facilities and provides digital recording and interpreter services
- Provides computer support, training, and technical services
- Provides fiscal and budget support, mail processing, record retention, and purchasing
- Provides personnel- related services for the board

- Decides workers' compensation cases appealed to the board
- Adopts administrative rules of practice and procedure for hearings and board review
- Approves claim disposition agreements
- Approves directs own motion reopenings and closures
- Consults on administrative law judge hiring

- Ensures the public receives timely and impartial resolution of appeals to the board for the members' review
- Prepares appellate case review for board members
- Processes cases to the Court of Appeals for review
- Processes own motion cases and claim disposition agreements
- Provides a forum for adjudication of crime-victim and third-party cases
- Provides technical support for board review functions

- Ensures the public receives timely and impartial resolution of workers' compensation and Oregon OSHA disputes
- Produces timely opinions and orders
- Provides mediation services
- Approves settlements
- Provides administrative support to the Hearings Division administrative law judges

Workers' Compensation Board	
2023-25	**2025-27**
79 Positions	79 Positions
79.00 FTE	79.00 FTE
$31,507,513 (TF)	$35,558,408 (TF)

Enabling Legislation/Program Authorization

Oregon Revised Statutes govern the duties and powers of the Workers' Compensation Board (WCB) as described more fully below:

- Workers' Compensation matters are governed under Oregon Revised Statutes (ORS) Chapter 656.
- Oregon Safe Employment Act matters are governed under ORS Chapter 654.
- Crime Victim matters are governed under ORS Chapter 147.

Program Overview

The Workers' Compensation Board provides timely and impartial resolution of disputes arising under workers' compensation law and the Oregon Safe Employment Act. The Oregon workers' compensation system is designed to ensure that employers provide workers' compensation coverage for their employees, reduce worker injuries, provide treatment and benefits to help injured workers return to work as quickly as possible, and resolve disputes as quickly, fairly, and with as little litigation as possible.

WCB is made up of three divisions, the Administrative Services Division, the Hearings Division, and Board Review. WCB is an independent adjudicatory agency that shares services with DCBS. Some examples of these shared services include employee services, fiscal management, and technology support. The appellate board is comprised of five members, who are appointed by the governor for four-year terms subject to state Senate confirmation. To ensure that the interests of workers and employers are fairly represented, the governor appoints two members with background in and understanding of the concerns of employees and two members with background in and understanding of the concerns of employers. One member represents the interests of the public and serves as the agency administrator and chairperson. The chairperson is also the appointing authority for WCB. As such, the chairperson supervises and manages the board's employees, which include the administrative law judges (ALJs).

Program Description

Workers' compensation hearings, appeals, and mediations: The administrative hearings process provides workers and employers an impartial forum for resolving disputes on any matter concerning a claim, except for matters for which there exists another statutory procedure. Both ALJs and board members interpret workers' compensation laws in an impartial and balanced manner. The constitutional due process of hearings and requests for board review ensure a fair determination of workers' compensation benefits for both workers and employers.

WCB is not bound by rules of evidence or by technical or formal rules of procedure and may conduct the hearing in any manner that will achieve substantial justice. Removal of workers' compensation disputes from civil court to an administrative hearing process ensures that these disputes are quickly resolved by decision makers versed in this complex area of law.

Hearings and mediations are conducted throughout the state at WCB's staffed and leased facilities. While there has been an increase in remote proceedings since the pandemic, ALJs regularly travel to these sites, enabling workers and employers to have their cases heard and resolved near their hometown locations.

The parties may appeal ALJ decisions to the board. The board members work in panels to decide these matters. The board members also provide first review of third-party disputes and own-motion matters (compensable claims in which five years or more has passed since the last claim closure or award of compensation).

From the board, cases are appealed directly to the Court of Appeals. This direct line of appeal allows parties to have matters decisively concluded in a minimum amount of time. WCB's administrative forum is a critical component of this system and is instrumental in ensuring that the legislative goals to protect injured workers and their families are achieved, while ensuring the continued prosperity of Oregon businesses.

As an alternative to engaging in litigation and the board review appeal process, WCB also has a robust mediation program. Certified ALJ mediators conduct in-person mediations throughout the state, as well as virtually. ALJ mediators help the parties reach mutually agreed upon settlements, such as disputed claim settlements and claim disposition agreements. WCB strives to successfully settle all cases referred to the mediation program.

Oregon OSHA hearings: The administrative hearings process provides employers an opportunity to contest citations and civil penalties arising from workplace safety inspections conducted by Oregon OSHA. These due process hearings, before an objective and impartial decision-maker, allow both sides an opportunity to be heard. Absent further appeal to the Court of Appeals, prompt and impartial resolution of OSHA disputes by WCB puts the matter to rest with finality and ultimately furthers the Oregon Safe Employment Act's goal of ensuring safe and healthy working conditions for employees.

Crime victim requests for review: Under the Compensation Act for Crime Victims, the board also provides for a review of Department of Justice (DOJ) decisions when applicants are dissatisfied with a decision on their claim for compensation as a crime victim. The board provides a review process that includes the right to a fact-finding hearing, as well as an opportunity for applicants to present their arguments in support of their claim.

Program Performance

The following are some of the highlights of the program for calendar years 2019-2023:

Timeliness of service	2019	2020	2021	2022	2023
New hearings set within 90 days	98%	100%	100%	88%	91%
Postponed hearing reset within 120 days	97%	98%	99%	88%	86%
Opinion & Orders issued within 30 days	98%	99%	99%	98%	98%
Board Orders on Review issued within 120 days of briefing completion	87%	90%	91%	92%	88%
Quality of service	**2019**	**2020**	**2021**	**2022**	**2023**
Board cases affirmed by the Court of Appeals	80%	95%	88%	75%	82%
Mediations resulting in settlements	99%	88%	85%	90%	87%

Funding Streams

The following funds Workers' Compensation Board:

- ***100 percent*** funded by an assessment paid by employers on the premiums they pay to their insurer for workers' compensation coverage.

Significant Proposed Program Changes from 2023-25

WCB has no significant program changes in the 2025-27 biennium.

Program Narrative

2023-25 Accomplishments

- Updated and revised WCB's existing database, docket, and notice procedures to accurately reflect and communicate the method of proceeding to indicate in person, telephonic, video, or hybrid. Remote and hybrid options for hearing were introduced in response to the pandemic and are being carried forward. This flexibility in setting hearings, as well as mediations, provides more alternatives for litigants, allowing for a greater access to justice. This change also allows WCB to monitor work flow and forecast staffing across the state.
- Based on Gov. Kotek's January 2023 Expectations for State Agencies, and in addition to participating with DCBS' strategic planning sessions, WCB also conducted strategic planning throughout the agency, hosting focus groups with all WCB employees. Feedback received created multiple areas of focus aligned with Gov. Kotek's expectations. Performance Metrics, Technology, Culture, Values, Diversity, Leadership and Communication have created a blueprint for moving forward with agency committees dedicated to achieving goals in all areas identified.
- Engaged with Oregon State Police about best safety practices in judicial settings. The board reconfigured courtrooms based on input and is planning remodels to enclose the reception area in the Portland and Salem locations. This will create a safer environment for our reception area and hearing rooms.
- Made amendments to the Workers' Compensation Board's administrative rules, contained in OAR 438, to reflect more inclusive terminology, as well as similarly reviewed terminology used in internal and external policies and publications.
- Refined statistical data to fulfill statutory mandate for biennial review of attorney fees and used the information in conducting our most recent biennial review.
- Provided mediation training to certify six new judges in performing mediation services to promote settlement and reduce litigation cost.
- Formed a project team to create a business case, perform process mapping, and gather business requirements for an eventual move to a litigation case management system. WCB operates in an exclusively paper-based system of transactions. The project team has been gathering information geared towards moving to an electronic environment. Along with increased efficiency and increased access, this will result in a significant cost savings.
- Succeeded in issuing timely ALJ Opinion and Orders. For calendar year 2023, 98 percent of Opinion and Orders were issued within 30 days of record closure.
- Provided successful mediation services. Related employment issues, such as discrimination and retaliation claims, as well as workers' compensation issues, are resolved through the board's mediation services. WCB ALJ mediators also mediate cases for the Oregon Court of Appeals mediation program. For calendar year 2023, a total of 297 mediations were conducted with an 87 percent settlement rate.

2025-27 Expected Results

The Workers' Compensation Board plans to accomplish the following in the 2025-27 biennium:

- Purchase, implement, and train how to use a new litigation case management system.
- Explore opportunities to provide better access to justice to all communities in the state.

- Increase our focus on removing barriers to effective communication with diverse populations.
- Continue to meet timeliness standards within the 95 percent range when setting new requests for hearings, resetting postponed cases, and issuing ALJ Opinion and Orders.
- Continue to maintain standards for issuing board Orders on Review within 120 days of briefing completion.
- Maintain a high affirmation rate of board orders at the Court of Appeals.
- Resolve Oregon OSHA disputes in a timely and efficient manner.

Revenue Sources

The workers' compensation premium assessment funds the Workers' Compensation Board.

Proposed Legislation

None.

Base Budget

Agency Request: $33,357,984 *Pos.: 79 FTE: 79.00*

The base budget request is the 2023-25 Legislatively Adopted Budget and administrative changes approved by the Department of Administrative Services through February 2024 and roll-up of salary costs.

Essential Packages

Essential Package No. 010 – Non-PICS Service Adjustment
Agency Request: ($836,871)

Essential Package No. 021 – Program Adjustments
Agency Request: $0

Essential Package No. 022 – Phased-out Programs and One-time Costs
Agency Request: $0

Essential Package No. 031 – Cost Adjustment for Inflation and Price List Items
Agency Request: $405,317

Essential Package No. 032 – Above Standard Inflation
Agency Request: $46,374

Essential Package No. 040 – Mandated Caseload & Costs
Agency Request: $0

Essential Package No. 050 – Fund Shifts/Revenue Reductions
Agency Request: $0

Essential Package No. 060 – Technical Adjustments
Agency Request: $85,604

Current Service Level (CSL) Budget

Agency Request: $33,058,408 *Pos.: 79 FTE: 79.00*

The CSL budget is the total of the base budget request plus essential packages. Approval of the CSL continues current operations through the 2025-27 biennium.

Policy Package No. 070 – Revenue Shortfalls
Agency Request: $0

Modified Current Service Level (CSL) Budget

Agency Request: $33,058,408 Pos.: 79 FTE: 79.00

The division's modified CSL budget is the total of the CSL budget minus the revenue shortfall policy package 070. Approval of the modified CSL continues current operations through the 2025-27 biennium.

Policy Packages

Policy Package No. 101 – WCB Modernization

Agency Request: $2,500,000 Pos.: - FTE: -

Purpose: The mission of the Workers' Compensation Board (WCB) is to provide timely and impartial resolution of disputes arising under Oregon workers' compensation law and the Oregon Safe Employment Act. Administrative law judges (ALJ) conduct hearings and mediations. Board members conduct appellate review of ALJ orders.

Currently, filing and intake of cases with WCB, including docketing, case events during litigation, and case disposition, are all paper processes, as they have been for decades. While the board has a web portal, which allows represented parties to electronically submit some documents, all documents submitted through the portal must be printed out for the paper file and processed manually. Increased functionality to electronically file, track, and access information on disputes is a constant request from our stakeholders, who are accustomed to electronic filing and litigation management in other Oregon courts. Standardized processes, improved response time for information requests, portability, visibility of case movement, the ability for unrepresented parties to access our system, greater access to justice for litigants with English as a second language, and the enhanced ability to collect statistical information are critical functions not met by the current database and accompanying tools.

How Achieved: WCB is working closely with DCBS' Shared Services in creating the business case, ensuring WCB will be ready to meet the State Enterprise Information Services office requirements. An internal project team has begun several steps of the process toward modernization, including mapping our internal and external processes and creating business requirements in preparation for the next steps. The project team has also met with other state agencies to understand their systems currently being used for litigation case management at the trial and appellate levels, both of which exist at WCB.

We are in the process of documenting "current state" to identify modernization requirements with internal employees and stakeholders on "future state." After implementation, some statutory or rule changes will need to be drafted and approved with respect to filing methods as the new system will be the sole source for filing litigation. This will, in effect, sunset current paper methods as described in current administrative rules and statutes. However, moving to an electronic method of filing will mirror other judicial entities in Oregon. As noted above, there have been constant requests from our stakeholders for greater remote access and ability to capture statistical information. It is discussed at virtually every WCB public board meeting as the subject of multiple requests for information are brought forward by stakeholder groups.

List Staff Impact: None.

Quantifying Results: WCB currently quantifies the process of litigation via reporting on Net Center, B-Track. We will transfer and migrate those reports and processes into the new system, effectively allowing WCB a daily snapshot view of workload in addition to monthly, yearly, and multiyear data.

Revenue Source: The Premium Assessment Operating Account will be used to fund the request.

Revenues

2025-27 Beginning Balance	**$ -**
Revenues	
General Fund Appropriation	-
Workers' Compensation Insurance Taxes	42,350,751
Other Employer-Employee Taxes	-
Insurance Taxes	-
Business License & Fees	-
Charges for Services	-
Fines & Forfeitures	-
Interest Income	-
Other Revenues	-
Federal Revenue	-
Subtotal Revenues	*$ 42,350,751*
Transfers	
Transfers In - Intrafund	-
Transfers Out - Intrafund	(6,792,343)
Transfers Out - General Fund	-
Transfers Out - Counties	-
Transfers Out - Governor	-
Transfers Out - BOLI	-
Subtotal Transfers	*$ (6,792,343)*
Available Funds	**35,558,408**
2025-27 Budgeted Expenditures	35,558,408
2025-27 Ending Balance	**$ -**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 31,507,513**	**-**	**$ 31,507,513**	**79.00**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 33,357,984	$ -	$ 33,357,984	79.00
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(836,871)	-	(836,871)	-
Pkg. 021 Phase-In	-	-	-	-
Pkg. 022 Phase-Out Program & One-time Costs	-	-	-	-
Pkg. 031 Standard Inflation	405,317	-	405,317	-
Pkg. 032 Above Standard Inflation	46,374	-	46,374	-
Pkg. 060 Technical Adjustments	85,604	-	85,604	-
Subtotal, Essential Packages	*$ (299,576)*	*$ -*	*$ (299,576)*	*-*
Subtotal, Current Service Level	*$ 33,058,408*	*$ -*	*$ 33,058,408*	*79.00*
Pkg. 070 Revenue Shortfalls	-	-	-	-
Modified Current Service Level	*$ 33,058,408*	*$ -*	*$ 33,058,408*	*79.00*
Policy Packages				
Pkg. 101 WCB Modernization	2,500,000	-	2,500,000	-
2025-27 Total Agency Requested Budget	**$ 35,558,408**	*$ -*	**$ 35,558,408**	*79.00*

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Workers' Comp Board**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 44000-011-12-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	2,366	-	-	-	2,366
Overtime Payments	-	-	142	-	-	-	142
All Other Differential	-	-	4,738	-	-	-	4,738
Public Employees' Retire Cont	-	-	1,027	-	-	-	1,027
Pension Obligation Bond	-	-	(76,895)	-	-	-	(76,895)
Social Security Taxes	-	-	554	-	-	-	554
Paid Family Medical Leave Insurance	-	-	20	-	-	-	20
Mass Transit Tax	-	-	14,231	-	-	-	14,231
Vacancy Savings	-	-	(783,054)	-	-	-	(783,054)
Total Personal Services	**-**	**-**	**($836,871)**	**-**	**-**	**-**	**($836,871)**
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(836,871)	-	-	-	(836,871)
Total Expenditures	**-**	**-**	**($836,871)**	**-**	**-**	**-**	**($836,871)**
Ending Balance							
Ending Balance	-	-	836,871	-	-	-	836,871
Total Ending Balance	**-**	**-**	**$836,871**	**-**	**-**	**-**	**$836,871**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Workers' Comp Board
Cross Reference Number: 44000-011-12-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	7,441	-	-	-	7,441
Out of State Travel	-	-	250	-	-	-	250
Employee Training	-	-	1,700	-	-	-	1,700
Office Expenses	-	-	10,967	-	-	-	10,967
Telecommunications	-	-	9,668	-	-	-	9,668
State Gov. Service Charges	-	-	201,128	-	-	-	201,128
Data Processing	-	-	15,228	-	-	-	15,228
Publicity and Publications	-	-	250	-	-	-	250
Professional Services	-	-	57,787	-	-	-	57,787
IT Professional Services	-	-	7,880	-	-	-	7,880
Attorney General	-	-	2,043	-	-	-	2,043
Employee Recruitment and Develop	-	-	67	-	-	-	67
Dues and Subscriptions	-	-	2,092	-	-	-	2,092
Facilities Rental and Taxes	-	-	83,992	-	-	-	83,992
Facilities Maintenance	-	-	440	-	-	-	440
Agency Program Related S and S	-	-	4	-	-	-	4
Intra-agency Charges	-	-	28	-	-	-	28
Other Services and Supplies	-	-	1,168	-	-	-	1,168
Expendable Prop 250 - 5000	-	-	419	-	-	-	419
IT Expendable Property	-	-	1,387	-	-	-	1,387
Total Services & Supplies	**-**	**-**	**$403,939**	**-**	**-**	**-**	**$403,939**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Workers' Comp Board
Cross Reference Number: 44000-011-12-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Hardware	-	-	1,378	-	-	-	1,378
Total Capital Outlay	**-**	**-**	**$1,378**	**-**	**-**	**-**	**$1,378**
Total Expenditures							
Total Expenditures	-	-	405,317	-	-	-	405,317
Total Expenditures	**-**	**-**	**$405,317**	**-**	**-**	**-**	**$405,317**
Ending Balance							
Ending Balance	-	-	(405,317)	-	-	-	(405,317)
Total Ending Balance	**-**	**-**	**($405,317)**	**-**	**-**	**-**	**($405,317)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Workers' Comp Board
Cross Reference Number: 44000-011-12-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	46,374	-	-	-	46,374
Total Services & Supplies	**-**	**-**	**$46,374**	**-**	**-**	**-**	**$46,374**
Total Expenditures							
Total Expenditures	-	-	46,374	-	-	-	46,374
Total Expenditures	**-**	**-**	**$46,374**	**-**	**-**	**-**	**$46,374**
Ending Balance							
Ending Balance	-	-	(46,374)	-	-	-	(46,374)
Total Ending Balance	**-**	**-**	**($46,374)**	**-**	**-**	**-**	**($46,374)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Workers' Comp Board
Cross Reference Number: 44000-011-12-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	85,604	-	-	-	85,604
Total Services & Supplies	**-**	**-**	**$85,604**	**-**	**-**	**-**	**$85,604**
Total Expenditures							
Total Expenditures	-	-	85,604	-	-	-	85,604
Total Expenditures	**-**	**-**	**$85,604**	**-**	**-**	**-**	**$85,604**
Ending Balance							
Ending Balance	-	-	(85,604)	-	-	-	(85,604)
Total Ending Balance	**-**	**-**	**($85,604)**	**-**	**-**	**-**	**($85,604)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 101 - WCB Modernization

Cross Reference Name: Workers' Comp Board
Cross Reference Number: 44000-011-12-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	2,500,000	-	-	-	2,500,000
Total Services & Supplies	**-**	**-**	**$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	-	-	(2,500,000)	-	-	-	(2,500,000)
Total Ending Balance	**-**	**-**	**($2,500,000)**	**-**	**-**	**-**	**($2,500,000)**

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

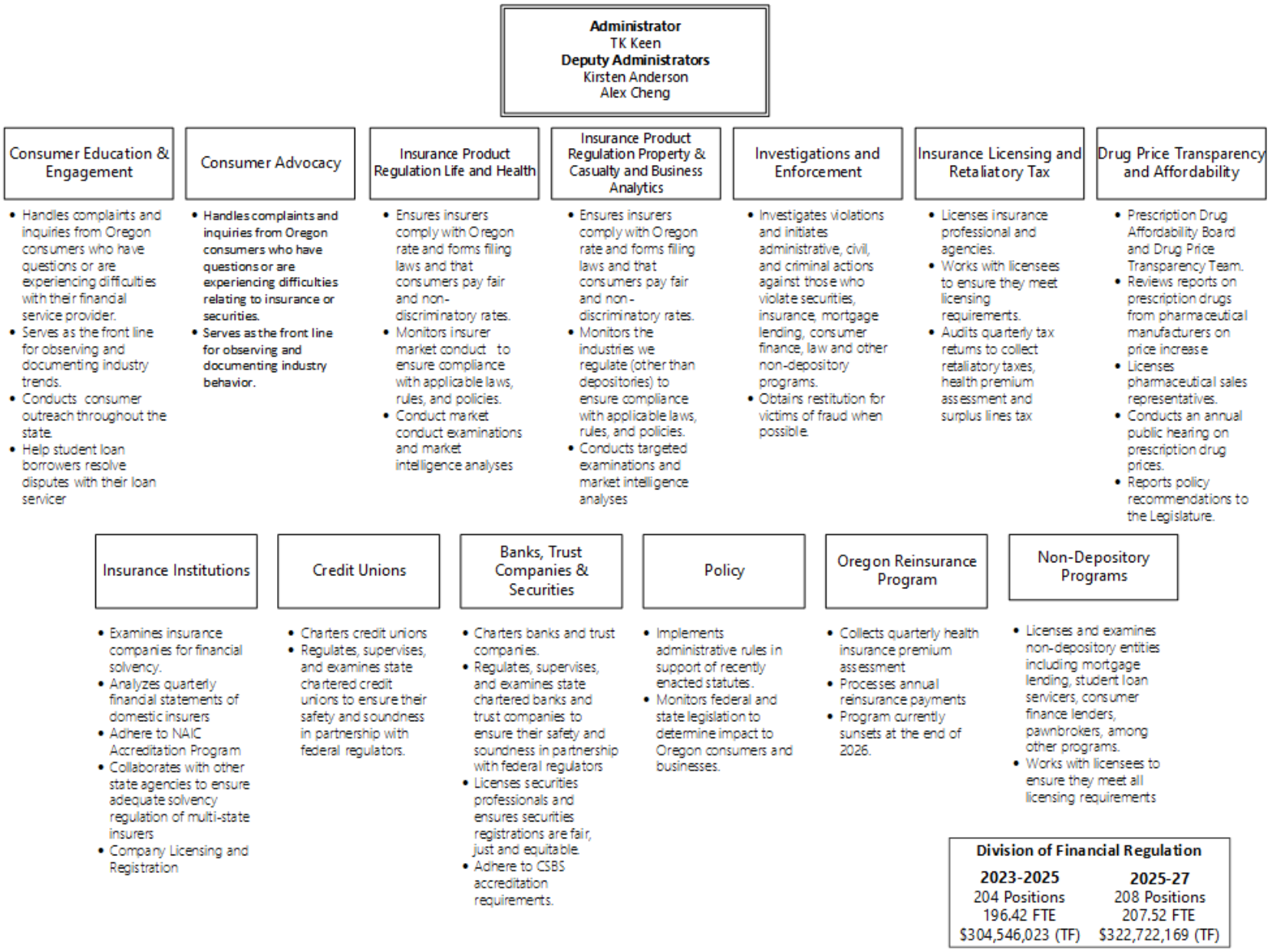
Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-011-12-00-00000**

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						
Workers Comp Insurance Taxes	380,242	35,826,416	38,113,625	42,350,751	-	-
Other Revenues	1,722	-	-	-	-	-
Transfer In - Intrafund	31,374,115	-	-	-	-	-
Transfer Out - Intrafund	(4,958,589)	(6,202,280)	(6,606,112)	(6,792,343)	-	-
Total Other Funds	**$26,797,490**	**$29,624,136**	**$31,507,513**	**$35,558,408**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Workers Comp Insurance Taxes	3400	0125	380,242	35,826,416	38,113,625	42,350,751	-	-
Other Revenues	3400	0975	1,722	-	-	-	-	-
Transfer In - Intrafund	3400	1010	31,374,115	-	-	-	-	-
Transfer Out - Intrafund	3400	2010	(4,958,589)	(6,202,280)	(6,606,112)	(6,792,343)	-	-


Administrator
TK Keen
Deputy Administrators
Kirsten Anderson
Alex Cheng
Consumer Education & Engagement
• Handles complaints and inquiries from Oregon consumers who have questions or are experiencing difficulties with their financial service provider.
• Serves as the front line for observing and documenting industry trends.
• Conducts consumer outreach throughout the state.
• Help student loan borrowers resolve disputes with their loan servicer
Consumer Advocacy
• Handles complaints and inquiries from Oregon consumers who have questions or are experiencing difficulties relating to insurance or securities.
• Serves as the front line for observing and documenting industry behavior.
Insurance Product Regulation Life and Health
• Ensures insurers comply with Oregon rate and forms filing laws and that consumers pay fair and non-discriminatory rates.
• Monitors insurer market conduct to ensure compliance with applicable laws, rules, and policies.
• Conduct market conduct examinations and market intelligence analyses
Insurance Product Regulation Property & Casualty and Business Analytics
• Ensures insurers comply with Oregon rate and forms filing laws and that consumers pay fair and non-discriminatory rates.
• Monitors the industries we regulate (other than depositories) to ensure compliance with applicable laws, rules, and policies.
• Conducts targeted examinations and market intelligence analyses
Investigations and Enforcement
• Investigates violations and initiates administrative, civil, and criminal actions against those who violate securities, insurance, mortgage lending, consumer finance, law and other non-depository programs.
• Obtains restitution for victims of fraud when possible.
Insurance Licensing and Retaliatory Tax
• Licenses insurance professional and agencies.
• Works with licensees to ensure they meet licensing requirements.
• Audits quarterly tax returns to collect retaliatory taxes, health premium assessment and surplus lines tax
Drug Price Transparency and Affordability
• Prescription Drug Affordability Board and Drug Price Transparency Team.
• Reviews reports on prescription drugs from pharmaceutical manufacturers on price increase
• Licenses pharmaceutical sales representatives.
• Conducts an annual public hearing on prescription drug prices.
• Reports policy recommendations to the Legislature.
Insurance Institutions
• Examines insurance companies for financial solvency.
• Analyzes quarterly financial statements of domestic insurers
• Adhere to NAIC Accreditation Program
• Collaborates with other state agencies to ensure adequate solvency regulation of multi-state insurers
• Company Licensing and Registration
Credit Unions
• Charters credit unions
• Regulates, supervises, and examines state chartered credit unions to ensure their safety and soundness in partnership with federal regulators.
Banks, Trust Companies & Securities
• Charters banks and trust companies.
• Regulates, supervises, and examines state chartered banks and trust companies to ensure their safety and soundness in partnership with federal regulators
• Licenses securities professionals and ensures securities registrations are fair, just and equitable.
• Adhere to CSBS accreditation requirements.
Policy
• Implements administrative rules in support of recently enacted statutes.
• Monitors federal and state legislation to determine impact to Oregon consumers and businesses.
Oregon Reinsurance Program
• Collects quarterly health insurance premium assessment
• Processes annual reinsurance payments
• Program currently sunsets at the end of 2026.
Non-Depository Programs
• Licenses and examines non-depository entities including mortgage lending, student loan servicers, consumer finance lenders, pawnbrokers, among other programs.
• Works with licensees to ensure they meet all licensing requirements
Division of Financial Regulation
2023-2025
204 Positions
196.42 FTE
$304,546,023 (TF)
2025-27
208 Positions
207.52 FTE
$322,722,169 (TF)

Enabling Legislation/Program Authorization

The Oregon Revised Statutes identified below authorize the various parts of the Financial Regulation program.

Program	ORS Chapter
Banks and Trust Companies	705-716
Check Cashers	697
Collection Agencies	697
Consumer Finance Lenders	725 and 725A
Credit Unions	723
Debt Management Service Providers, Debt Buyers	646A, 697
Drug Price Transparency	646A and 743
Prescription Drug Affordability Board	646A
Identity Theft Protection Act	646A
Insurance Products	646A, 705, 731-735, 741-744, 746, 748
Manufactured Structure Dealers	446
Money Transmitters	717
Mortgage Lenders; Mortgage Loan Originators, Mortgage Servicers	86A
Pawnbrokers	726
Pharmaceutical Sales Representatives	689
Preneed and Preconstruction Funeral Trusts	97
Reinsurance Program	538
Securities Licensing and Registration	59, 645, 650, 705.300-705.350
Student Loan Servicers	725A

Program Description

The Division of Financial Regulation (DFR) protects Oregonians' access to fair insurance and financial products and services through education, regulation, and consumer assistance. It achieves this mission through:

- Oversight of the safety and soundness of banks, trust companies, and credit unions and financial solvency of insurance institutions
- Licensing of financial and insurance professionals and companies
- Ensuring products and services comply with state and federal laws and rules
- Ensuring that consumers and investors are treated fairly and in accordance with the law by regulated entities
- Educating the public

The division is organized into 13 areas organized by function or subject matter: Insurance Licensing & Retaliatory Tax; Insurance Product Regulation, Life and Health; Insurance Product Regulation, Property and Casualty and Business Analytics; Consumer Education and Engagement; Consumer Advocacy; Policy; Pharmaceutical Transparency and Affordability Regulation; Nondepository Programs;

Banks and Trust Companies; Securities; Credit Unions; Insurance Institutions; Operations; and Investigations and Enforcement.

The division's regulatory authority includes:

- **Banks and trust companies.** Key responsibilities include issuance of charters, safety and soundness examinations of state-chartered banks and trust companies, complaint resolution, consumer education, and enforcement.
- **Credit unions.** Key responsibilities include issuance of charters, safety and soundness examinations of state-chartered credit unions, complaint resolution, consumer education, and enforcement.
- **Insurance.** Key responsibilities include issuance of licenses to insurance companies, producers (agents/brokers), and other insurance professionals; financial solvency analysis and examinations; rate and product review/approval; compliance analysis and examinations; complaint resolution; consumer education; and enforcement.
- **Mortgage.** Key responsibilities include issuance of licenses; compliance examinations of mortgage bankers, mortgage brokers, loan originators, servicers, and manufactured structure dealers; complaint resolution; consumer education; and enforcement.
- **Nondepository programs.** Key responsibilities include issuance of licenses and compliance examinations for various types of financial services and businesses (consumer finance companies, student loan servicers, payday and title lenders, pawnbrokers, money transmitters, check cashers, collection agencies, debt management service providers, and prearranged funeral trusts); complaint resolution; consumer education; and enforcement.
- **Securities.** Key responsibilities include issuance of licenses to investment broker/dealers, review and registration of securities, compliance examinations, complaint resolution, consumer education, and enforcement.
- **Pharmaceutical Transparency and Affordability:**
  - **Drug price transparency.** Key responsibilities include receiving and reviewing reports on prescription drugs from pharmaceutical manufacturers on price increases and new high-cost drugs, health insurers on the most frequently prescribed and most costly, and consumers when they have a price increase. The division uses the information collected in annual public hearings on prescription drugs and legislative reports with policy recommendations.
  - **Prescription Drug Affordability Board (PDAB).** Key responsibilities include protecting residents, state and local governments, commercial health plans, health care providers, pharmacies, and other stakeholders within the health care system in Oregon from the high costs of prescription drugs. This will be accomplished through several primary functions. With information provided by the Drug Price Transparency Program (DPT), the board identifies nine drugs and at least one insulin product that it determines may create affordability challenges for health care systems or high out-of-pocket costs for patients in Oregon based on criteria adopted by the board. The board studies the entire prescription drug distribution and payment system in Oregon and polices adopted by other states and countries that are designed to lower the list price of prescription drugs.
  - **Licensing of pharmaceutical representatives.** The program began Jan. 1, 2022. As of March 2024, there are 650 licensed pharmaceutical sales representatives (284 resident and 366 nonresident) in Oregon. The program requires annual licensing along with required disclosure log requirements every April to be filed with the division.

- **Oregon Reinsurance Program.** Key responsibilities include the collection of the quarterly health insurance premium assessment. The assessment is credited into the Health System Reinsurance Fund and reinsurance payments are issued from this fund to qualifying insurers.

Cost Drivers

Cost drivers for the financial programs' operation include size, complexity, number of domiciled companies, and financial condition of the institution or licensee. Generally, with declining economic conditions, there will be an increase in the workload of the program to ensure the entities remain safe and sound or return to safety and soundness. With improving economic conditions, there is an increase in the workload around securities, enforcement, and mortgage lending. If a state does not provide effective regulation, federal regulators could assume bank and credit union examination responsibility or depository entities could elect to move to a federal or other state charter. The lack of a state option for chartering banks, trust companies, and credit unions would reduce the variety and options for Oregon businesses and consumers.

The number of insurance companies doing business in Oregon, and thus subject to the program's rates and forms and market conduct requirements, also drives the cost. The number of professionals licensed to do business in the state; the ongoing innovation of insurance products; the increasing sophistication of the insurance industry, which increases the need to educate and protect consumers; and the implementation of new state and federal consumer protections also drive the cost of regulation. Federal health insurance policy uncertainty can drive the cost for both the program and the insurance companies doing business in Oregon.

The division works in partnership with local municipalities, nonprofits, consumer advocacy organizations, industry representatives, federal regulators, and other stakeholders in carrying out its mission.

Program Performance

Performance is measured by such metrics as how many complaints are resolved for Oregon consumers, how many licenses are issued, timeliness of transactions, the money it recovers in benefits for Oregon's consumers, and the number of examinations it conducts.

The division uses an outcomes-based performance management system. Outcomes focus on consumer protection through regulation, education, and assistance. The division uses the system to help focus on core processes to improve performance in critical areas. The division focuses on the processes required to accomplish the mission and on key desired outcomes.

1. The tables below demonstrate how the division protects consumers as they navigate the insurance and financial markets. The division helps consumers by resolving complaints, recovering benefits or monetary losses, completing investigations, carrying out legal actions against companies and people who violate the law, and conducting financial examinations. These functions help some of Oregon's most vulnerable populations while also promoting strong and effective markets.

Program	Licensees/registrants as of 12/31/2023	Calendar Year 2022		Calendar Year 2023	
		Complaints*	Exams	Complaints*	Exams
Insurance companies	40 (domestic) 1,533 (foreign)	3,373	5	3,872	5
Insurance producers	202,427		N/A		N/A
Banks and trust companies	12	83	15	93	13
Credit unions	20	145	17	147	16
Debt buyers	139	1	18	1	34
Mortgage lenders	1,189	54	41	49	103
Manufactured structure dealers	631	13	N/A	6	N/A
Mortgage servicers	226	239	5	226	7
Loan originators	16,240	Included with mortgage lenders	N/A	Included with mortgage lenders	N/A
Security investment adviser firms	2,372	71	49	57	52
Securities licensed individuals	197,961		N/A		N/A
Securities broker dealer firms	1,530		-		
Consumer finance companies	163	52	132	50	115
Pawnbrokers	72	-	27	7	8
Payday loan and title companies	7	5	N/A	10	4
Check cashers	172	1	2	-	4
Collection agencies	742	14	N/A	21	1
Debt management companies	41	10	N/A	22	N/A
Money transmitters	214	85	14	84	18
Preneed program	171	-	N/A	-	N/A
Student loan servicers	32	9	2	22	9

*Note: Some complaints are not included in the table above since this focuses on programs. Some complaints are tracked by topics such as "elder financial abuse, virtual currency, etc.," and some cases DFR does not regulate are tracked as "not regulated."

Consumer Complaints by Year

Calendar year	Number of consumer complaints resolved	Dollar amount of recovered benefits	Number of phone calls and inquiries	Number of investigations	Number of enforcement actions
2018	3,876	$4,217,290 [a]	12,440	309[c]	111
2019	3,952	$2,505,891	12,527	207[c]	120
2020	3,716	$2,880,214	13,684	191	110
2021	3,652	$7,555,131 [b]	13,405	179	115
2022	4,289	$9,108,938	13,857	237	100
2023	4,885	$12,450,872	16,333	141	96

[a] 2018 included one recovery of more than $1.5 million.
[b] 2021 recoveries include many 2020 wildfire season recoveries. DFR also began tracking recoveries for financial industry complaints and recoveries on escalated insurance cases that have not been tracked historically.

Funding Streams

The following fund regulatory programs:

- ***45 percent*** funded by assessments paid by insurance companies, banks, credit unions, and drug manufacturers authorized to conduct business in the state
- ***33 percent*** funded by licensing fees
- ***2 percent*** funded by examination billings
- ***16 percent*** funded by securities fees
- ***4 percent*** investment income, other revenue

Oregon Reinsurance Program Funding

The following fund the reinsurance program:

- Assessments (OF) Estimate $112.2 million
- Federal Waiver Estimate $120 million
- Operational Costs $120,000
- Program costs (reinsurance payments) $232.3 million

Note: Besides operating funds, the division collects and transfers these funds (2023-25 estimates) to other programs/agencies:

- Department of State Fire Marshal: Approximately $39.8 million
- General fund: Approximately $166 million
- Oregon Health Authority: Approximately $431 million

Significant Proposed Program Changes from 2023-25

None.

Program Narrative

2023-25 Accomplishments

1. Consumer protection and outreach

- Helped consumers resolve approximately 9,174 complaints, responded to more than 30,190 phone calls and inquiries, and recovered about $21.5 million in benefits in 2022 and 2023.
- Conducted at least one in-person outreach events in all 36 Oregon counties.
- Protected consumers from regulated entities that violate the law by opening 141 investigations during 2023.
- Took 96 enforcement actions in 2023, deposited approximately $2.9 million in civil penalties into the general fund, and helped consumers get back more than $860,000 in restitution.
- Worked on, received, or referred 185 financial elder abuse reports.
- Completed the first year of the Statewide Outreach Sponsorship Program and awarded four program contracts for 2024. This program enables collaboration with community partners in delivering financial education to consumers in underserved and underrepresented communities by providing grants to community nonprofit groups.
- Continued to work with Oregon AARP and the Oregon Department of Justice to present a series of events (Scam Jams) about common scams to offer practical advice about avoiding and fighting fraud. Each event spotlights schemes that target older Oregonians and focuses on a different topics, including why people get scammed, protecting finances and personal information, scams during natural disasters, romance scams, and tips and resources to help fight fraud.
- Updated DFR community engagement and consumer education and wildfire insurance webpages, and created a gender-affirming care webpage to inform the public about new coverage requirements under HB 2002 (2023).
- Continued to publish quarterly summaries of division enforcement actions for industry and the general public.
- Published the results of targeted market conduct examinations on 12 licensed insurers offering health benefit plans. The exam focused on compliance with the Oregon Reproductive Health

Equity Act (RHEA) and revealed sources of noncompliance and necessary action to ensure compliance in the future.
- Continued a public awareness campaign to promote division services to low-income and at-risk populations. This work included developing a new consumer advocacy brochure in Spanish and English, recording new student loans radio PSAs in English and Spanish, and recording 30-minute Spanish language financial services and insurance radio program.
- Secured a $58,000 grant to customize and print four new Investor Protection Trust guides as an informational resource for Oregon consumers. The guides are being distributed to partner organizations upon request and at tabling events across Oregon and are available on the DFR website. The guides have been promoted through a press release, radio PSAs, and social media messaging.
- Continued to develop the student loan ombuds position and program, including receiving and resolving more than 300 contacts from Oregonians, publishing the first Oregon student loan ombuds report, and publishing a student loan help brochure.
- Implemented a new data broker registration program authorized by HB 2052 (2023), including adopting administrative rules for compliance, as well as implementing system and methodology for registration.
- Adopted rules to implement primary care provider assignment requirements of SB 1529 (2022), specifying methodology for health insurance companies to assign a primary care physician to members who do not pick one for themselves.
- Adopted administrative rules to implement SB 536 (2023), which establishes new standards of consumer care for annuities sales in the state.
- Published a bulletin (DFR 2024-4) directing student loan servicers to provide timely communications to borrowers in the state about a one-time federal student loan adjustment opportunity that could enable some borrowers to achieve loan forgiveness.
- Published a bulletin (DFR 2024-2) to provide interim regulatory guidance on coverage of gender-affirming treatment under HB 2002 (2023) while the agency develops final administrative rules to implement the law for 2025.

2. Support a positive business climate

- Continued the Innovation Hub program to help people and businesses introduce innovative products into Oregon. Partnered with industry to network and learn how professionals and regulators are working together to deliver innovative products and services to Oregon consumers.
- Maintain regular dialogues with our regulated entities to keep them informed of policy changes, solicit feedback, and to gain a greater understanding of industry and consumer needs.
- Worked closely with federal partners to conduct joint examinations of Oregon-chartered community banks and credit unions, leading to exam efficiencies and greater understanding of our financial institutions.
- Started quarterly meetings with key industry stakeholders including community bank CEOs, credit union CEOs, and insurance agents.
- Continued to publish the division's quarterly industry newsletter "Common Ground," which contains information pertinent to the entities the division regulates.
- Conducted a review and comprehensive update of all insurance licensing exam questions for the first time since 2012. Enabled licensing exams to be published in Spanish, as well as English.
- Expanded the use of My Licensing Office (MLO) to include the registration of data brokers under HB 2052 (2023).
- Enabled the conversion of a federal credit union to a state charter

(44 North Credit Union), effective Dec. 31, 2023.

3. Streamlined regulations for licensees and customers

- Continued to expand the use of the Nationwide Multistate Licensing System (NMLS) to adopt more features of the system and streamline the application process for student loan servicers.
- Continued membership and active involvement in the Interstate Insurance Compact, which reviews certain insurance products (life, disability, and long-term care) before they can be sold in multiple states. The compact streamlines the approval process so consumers have new insurance products available more quickly to them.
- Continued to work closely with other state and federal agencies in implementing health reform to ensure a uniform approach.
- Updated regulatory product standards for all lines of property and casualty insurance. These standards help insurance companies understand regulatory guidance when filing insurance products for sale in the state.
- Adopted rules to provide more flexibility in the use of certifications and professional designations by securities professionals.
- Published a bulletin (DFR 2023-3) clarifying division expectations for insurance producer licensing requirements to help producers avoid common noncompliance issues.

4. Enhanced transparency about health care costs

Continued to provide clear information to inform consumers about health insurance rates:

- Posted rate information for health insurance, long-term care plans, and Medicare supplement plans at www.oregonhealthrates.org. Consumers can look up health insurance rate requests, comment online, or see how profitable insurers were in recent years.
- Broadcasted small group and individual health insurance rate hearings so consumers could watch live or view online later.
- Published correspondence between DCBS and insurer actuaries to increase transparency and consumers' understanding of rate review.
- Sought feedback on insurance advertising and began to modernize advertising review for a digital age to ensure products and their prices are advertised correctly to consumers.
- Partnered with the Senior Health Insurance Benefits Assistance program to address needs for seniors (Medicare) and disabled people.
- Supported statewide efforts to identify and provide information about cost drivers in the health care system, including active collaboration with the Oregon Health Authority on implementation of Cost Growth Target and Health Care Market Oversight programs.

5. Drug Price Transparency Program

- Provided a public format for information and public comment during the annual public hearings for prescription drug pricing with panel moderators from the Oregon Legislature.
- Reported drug pricing information collected by manufacturers and insurers to the Oregon Legislature by Dec. 15 each year along with policy recommendations.
- Conducted outreach to gather more information on drug prices paid by consumers.
- Maintained a public transparency website to show drug price data reported by manufacturers (nontrade-secret information).
- Increased registration and reporting compliance with manufacturers.
- Reviewed submitted reports and sent requests for information as

needed.
- Took additional noncompliance and enforcement actions for manufacturers who have reports that are not in compliance.
- Reviewed trade secret claims and issue determinations for claims that are not determined to be trade secret or have inadequate justification and publish the additional nontrade-secret information.
- Collect information from pharmacy benefit managers by June 1 and publish aggregated data by Oct. 1.

6. Prescription Drug Affordability Board

- Met 12 times in 2023 and four times in 2024 as of May 2024.
- Recommended to the Oregon Legislature that it lower the insulin co-pay limit to $35 and/or decouple from inflation index. Senate Bill 1508 (2024), which caps the cost of insulin at $35 a month and limits the cost to $105 for a 90-day supply, was passed by the legislature.
- Recommended to the legislature to pass SB 192 to increase reporting requirements for pharmacy benefit managers to improve transparency. The passing of the bill provides the board the opportunity to develop an approach for establishing upper payment limits (UPLs) – a limit on what purchasers in the state will pay for specific drugs – and provide a report to the legislature in 2024.
- Began affordability reviews to select nine drugs and at least one insulin product that may create affordability challenges for health care systems or high, out-of-pocket costs for Oregonians. In January 2024, the board conducted affordability reviews on insulin products. From May through November 2024, the board will review the 12 prescription drugs. The board will present a final list of nine drugs and at least one insulin product to the Oregon Legislature in December 2024.
- Made recommendations to the legislature, including the expansion of commercial health insurer prescription drug reporting to the Drug Price Transparency Program (SB 192), which were accepted.

7. Wildfire response & resilience

- Held monthly wildfire check-in meetings during wildfire season with insurance companies to share information about conditions in the state and communicate regulatory expectations.
- Updated wildfire information on DFR website, including new content on how wildfire risk is considered in rating and underwriting for homeowners insurance policies.
- Took a range of actions to ensure insurance company compliance with the requirements of SB 82 (2023), including the requirement to provide notice to consumers of factors affecting homeowners insurance rate increases or underwriting decisions.
- Conducted an exam of national insurance companies for compliance with HB 3272 (2021) and division emergency orders related to wildfires. The exam largely found companies to be in compliance, but the exam identified and helped the division resolve a variety of issues affecting Oregon consumers.
- Implemented requirements of HB 2982, including rules specifying a form that consumers can use to claim up to 70 percent of personal property coverage under a homeowners insurance policy without the need to submit a detailed inventory, in the event of a total loss due to a declared disaster such as a wildfire.
- Issued a bulletin to clarify expectations for health insurance companies on expediting claims handling and addressing other issues affecting policyholders due to wildfires.

2025-27 Expected Results

- Continue to use funds from regulatory settlement agreements to sponsor financial empowerment work conducted by nonprofit organizations that serve underserved communities. This work has enabled DFR to expand our network of partner organizations.
- Continue with outreach campaigns to address the most relevant topics, such as wildfire preparedness, and respond quickly to catastrophic events that require specific and targeted outreach.
- Continue to monitor the insurance and financial markets for emerging issues and to ensure compliance with recently passed laws.
- Record and publish short videos on various topics for the division website and social media to broaden the division's multimedia reach.
- Continue to enhance the compliance and enforcement programs to have a stronger market intelligence focus that serves as an early warning system and allows swifter action to protect Oregon consumers.
- Continue the Oregon Reinsurance Program to help the health insurance industry keep individual health plan premium rates lower than if the program did not exist. The program operates like a traditional reinsurance plan by reimbursing qualifying individual health insurers for a percentage of an enrollee's claims between an attachment point and a cap.
- Continue to scrutinize health insurance rates and offer public hearing opportunities for Oregonians to engage in the health insurance rate review process through the Product Regulation unit. Continued rate review efforts will help the department work toward market stability and ensuring Oregonians across the state have access to health insurance coverage.
- Continue to review health benefit plans to ensure coverage of essential health benefits and health mandates. Review for 2023-25 will include continued efforts for ensuring compliance with the Reproductive Equity Act; coverage of mental health services; and a focus on ensuring compliance with gender-affirming treatment requirements of HB 2002 (2023) in preparation for a statutorily required marketwide exam in 2026.
- Continue to obtain restitution and recoveries for consumers through aggressive and timely enforcement actions.
- Continue to increase investigations of financial elder abuse and provide training to the securities industry on the reporting requirements and provide resources to law enforcement and other state agencies in investigating and prosecuting financial elder abuse.
- Investigate and take enforcement action against companies and other people offering and selling miscellaneous insurance products that do not comply with Oregon law, including alternative health products that are not compliant with the Affordable Care Act and related Oregon law.
- Take enforcement action against prescription drug manufacturers failing to comply with the reporting requirements under the Prescription Drug Price Transparency Reporting Act, HB 4005 (2018).
- Take enforcement action against insurers for failing to comply with the requirements of the Reproductive Health Equity Act, HB 3391 (2017).
- Work closely with consumer advocacy organizations, medical providers, and insurers to develop and implement state standards on health care network adequacy, improve cost transparency, and achieve a sustainable health insurance market in Oregon.
- Continue to develop and strengthen relationships with licensees and consumer advocacy organizations in all aspects of the businesses we regulate – from insurance to consumer finance – to help the department implement comprehensive and effective rules and policies.

- Enhance our supervision and oversight of financial and insurance institutions to leverage best practices across industries, anticipate and adapt to innovations in the market, and strategically address emerging products and issues to promote innovation without compromising consumer protection.
- Produce and publish outreach material in multiple languages to help Oregonians who need assistance with financial or insurance products.
- Combine individual program complaint filing processes and develop an improved website that takes a holistic view of educating consumers about the financial industry.
- Strengthen the relationship with other agencies engaged in similar work.
- Increase the information provided on prescription drug prices paid by consumers and percentage of manufacturer compliance with drug price transparency registration and reporting. Make more data from manufacturer reports available on the drug price transparency website and continue to improve reporting capabilities and data collection.

Revenue Sources

Other funds, primarily fees and assessments paid by companies and licensees, finance the Division of Financial Regulation:

- Annual assessments on banks and credit unions
- Annual assessments and fees on student loan servicers
- Insurance premium assessments
- Annual assessments and fees on drug manufacturers
- License and registration fees on regulated entities
- Charges for services
- Examination fees
- Federal grant (Reinsurance Program Federal Waiver)
- Investment income
- Workers' compensation premium assessment
- Fines and penalties

Although the division does not receive a general fund appropriation, it does collect retaliatory taxes from out-of-state insurance companies, which it transfers to the state general fund for general government purposes. The retaliatory tax is collected from insurance companies based on the tax rate in each company's domestic state. The division also transfers to the general fund premium taxes on surplus lines and fines assessed on insurers and producers. We estimate $144 million in retaliatory taxes for 2023-25 biennium.

The division uses securities fees charged for the registration of offerings and licensing people and entities to fund administration of securities law, meet legislatively authorized expenditures, and maintain a prudent fund balance. The division transfers surpluses to the general fund. For the 2023-25 biennium, the Securities Program estimates a $27.7 million transfer to the general fund.

Division of Financial Regulation Assessments and Fees

Annual assessments on insurance premiums, banking assets, credit union assets, drug manufacturer fees and assessments, student loan servicing assessments, licensing and registration fees, examination fees, and securities licensing and registration fees primarily fund the division.

The entities for which there are DFR fees and assessment include:

- Insurance companies and agents
- Captive insurers
- Legal expense organizations
- Purchasing groups
- Risk retention groups
- Car rental agencies

- Life settlement brokers
- Firms selling service contracts
- Companies selling vehicle theft protection products
- Companies selling portable electronics insurance
- Provider networks
- Self-service storage facilities
- Pharmacy benefit managers
- Pharmaceutical sales representatives
- Drug manufacturers
- State-chartered banks and credit unions
- Mortgage lenders, loan originators, and loan servicers
- Student loan servicers
- Nondepository financial companies
- People and companies selling securities

Oregon-certified funeral providers contribute to the Funeral and Cemetery Consumer Protection Fund, which provides restitution for consumers who prepay for funeral services and merchandise as part of "preneed" or "prearrangement" contracts. If a funeral home or cemetery cannot provide the services or merchandise that a customer paid for, a consumer may receive restitution from this fund.

DFR also licenses companies and people who sell and register securities offerings. These fees fund the securities program, and the excess fees are transferred to the general fund. Securities fees are reviewed in even-numbered years. Statute requires that Oregon's security fees be set as nearly as possible to the median of the fees charged for similar securities by the regulatory agencies in all other states. As a result, Oregon's securities fees depend on the actions of the regulatory bodies in other states.

Insurance companies authorized to conduct business in Oregon pay an annual assessment on insurance premiums to partially fund insurance regulation. The premium-weighted average of the percentage rates may not exceed 0.09 percent of gross premiums. DFR determines the insurance assessment by determining the amount of the legislatively approved expenditures for insurance regulation that are not covered by insurance licensing fees. Assessment revenue is divided among the four major insurance industry segments based on the percentage of time spent by DFR staff members on regulation of the industry area. Because of the statutory definition of the assessment, the assessment rates vary by small amounts each year. From fiscal year 2014 to fiscal year 2022, the average rates have varied between 0.036 percent and 0.0523 percent. Future rates will depend on the growth of expenditures and the growth of insurance premiums. If insurance premiums do not grow, the average assessment rate may need to increase to cover expenditures.

The Health Premium Assessment is collected quarterly, for the Reinsurance Program, from admitted insurers authorized for health insurance. The assessment is 2 percent of gross premiums derived from health benefit plans.

Insurance Taxes

DCBS collects several taxes that are submitted directly to the general fund. The retaliatory tax is a quarterly tax that equalizes the tax on insurance companies headquartered out of state doing business in Oregon with the company's tax burden in their home state. The surplus lines tax is a quarterly 2 percent tax levied on all surplus lines premium in Oregon. The ocean marine tax is an annual 5 percent tax on ocean marine insurance underwriting profit. Wet Marine & Transportation is a 0.75 percent tax on total premium and is collected from producers.

The forecast for these insurance taxes is updated quarterly. Forecasts are based on actual collections and the Oregon Office of Economic Analysis' latest economic forecasts. The retaliatory tax fluctuates depending on economic conditions in Oregon and all other states. No changes in the insurance tax rates are anticipated during the 2023-25 biennium.

Health System Reinsurance Fund

The Health System Reinsurance Fund provides monies to the Oregon Health Authority and the Oregon Reinsurance Program at DCBS. It is funded by an assessment on health insurers. It also received a one-time transfer from the Health Insurance Marketplace Fund and the Oregon Medical Insurance Pool.

The Oregon Reinsurance Program is funded by a quarterly assessment rate of 2 percent on earned premiums of health insurers and the Public Employees Benefit Board (PEBB). No change in the current assessment rate is expected during the 2023-25 biennium.

Proposed Legislation

LC 001 Oregon Reinsurance Program Extension. Under existing law (section 2, chapter 26, Or. Laws 2016; sections 1 to 8, 17 to 21 and 48, chapter 538, Or. Laws 2017), DCBS has the authority to continue the reinsurance program through 2028, and to continue seeking waiver extensions while insurer assessment revenue remains available. This proposal would extend both the program authorization and the assessments through 2032 so that the program could continue through another five-year extension of the federal 1332 waiver.

LC 004 NAIC Accreditation. The proposed solution is to adopt the most recent updates to NAIC Model Law 440 and Model Regulation 450. These highly technical updates apply to solvency regulation of insurance companies with certain holding company structures. We believe the updates will have significant implications only for the oversight of one Oregon-based company, which is already prepared to comply, but the statutory changes are time-sensitive and necessary to maintain Oregon's accreditation.

LC 006 Consumer Finance Updates. This proposal would clarify that Oregon's interest rate cap applies to out-of-state state-chartered banks. DFR continues to discuss additional technical fixes to consumer finance statutes that may be needed, such as changes to streamline background check processes, and may consider adding to the list depending on the results of internal and external discussions.

LC 007 Health Insurance Network Adequacy. This proposal would enable DFR to enact quantitative time, distance, and wait time standards for health insurance networks; require health insurance network design to address the unique health needs of disadvantaged and underserved communities; expand scope of network adequacy law to all health benefit plans; and enable consideration of telehealth in network adequacy oversight.

LC 008 Auto Insurance Rating Study. This proposal would direct DFR to do an in-depth study of the impact of the use of socioeconomic factors in auto rating and report back to the Legislature. The study by itself could be valuable to establish the need for future policy change, but the bill could potentially be used as a placeholder vehicle for more substantive policy to advance consumer protection if sufficient support can be mustered. Such substantive policy could include an outright prohibition on the use of certain factors or more limited steps such as requiring insurers to collect more detailed demographic information about members to better enable insurers and regulators to identify and address rating disparities.

LC 009 Insurance Notices. Proposed language is in development. Details may be based in part on an existing Washington state regulation on transparency in notices for premium increases.

LC 010 Insurance Rate Review. The proposal would eliminate a redundant administrative order step from the rate review process and enable DFR to require a new consumer-friendly summary document to accompany rate filings, with the details to be determined by rule.

LC 011 Health Insurance Updates. At this time, we are uncertain whether any federal changes or other developments will necessitate the use of this bill, but that may change at any time.

LC 015 Consumer Education Fund Authority. The proposal provide DCBS with specific authority under ORS Chapter 705 (the department's organizational chapter) to operate the Consumer Financial Education Account (CFEA) and Consumer Insurance Education Account (CIEA), and assess and spend monies for consumer financial education and related activities using the CFEA and CIEA. The proposed LC would provide the director with discretionary authority to direct penalty monies to the CFEA and CIEA. This approach would cover all the division's programs in a way that would be simpler and more straightforward than providing specific authorities to allocate penalty monies in each of the many statutes administered by the Division of Financial Regulation.

LC 016 Insurance Risk Pool. The Insurance Housing Solutions legislative concept proposal is a placeholder for a proposed program designed to help affordable housing developers and affordable housing agencies with the availability and affordability of insurance coverages needed for the development and maintenance of regulated low-income and affordable housing.

Base Budget

Agency Request: $311,352,415 *Pos.: 204 FTE: 204.00*

The base budget request is the 2023-25 Legislatively Adopted Budget and administrative changes approved by the Department of Administrative Services through February 2024 and roll-up of salary costs.

Essential Packages

Essential Package No. 010 – Non-PICS Service Adjustment
Agency Request: ($1,757,133)

Essential Package No. 021 – Program Adjustments
Agency Request: $94,835

Essential Package No. 022 – Phased-out Programs and One-time Costs
Agency Request: ($227,052,200)

Essential Package No. 031 – Cost Adjustment for Inflation and Price List Items
Agency Request: $2,053,558

Essential Package No. 032 – Above Standard Inflation
Agency Request: $188,152

Essential Package No. 040 – Mandated Caseload & Costs
Agency Request: $0

Essential Package No. 050 – Fund Shifts/Revenue Reductions
Agency Request: $0

Essential Package No. 060 – Technical Adjustments
Agency Request: $347,316

Current Service Level (CSL) Budget
Agency Request: $85,226,943 Pos.: 204 FTE: 204.00

The division's CSL budget is the total of the base budget request plus essential packages. Approval of the CSL continues current operations through the 2025-27 biennium.

Policy Package No. 070 – Revenue Shortfalls
Agency Request: $0 Pos.: - FTE: -

Modified Current Service Level (CSL) Budget
Agency Request: $85,226,943 Pos.: 204 FTE: 204.00

The division's modified CSL budget is the total of the CSL budget minus the revenue shortfall policy package 070. Approval of the modified CSL continues current operations through the 2025-27 biennium.

Policy Packages

Policy Package No. 112 – Oregon Reinsurance Program
Agency Request: $232,671,710 Pos.: - FTE: -

Purpose: The Oregon Reinsurance Program, created during the 2017 legislative session, spreads the risk of high-cost claims among all insurance companies to steady rates in the individual health market. The program is designed to stabilize the individual market and encourage insurance companies to offer plans in more parts of the state. The program helps the health insurance industry keep individual health plan premium rates lower than if the program did not exist. The program operates like a traditional reinsurance plan by reimbursing qualifying individual health insurers for a percentage of an enrollee's claims between an attachment point and a cap.
The Oregon Reinsurance Program, funded by a portion of the 2 percent health insurer assessment that also funds the Oregon Health Plan, enables the Division of Financial Regulation (DFR) to use a 1332 waiver to draw down federal funds that reduce individual health insurance premiums.

DCBS has established administrative rulemaking to establish the attachment point, reinsurance cap, and co-insurance rate for the program. An insurer offering a reinsurance-eligible health benefit plan is eligible for a reinsurance payment when the claims costs for a reinsurance-eligible person's covered benefits in a calendar year exceed the defined attachment point. The reinsurance payment is the product of the co-insurance rate and the issuer's claims costs that exceed the attachment point, up to the reinsurance cap.

Under existing law, DCBS has the authority to continue the reinsurance program through 2028, and to continue seeking waiver extensions while insurer assessment revenue remains available. The federal waiver is approved through 2027 and the 2 percent assessment is legislatively authorized through calendar year 2026.

How Achieved: The Oregon Reinsurance Program helps the health insurance industry keep individual health plan premium rates lower than if the program did not exist. The program operates like a traditional reinsurance plan by reimbursing qualifying individual health insurers for a percentage of an enrollee's claims between an attachment point and a cap. The program aids in maintaining consumer choice as it drives insurers to participate in the individual market.

In 2022 and 2023, individual rate increases were respectively 8.1 and 8.6 percentage points lower than they would have been without reinsurance, which benefits all Oregonians using the individual market, including communities of color.

The estimated 1332 waiver is $60,037,707 in 2025 and $60,037,707 in 2026. Reinsurance payments are estimated at $113,600,000 for plan year 2024 and $118,700,000 for plan year 2025. A federal funds allotment and other fund limitation for the program is required for the 2025-27 biennium to continue the program and allow for reinsurance payments to qualifying insurers in November 2026 for plan year 2025 and November 2027 for plan year 2026.

Additionally, DCBS is putting forward a legislative concept for the 2025 Legislative Session that would extend the ORP authorization and the 2% health insurer assessment through CY 2032. This extension would allow the program to apply for another five-year extension of the federal 1332 waiver.

List Staff Impact: None

Quantifying Results: DFR uses a performance measurement system based on core business functions and desired outcomes. This system will track and report the performance of the Oregon Reinsurance Program. Measures may include revenues received, expenses, reporting requirements, and times to process. The goal for measuring results is to ensure the program is operating within established parameters, validate company reporting and payments, validate actuarial estimates, and aid in program oversight and planning.

Revenue Source:

- Federal pass-through funding (1332 Waiver)
- 2 percent assessment

Policy Package No. 113 – Auto Rating Study
Agency Request: $500,000 *Pos.: - FTE: -*

Purpose: Oregon law allows auto insurers to use rating factors that have a disproportionate negative effect on communities of color and low-income consumers. Such factors include (but are not limited to) credit rating, homeownership, occupation, education, and marital status.

Many of these rating factors penalize policyholders for their immutable characteristics and do not incent or correlate to safer driving behavior.

How Achieved: DFR has proposed legislation to allow the division to complete an in-depth study of the effect of the use of socioeconomic factors in auto rating to communities of color and low-income consumers. The findings of the study will be presented to the Legislature.

The results of the study will be valuable to determine if there is a need for future policy change to address rating disparities. This may include a recommendation for future legislation to prohibit or limit the use of certain rating factors that result in an unfair and disparate effect on consumers.

DFR requests additional other fund limitation to allow the division to procure a contract with a third party to conduct an independent, in-depth study of the effect of the use of socioeconomic factors in auto rating.

List Staff Impact: None

Quantifying Results: Success will be measured by the successful completion of the study and presentation of the report and findings to the Legislature.

Revenue Source: The cost of the study will be funded by other fund revenue received from the annual insurer assessment.

Policy Package No. 114 – Contractual Services
Agency Request: $3,000,000 Pos.: - FTE: -

Purpose: The Division of Financial Regulation (DFR) regulates the financial solvency of 39 Oregon-domiciled insurers through analysis of quarterly and annual filings and examinations conducted over a five-year exam cycle. The division conducts analysis and examination work in accordance with standards set in the Accreditation Program Manual (APM) published by the National Association of Insurance Commissioners (NAIC). Examinations are necessary to verify insurers are maintaining solvency and implementing regulatory changes.

NAIC accredits DFR. Accreditation is a certification given to a state insurance department once it has demonstrated it has met and continues to meet specified legal, financial, and organizational standards. The division must also have sufficiently qualified financial analysts and examination employees. If the division does not have employees with the required training, experience, or both, it must otherwise have qualified specialists available to permit the division to effectively examine the insurer.

NAIC conducts comprehensive reviews every five years to ensure the division continues to meet baseline financial solvency oversight standards.

Maintaining accreditation is a priority of the division as accreditation is integral to the state insurance regulation system. It allows nondomestic states to rely on DFR's work, creating substantial efficiencies. If DFR is not accredited, other states must conduct their own analysis and examination of Oregon-domiciled insurers doing business in their state, causing an additional burden to insurers and likely resulting in increased insurance rates for borrowers.

ORS 731.302 allows DFR to contract for professional services when conducting an examination of an insurer. Also, ORS 732.528 allows DFR to retain actuaries or other experts needed to help review insurer proposed activity.

How Achieved: DFR has increasingly been using contracted professional services to ensure we meet and maintain NAIC accreditation requirements in our financial analysis and financial examination of insurers doing business in Oregon. This allows the division to meet accreditation standards and allows us the ability to meet ongoing workload needs, especially when we have employee turnover on our analysis and examination teams.

When contractual services are used for financial examination support, the insurer bears the costs of those services. However, the division procures and oversees these services and submits payment to the contractor when the examination is complete. The division also uses contractual services for market compliance examinations and those costs may also be absorbed by the insurer. These costs are reflected as an expenditure in DFR's biennial operating budget. A contract for specialized services providing analysis and examination support totaled about $2.3 million during the 2021-23 biennium.

The use of contracted services has increased to mitigate the effect of employee turnover on our examination and financial analysis teams.

When experienced and qualified employees leave, we often cannot hire employees with similar qualifications and experience. In some cases, we underfill an analyst or examiner position when the applicant pool does not include people meeting the minimum qualifications as an insurance examiner. An underfill requires the employee to meet specified requirements within 24 to 36 months of hiring. When our employees lack qualifications and experience, we must use contracted services to ensure examination and analysis work meets accreditation standards.

DFR requests additional other fund limitation in professional services for needed contractual services associated with the financial analysis and examination of insurance companies doing business in Oregon.

List Staff Impact: None

Quantifying Results: Continue to meet NAIC accreditation requirements and conduct analysis and financial and market compliance examination work within established timelines.

Revenue Source: Financial analysis work is funded through the annual insurer assessment. Costs associated with the financial examination of an insurer are billed to the examined insurer for reimbursement to DFR.

Policy Package No. 115 – Advocacy
Agency Request: $243,916 *Pos.: 1 FTE: 0.88*

Purpose: The Consumer Advocacy team provides Oregon consumers with one-on-one help with inquiries and complaints. Members of this team work directly with regulated entities to help resolve complaints and issues, using the data and information to detect trends and emerging issues that inform our outreach, policy, compliance, and enforcement strategies.

The number of consumer complaints and inquiries continues to grow due to several new statutorily created programs assigned to DCBS and overall growth in existing regulatory industries. The division has taken on the regulatory purview of these programs since 2019:

- Drug Price Transparency Program
- Mortgage loan servicers
- Debt buyers
- Student loan servicers
- Pharmaceutical representatives
- Data brokers

New regulatory requirements of existing programs have also led to increased consumer inquiries, particularly in complaints about insurance benefits. Often, the ultimate resolution is recovered benefits for the consumer as illustrated below:

Calendar Year	Number of Consumer Complaints Resolved	Dollar Amount of Recovered Benefits	Number of Phone Calls and Inquiries
2021	3,652	$7,555,131*	13,405
2022	4,289	$9,108,938	13,857
2023	4,885	$12,450,872	16,333

*2021 recoveries include many 2020 wildfire season recoveries. DFR also began tracking recoveries for financial industry complaints and recoveries on escalated insurance cases (investigation and market analysis) that had not been tracked historically.

The nature of complaints received often requires immediate action to avoid the most harm to the consumer, so prompt action is critical.

How Achieved: The division requests an additional consumer advocate to handle complaints across DFR programs to ensure the handling of complaints and inquiries is timely.

List Staff Impact: The Department of Consumer and Business Services, Division of Financial Regulation, requests authority to establish the following position:

1 – Program Analyst 2 (SR 27)
- Permanent Full-Time
- 0.88 FTE
- OAS C0861 AP

Quantifying Results: Achieve and sustain a case level per advocate that allows timely resolution for consumers. Provide feedback to advocates and complete quarterly performance reviews of advocates timely.

Revenue Source: Funding for advocacy positions is derived from assessments and fees paid by DFR regulated entities.

Policy Package No. 116 – Market Analysis
Agency Request: $270,087 *Pos.: 1 FTE: 0.88*

Purpose: The Division of Financial Regulation (DFR) regulates the health, life, and property and casualty insurance markets. In the past several years, these fields have experienced significant growth in terms of new product offerings, complexity, and regulatory requirements because of new statutes.

The market analysis team is responsible for analyzing insurance products before they are sold to consumers and for monitoring insurance companies to ensure compliance with applicable laws, rules, and policies.

This team plays a significant role in protecting consumers from harmful products and unclear contract language. The team conducts targeted examinations and market intelligence analyses to assess compliance, understand emerging and ongoing trends in key markets, and serve as an early warning system to teams across the division. Team members work closely with other DFR teams to share information, develop strategies, and inform and shape divisionwide policy.

Market analysts provide information on insurance companies' compliance with laws and regulations and highlight practices that could have a negative effect on consumers and identify companies needing an examination.

Analysts identify and resolve market conduct issues by analyzing data from financial reports, company filings, requested company data, and information from other federal and state regulators. This information, consistently and routinely evaluated by analysts, helps the division identify companies that examiners need to look at more closely or that merit regulatory actions. This role is critical in the oversight of the insurance industry and insurer behavior.

How Achieved: DFR requests an additional market analyst to ensure the market analysis team can continue to effectively monitor insurance industry trends and analyze the effects those trends will have on consumers and the insurance marketplace and coordinate the efforts within the division to monitor and manage the identified trends.

List Staff Impact: The Department of Consumer and Business Services, Division of Financial Regulation, requests authority to

establish:

1 – Insurance Examiner (SR 30)
- Permanent Full-Time
- 0.88 FTE
- OAS C5748 AP

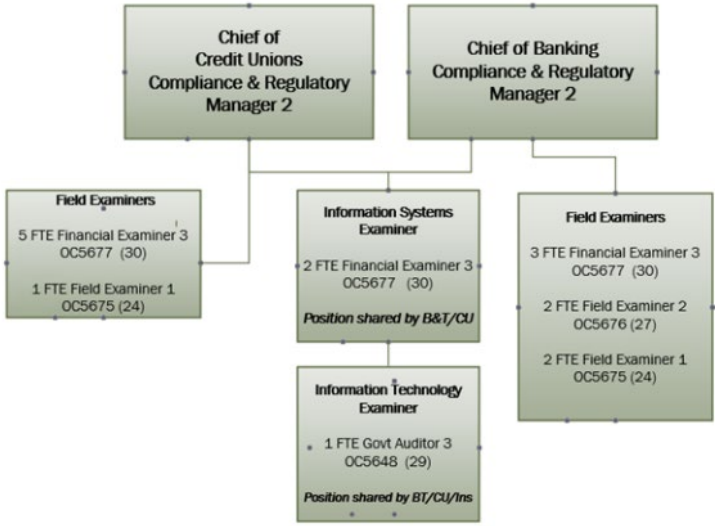
Quantifying Results: The division anticipates that it will conduct additional targeted examinations, which will lead to greater marketplace compliance overall; the division, through this position, will also see an increase in the number of market conduct examinations conducted because of the targeted examinations. Also, the division will realize examination efficiencies in being able to identify in the pre-examination process areas of compliance concern based on the work of the analyst.

Revenue Source: Funding by the annual insurer assessment.

Policy Package No. 117 – Credit Unions
Agency Request: $196,363 *Pos.: 1 FTE: 0.88*

Purpose: The banking and credit union programs administer and enforce the state's banking and credit union statutes and rules. The scope of this mandate includes the regulation and supervision of state-chartered banks, credit unions, and trust companies. These regulatory activities protect consumers while promoting a positive business climate and maintaining public confidence in the financial system. There are 20 credit unions and 16 banks and trusts domiciled in Oregon. DFR examines these entities to ensure safety and soundness.

Our bank and credit union teams are comprised of a manager over each team and a variety of financial examiner positions. As a result, administrative functions are handled by our financial examiners or program manager.



Administrative duties include monitoring and scheduling training provided to our examiners by the Federal Deposit Insurance Corporation (FDIC) and the National Association of Credit Union Supervisors (NASCUS), so our examiners obtain and maintain their professional designations. Duties also include scheduling of and preparation for examinations, monitoring pledged assets, and compiling quarterly reports.

An administrative specialist would schedule and help prepare for examinations. They would monitor pledged assets, compile quarterly reports, process various banking and credit union applications, handle the credit and background check process, manage the annual

assessment billing process, and handle records management and general correspondence for both programs.

Also, DFR must approve registered business names when the name includes specified terms that could imply banking activities. An administrative support specialist would manage this process and alleviate the administrative burden on our financial examiners so they can focus on examination work.

How Achieved: The establishment of an administrative specialist position will provide more efficiency and continuity for administrative functions and allow our examination teams to focus on essential functions.

List Staff Impact: The Department of Consumer and Business Services, Division of Financial Regulation, requests authority to establish:

1 – Administrative Specialist 2 (SR 20)
- Permanent Full-Time
- 0.88 FTE
- OAS C0108 AP

Quantifying Results: The division would realize greater time and oversight by the banking and credit union program managers in working on examinations instead of performing administrative tasks; similarly, efficiencies would be gained by the examiners, some of whom currently must leave examination work to perform the administrative tasks described above. Also, the division would have one person assigned to key administrative functions for these program areas, which would ensure compliance with division, agency, and enterprise policies for these functions.

Revenue Source: Annual assessment of banks and credit unions (OF).

Policy Package No. 118 – Enforcement Paralegal
Agency Request: $236,290 *Pos.: 1 FTE: 0.88*

Purpose: The DFR Enforcement Team is focused on protecting consumers from past, ongoing, or future harm by regulated entities' noncompliance with laws and rules. The team investigates alleged violations of laws or rules and develops and implements enforcement and remediation strategies to correct and prevent consumer harm.

The team consists of a chief of enforcement, eight enforcement officers, six investigators, and an office specialist. A need exists for a position to support the enforcement officers and investigators by conducting research and gathering and evaluating information to be used to further investigations and enforcement actions.

Duties of this position would include researching statutes and administrative rules under the direction of enforcement employees, reviewing case files to ensure sufficiency of documentation, and drafting and finalizing legal documents, including administrative orders and other legal correspondence and pleadings. The position would help review and prepare evidence, negotiate administrative cases with respondents, and respond to inquiries and arguments from respondents and consumers.

How Achieved: The establishment of a paralegal position will lead to increased efficiency and support a more centralized process for improved tracking of cases, deadlines, and workflows. It will allow enforcement employees and investigators to focus on their case workload, particularly complex matters, and provide them with paralegal support.

List Staff Impact: The Department of Consumer and Business Services, Division of Financial Regulation, requests authority to establish:

1 – Paralegal (SR 26)
- Permanent Full-Time
- 0.88 FTE
- OAS C1524 AP

Quantifying Results: Results would be measured by the number of routine administrative cases the paralegal processed for the enforcement unit and number of cases processed by enforcement unit. It is anticipated that the position will allow the division to realize some efficiencies in its enforcement work, leading to greater productivity overall and increasing the efficiency and number of cases managed by the unit.

Revenue Source: Assessments and fees paid by DFR regulated entities.

Policy Package No. 119 – Consumer Education Outreach
Agency Request: $375,000 *Pos.: -* *FTE: -*

Purpose: The Consumer Education and Advocacy team in DFR develops active strategies and curricula for enhancing consumers' financial literacy and general knowledge of their options, rights, and responsibilities regarding the industries we regulate. The goal is to build relationships with stakeholders who serve diverse communities and manage resources to accomplish the division's mission and goals and ensure the division has a presence at relevant functions hosted by community partners.

DFR receives revenue from regulatory settlement agreements (RSA) and negotiated consent orders earmarked for consumer education and outreach. RSAs are multistate agreements and each state named in the agreement receives funds based on the effect on consumers in their state. Negotiated consent orders sometimes allocate a small percentage of a penalty, typically 5 percent to 10 percent.

These funds have allowed us to implement targeted outreach and help the division provide resources to underserved communities. The division recently used these funds to create a sponsorship program to support organizations engaging in financial empowerment for underserved communities. The program helps to educate consumers on how to make decisions about insurance and other financial services that are best for them and raise awareness of free services and resources offered by the division. The first year of the program provided $25,000 each to five organizations for one-year contracts. The second year of the program resulted in one-year agreements with four organizations, granting them $25,000 each.

DFR has been expending these funds within our authorized limitation each biennium. However, absorbing these costs going forward will likely be problematic as costs increase and our ability to absorb costs within our existing limitation will be minimized. A list of significant deposits from RSAs and a negotiated settlement from July 2021 through December 2023 is below:

American Family Mutual Insurance	$	49,943
National Union Fire Insurance Co of Pittsburg	$	80,551
Companion Life	$	13,179
Nexo Capitol	$	42,454
ACI Payments	$	216,136

Future revenue expected from RSAs and consent agreements is not forecasted and the division manages expenditures within the existing revenue stream.

How Achieved: DFR requests additional other fund limitation to allow expenditures from settlement and consent order funds for outreach and education purposes.

List Staff Impact: None

Quantifying Results: Success would be measured by distribution of funds from consent agreements and regulatory settlements in support of our sponsorship program and other educational activities without having an impact on the division's other fund limitation.

Revenue Source: Other fund revenue received via a regulatory settlement agreement or negotiated consent orders.

Policy Package No. 120 – Technical Adjustment - Reclasses
Agency Request: $1,860 *Pos.: -* *FTE: -*

Purpose: The Division of Financial Regulation is seeking to reclassify positions within the division to align with workload needs. Normally, these actions would be completed through a Department of Administrative Services permanent finance plan process; however, we are unable to fund these actions on our own through this process.

How Achieved: This policy package would increase Other Funds expenditure limitation to fund the reclassification of eight positions. The reclassification requests are in the process of being reviewed and approved by the Department of Administrative Services, Chief Human Resources Office.

List Staff Impact: The Department of Consumer and Business Services, Division of Financial Regulation, requests additional other funds limitation to reclass the following positions:

Position 0003.035
- From: Compliance Specialist 2
- To: Compliance Specialist 3

Position 0003.652
- From: Executive Support Specialist 2
- To: Office Manager 2

Position 8100.507
- From: Program Analyst 4
- To: Project Manager 3

Positions 0001.016, 0001.042, and 0001.173
- From: Financial Examiner 1
- To: Financial Examiner 2

Positions 0001.043 and 0001.082
- From: Financial Examiner 2
- To: Financial Examiner 3

Quantifying Results: The reclassified positions would properly align with the responsibilities and workload needs of the division.

Revenue Source: Other fund revenue from various sources.

Revenues

2025-27 Beginning Balance	**$ 290,884,215**
Revenues	
General Fund Appropriation	-
Workers' Compensation Insurance Taxes	414,016
Other Employer-Employee Taxes	-
Insurance Taxes	872,722,636
Business License & Fees	118,056,387
Fire Marshal	43,715,700
Charges for Services	1,751,891
Fines & Forfeitures	2,085,833
Interest Income	14,055,645
Other Revenues	486,069
Federal Revenue	120,075,414
Subtotal Revenues	*$ 1,173,363,591*
Transfers	
Transfers In - Intrafund	3,082,811
Transfers Out - Intrafund	(17,842,369)
Transfers Out - General Fund	(223,927,063)
Transfers Out - State Fire Marshall	(43,244,472)
Transfers Out - Oregon Health Authority	(510,465,880)
Transfers Out - Counties	-
Transfers Out - Governor	-
Transfers Out - BOLI	-
Subtotal Transfers	*($792,396,973)*
Available Funds	**671,850,833**
2025-27 Budgeted Expenditures	322,722,169
2025-27 Ending Balance	**$ 349,128,664**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 72,051,112**	**$ 232,494,911**	**$ 304,546,023**	**196.42**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 78,857,504	$ 232,494,911	$ 311,352,415	204.00
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(1,757,133)	-	(1,757,133)	-
Pkg. 021 Phase-In	94,835	-	94,835	-
Pkg. 022 Phase-Out Program & One-time Costs	(252,200)	(226,800,000)	(227,052,200)	-
Pkg. 031 Standard Inflation	1,843,558	210,000	2,053,558	-
Pkg. 032 Above Standard Inflation	188,152	-	188,152	-
Pkg. 050 Fund Shift	-	-	-	-
Pkg. 060 Technical Adjustments	347,316	-	347,316	-
Subtotal, Essential Packages	*$ 464,528*	$ (226,590,000)	*$ (226,125,472)*	-
Subtotal, Current Service Level	*$ 79,322,032*	*$ 5,904,911*	*$ 85,226,943*	*204.00*
Pkg. 070 Revenue Shortfalls	-	-	-	-
Modified Current Service Level	*$ 79,322,032*	*$ 5,904,911*	*$ 85,226,943*	*204.00*
Policy Packages				
Pkg. 112 Oregon Reinsurance Program	120,000	232,551,710	232,671,710	-
Pkg. 113 Auto Rating Study	500,000	-	500,000	-
Pkg. 114 Contractual Exam Services	3,000,000	-	3,000,000	-
Pkg. 115 Advocacy	243,916	-	243,916	0.88
Pkg. 116 Market Analysis	270,087	-	270,087	0.88
Pkg. 117 Credit Union	196,363	-	196,363	0.88
Pkg. 118 Enforcement	236,290	-	236,290	0.88
Pkg. 119 Settlement Funds	375,000	-	375,000	-
Pkg. 120 Technical Adj - Reclasses	1,860	-	1,860	-
2025-27 Total Agency Requested Budget	**$ 84,265,548**	**$ 238,456,621**	**$ 322,722,169**	**207.52**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of | **Cross Reference Name: Division of Financial Regulation**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 44000-018-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
All Other Differential	-	-	47,262	-	-	-	47,262
Public Employees' Retire Cont	-	-	9,944	-	-	-	9,944
Pension Obligation Bond	-	-	(49,162)	-	-	-	(49,162)
Social Security Taxes	-	-	3,615	-	-	-	3,615
Paid Family Medical Leave Insurance	-	-	190	-	-	-	190
Mass Transit Tax	-	-	47,868	-	-	-	47,868
Vacancy Savings	-	-	(1,816,850)	-	-	-	(1,816,850)
Total Personal Services	**-**	**-**	**($1,757,133)**	**-**	**-**	**-**	**($1,757,133)**
Total Expenditures							
Total Expenditures	-	-	(1,757,133)	-	-	-	(1,757,133)
Total Expenditures	**-**	**-**	**($1,757,133)**	**-**	**-**	**-**	**($1,757,133)**
Ending Balance							
Ending Balance	-	-	1,757,133	-	-	-	1,757,133
Total Ending Balance	**-**	**-**	**$1,757,133**	**-**	**-**	**-**	**$1,757,133**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	12,830	-	-	-	12,830
Out of State Travel	-	-	4,555	-	-	-	4,555
Office Expenses	-	-	4,317	-	-	-	4,317
Telecommunications	-	-	15,374	-	-	-	15,374
Data Processing	-	-	19,367	-	-	-	19,367
Dues and Subscriptions	-	-	8,422	-	-	-	8,422
IT Expendable Property	-	-	29,970	-	-	-	29,970
Total Services & Supplies	**-**	**-**	**$94,835**	**-**	**-**	**-**	**$94,835**
Total Expenditures							
Total Expenditures	-	-	94,835	-	-	-	94,835
Total Expenditures	**-**	**-**	**$94,835**	**-**	**-**	**-**	**$94,835**
Ending Balance							
Ending Balance	-	-	(94,835)	-	-	-	(94,835)
Total Ending Balance	**-**	**-**	**($94,835)**	**-**	**-**	**-**	**($94,835)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(5,000,000)	-	-	-	-	-	(5,000,000)
Total Revenues	**($5,000,000)**	**-**	**-**	**-**	**-**	**-**	**($5,000,000)**
Services & Supplies							
Employee Training	-	-	(700)	-	-	-	(700)
Office Expenses	-	-	(2,500)	-	-	-	(2,500)
Telecommunications	-	-	(11,400)	-	-	-	(11,400)
Professional Services	-	-	(120,000)	-	-	-	(120,000)
IT Professional Services	-	-	(5,600)	-	-	-	(5,600)
Expendable Prop 250 - 5000	-	-	(79,500)	-	-	-	(79,500)
IT Expendable Property	-	-	(32,500)	-	-	-	(32,500)
Total Services & Supplies	**-**	**-**	**($252,200)**	**-**	**-**	**-**	**($252,200)**
Special Payments							
Dist to Non-Gov Units	-	-	(101,724,586)	(120,075,414)	-	-	(221,800,000)
Intra-Agency Gen Fund Transfer	(5,000,000)	-	-	-	-	-	(5,000,000)
Total Special Payments	**($5,000,000)**	**-**	**($101,724,586)**	**($120,075,414)**	**-**	**-**	**($226,800,000)**
Total Expenditures							
Total Expenditures	(5,000,000)	-	(101,976,786)	(120,075,414)	-	-	(227,052,200)
Total Expenditures	**($5,000,000)**	**-**	**($101,976,786)**	**($120,075,414)**	**-**	**-**	**($227,052,200)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	101,976,786	120,075,414	-	-	222,052,200
Total Ending Balance	**-**	**-**	**$101,976,786**	**$120,075,414**	**-**	**-**	**$222,052,200**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	28,791	-	-	-	28,791
Out of State Travel	-	-	9,835	-	-	-	9,835
Employee Training	-	-	15,706	-	-	-	15,706
Office Expenses	-	-	10,222	-	-	-	10,222
Telecommunications	-	-	24,193	-	-	-	24,193
State Gov. Service Charges	-	-	650,384	-	-	-	650,384
Data Processing	-	-	46,924	-	-	-	46,924
Publicity and Publications	-	-	8,487	-	-	-	8,487
Professional Services	-	-	79,614	-	-	-	79,614
IT Professional Services	-	-	22,311	-	-	-	22,311
Attorney General	-	-	443,398	-	-	-	443,398
Employee Recruitment and Develop	-	-	1,056	-	-	-	1,056
Dues and Subscriptions	-	-	8,559	-	-	-	8,559
Facilities Rental and Taxes	-	-	456,516	-	-	-	456,516
Facilities Maintenance	-	-	280	-	-	-	280
Agency Program Related S and S	-	-	156	-	-	-	156
Intra-agency Charges	-	-	4,668	-	-	-	4,668
Other Services and Supplies	-	-	4,855	-	-	-	4,855
Expendable Prop 250 - 5000	-	-	2,657	-	-	-	2,657
IT Expendable Property	-	-	24,946	-	-	-	24,946
Total Services & Supplies	**-**	**-**	**$1,843,558**	**-**	**-**	**-**	**$1,843,558**
Special Payments							
Dist to Non-Gov Units	-	-	210,000	-	-	-	210,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Intra-Agency Gen Fund Transfer	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**$210,000**	**-**	**-**	**-**	**$210,000**
Total Expenditures							
Total Expenditures	-	-	2,053,558	-	-	-	2,053,558
Total Expenditures	**-**	**-**	**$2,053,558**	**-**	**-**	**-**	**$2,053,558**
Ending Balance							
Ending Balance	-	-	(2,053,558)	-	-	-	(2,053,558)
Total Ending Balance	**-**	**-**	**($2,053,558)**	**-**	**-**	**-**	**($2,053,558)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	188,152	-	-	-	188,152
Total Services & Supplies	**-**	**-**	**$188,152**	**-**	**-**	**-**	**$188,152**
Total Expenditures							
Total Expenditures	-	-	188,152	-	-	-	188,152
Total Expenditures	**-**	**-**	**$188,152**	**-**	**-**	**-**	**$188,152**
Ending Balance							
Ending Balance	-	-	(188,152)	-	-	-	(188,152)
Total Ending Balance	**-**	**-**	**($188,152)**	**-**	**-**	**-**	**($188,152)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	347,316	-	-	-	347,316
Total Services & Supplies	**-**	**-**	**$347,316**	**-**	**-**	**-**	**$347,316**
Total Expenditures							
Total Expenditures	-	-	347,316	-	-	-	347,316
Total Expenditures	**-**	**-**	**$347,316**	**-**	**-**	**-**	**$347,316**
Ending Balance							
Ending Balance	-	-	(347,316)	-	-	-	(347,316)
Total Ending Balance	**-**	**-**	**($347,316)**	**-**	**-**	**-**	**($347,316)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 112 - Oregon Reinsurance Program

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	120,000	-	-	-	120,000
Total Services & Supplies	**-**	**-**	**$120,000**	**-**	**-**	**-**	**$120,000**
Special Payments							
Dist to Non-Gov Units	-	-	112,476,296	120,075,414	-	-	232,551,710
Total Special Payments	**-**	**-**	**$112,476,296**	**$120,075,414**	**-**	**-**	**$232,551,710**
Total Expenditures							
Total Expenditures	-	-	112,596,296	120,075,414	-	-	232,671,710
Total Expenditures	**-**	**-**	**$112,596,296**	**$120,075,414**	**-**	**-**	**$232,671,710**
Ending Balance							
Ending Balance	-	-	(112,596,296)	(120,075,414)	-	-	(232,671,710)
Total Ending Balance	**-**	**-**	**($112,596,296)**	**($120,075,414)**	**-**	**-**	**($232,671,710)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 113 - DFR Auto Rating Study

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	500,000	-	-	-	500,000
Total Services & Supplies	**-**	**-**	**$500,000**	**-**	**-**	**-**	**$500,000**
Total Expenditures							
Total Expenditures	-	-	500,000	-	-	-	500,000
Total Expenditures	**-**	**-**	**$500,000**	**-**	**-**	**-**	**$500,000**
Ending Balance							
Ending Balance	-	-	(500,000)	-	-	-	(500,000)
Total Ending Balance	**-**	**-**	**($500,000)**	**-**	**-**	**-**	**($500,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 114 - DFR Contractual Exam Services

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	3,000,000	-	-	-	3,000,000
Total Services & Supplies	**-**	**-**	**$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	-	-	(3,000,000)	-	-	-	(3,000,000)
Total Ending Balance	**-**	**-**	**($3,000,000)**	**-**	**-**	**-**	**($3,000,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 115 - DFR Advocacy

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	131,145	-	-	-	131,145
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	27,593	-	-	-	27,593
Social Security Taxes	-	-	10,033	-	-	-	10,033
Paid Family Medical Leave Insurance	-	-	525	-	-	-	525
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	787	-	-	-	787
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$207,290**	**-**	**-**	**-**	**$207,290**
Services & Supplies							
Instate Travel	-	-	990	-	-	-	990
Out of State Travel	-	-	961	-	-	-	961
Employee Training	-	-	1,659	-	-	-	1,659
Office Expenses	-	-	1,015	-	-	-	1,015
Telecommunications	-	-	2,519	-	-	-	2,519
Data Processing	-	-	5,591	-	-	-	5,591
Dues and Subscriptions	-	-	1,036	-	-	-	1,036
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,677	-	-	-	6,677
Total Services & Supplies	**-**	**-**	**$36,626**	**-**	**-**	**-**	**$36,626**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 115 - DFR Advocacy

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	243,916	-	-	-	243,916
Total Expenditures	**-**	**-**	**$243,916**	**-**	**-**	**-**	**$243,916**
Ending Balance							
Ending Balance	-	-	(243,916)	-	-	-	(243,916)
Total Ending Balance	**-**	**-**	**($243,916)**	**-**	**-**	**-**	**($243,916)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 116 - DFR Market Analysis

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
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	-	-	990	-	-	-	990
Out of State Travel	-	-	961	-	-	-	961
Employee Training	-	-	1,659	-	-	-	1,659
Office Expenses	-	-	1,015	-	-	-	1,015
Telecommunications	-	-	2,519	-	-	-	2,519
Data Processing	-	-	5,591	-	-	-	5,591
Dues and Subscriptions	-	-	1,036	-	-	-	1,036
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,677	-	-	-	6,677
Total Services & Supplies	**-**	**-**	**$36,626**	**-**	**-**	**-**	**$36,626**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 116 - DFR Market Analysis

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	270,087	-	-	-	270,087
Total Expenditures	**-**	**-**	**$270,087**	**-**	**-**	**-**	**$270,087**
Ending Balance							
Ending Balance	-	-	(270,087)	-	-	-	(270,087)
Total Ending Balance	**-**	**-**	**($270,087)**	**-**	**-**	**-**	**($270,087)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 117 - DFR Credit Unions

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	94,479	-	-	-	94,479
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	19,878	-	-	-	19,878
Social Security Taxes	-	-	7,228	-	-	-	7,228
Paid Family Medical Leave Insurance	-	-	378	-	-	-	378
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	567	-	-	-	567
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$159,737**	**-**	**-**	**-**	**$159,737**
Services & Supplies							
Instate Travel	-	-	990	-	-	-	990
Out of State Travel	-	-	961	-	-	-	961
Employee Training	-	-	1,659	-	-	-	1,659
Office Expenses	-	-	1,015	-	-	-	1,015
Telecommunications	-	-	2,519	-	-	-	2,519
Data Processing	-	-	5,591	-	-	-	5,591
Dues and Subscriptions	-	-	1,036	-	-	-	1,036
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,677	-	-	-	6,677
Total Services & Supplies	**-**	**-**	**$36,626**	**-**	**-**	**-**	**$36,626**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 117 - DFR Credit Unions

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	196,363	-	-	-	196,363
Total Expenditures	**-**	**-**	**$196,363**	**-**	**-**	**-**	**$196,363**
Ending Balance							
Ending Balance	-	-	(196,363)	-	-	-	(196,363)
Total Ending Balance	**-**	**-**	**($196,363)**	**-**	**-**	**-**	**($196,363)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 118 - DFR Enforcement

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	125,265	-	-	-	125,265
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	26,356	-	-	-	26,356
Social Security Taxes	-	-	9,583	-	-	-	9,583
Paid Family Medical Leave Insurance	-	-	501	-	-	-	501
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	752	-	-	-	752
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$199,664**	**-**	**-**	**-**	**$199,664**
Services & Supplies							
Instate Travel	-	-	990	-	-	-	990
Out of State Travel	-	-	961	-	-	-	961
Employee Training	-	-	1,659	-	-	-	1,659
Office Expenses	-	-	1,015	-	-	-	1,015
Telecommunications	-	-	2,519	-	-	-	2,519
Data Processing	-	-	5,591	-	-	-	5,591
Dues and Subscriptions	-	-	1,036	-	-	-	1,036
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,677	-	-	-	6,677
Total Services & Supplies	**-**	**-**	**$36,626**	**-**	**-**	**-**	**$36,626**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 118 - DFR Enforcement

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	236,290	-	-	-	236,290
Total Expenditures	**-**	**-**	**$236,290**	**-**	**-**	**-**	**$236,290**
Ending Balance							
Ending Balance	-	-	(236,290)	-	-	-	(236,290)
Total Ending Balance	**-**	**-**	**($236,290)**	**-**	**-**	**-**	**($236,290)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 119 - DFR Settlement Funds

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Publicity and Publications	-	-	50,000	-	-	-	50,000
Professional Services	-	-	325,000	-	-	-	325,000
Total Services & Supplies	**-**	**-**	**$375,000**	**-**	**-**	**-**	**$375,000**
Total Expenditures							
Total Expenditures	-	-	375,000	-	-	-	375,000
Total Expenditures	**-**	**-**	**$375,000**	**-**	**-**	**-**	**$375,000**
Ending Balance							
Ending Balance	-	-	(375,000)	-	-	-	(375,000)
Total Ending Balance	**-**	**-**	**($375,000)**	**-**	**-**	**-**	**($375,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 120 - Technical Adjustment - Reclasses

Cross Reference Name: Division of Financial Regulation
Cross Reference Number: 44000-018-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	1,440	-	-	-	1,440
Public Employees' Retire Cont	-	-	303	-	-	-	303
Social Security Taxes	-	-	111	-	-	-	111
Paid Family Medical Leave Insurance	-	-	6	-	-	-	6
Total Personal Services	**-**	**-**	**$1,860**	**-**	**-**	**-**	**$1,860**
Total Expenditures							
Total Expenditures	-	-	1,860	-	-	-	1,860
Total Expenditures	**-**	**-**	**$1,860**	**-**	**-**	**-**	**$1,860**
Ending Balance							
Ending Balance	-	-	(1,860)	-	-	-	(1,860)
Total Ending Balance	**-**	**-**	**($1,860)**	**-**	**-**	**-**	**($1,860)**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1109	1441604		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**131,145**	**75,358**	**206,503**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1110	1441601		OAS C5748 A P	INSURANCE EXAMINER	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**151,326**	**81,227**	**232,553**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**151,326**	**81,227**	**232,553**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1111	1441596		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**94,479**	**64,691**	**159,170**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**94,479**	**64,691**	**159,170**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1112	1441592		OAS C1524 A P	PARALEGAL	26	PF	21	3	5,965	125,265	73,647	198,912	1	0.88
7000072	1441559		OAS C1524 A P	PARALEGAL	26	PF	0	3	5,965	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**125,265**	**73,647**	**198,912**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**125,265**	**73,647**	**198,912**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2008	221320	18308	MMS X7144 A P	COMPLIANCE AND REGULATORY M	33X	PF	0	3	8,658	0	0	0	0	0.00
8100507	680420	17374	OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	4	8,314	1,440	420	1,860	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**1,440**	**420**	**1,860**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**1,440**	**420**	**1,860**	**0**	**0.00**

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

Consumer and Business Svcs, Dept of **Agency Number: 44000**

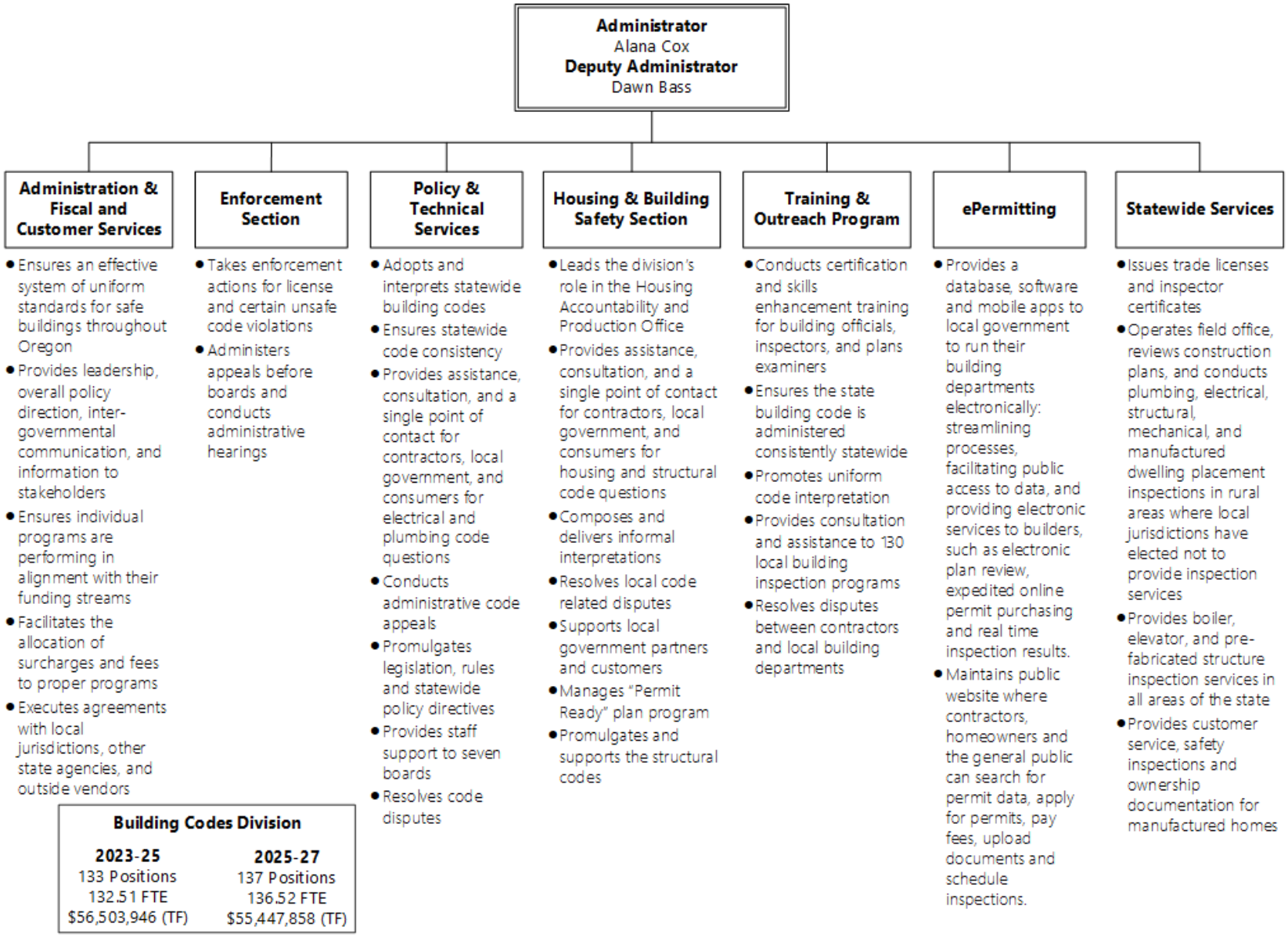
2025-27 Biennium **Cross Reference Number: 44000-018-00-00-00000**

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						
Workers Comp Insurance Taxes	-	149,024	149,024	414,016	-	-
Insurance Taxes	164,366,355	890,534,785	890,534,785	872,722,636	-	-
Other Selective Taxes	295,264,460	-	-	-	-	-
Business Lic and Fees	101,185,125	111,953,842	111,953,842	118,056,387	-	-
Fire Marshal Fees	36,800,602	40,605,352	40,605,352	43,715,700	-	-
Charges for Services	1,252,959	1,645,423	1,645,423	1,751,891	-	-
Fines and Forfeitures	1,555,690	1,439,097	1,439,097	2,085,833	-	-
Interest Income	7,918,055	1,191,481	1,191,481	13,955,708	-	-
Other Revenues	166,147	457,245	457,245	417,559	-	-
Transfer In - Intrafund	306,492	-	-	3,082,811	-	-
Transfer from General Fund	-	5,000,000	5,000,000	-	-	-
Transfer Out - Intrafund	(10,724,618)	(14,910,575)	(16,425,002)	(17,842,369)	-	-
Transfer to General Fund	(196,505,514)	(177,369,842)	(177,369,842)	(223,927,063)	-	-
Tsfr To Police, Dept of State	(36,893,406)	-	-	-	-	-
Tsfr to State FIre Marshal, Dept of	-	(40,387,232)	(40,387,232)	(43,244,472)	-	-
Tsfr To Oregon Health Authority	(134,886,457)	(584,334,264)	(584,334,264)	(510,465,880)	-	-
Total Other Funds	**$229,805,890**	**$235,974,336**	**$234,459,909**	**$260,722,757**	**-**	**-**
Federal Funds						
Federal Funds	109,411,583	120,075,414	120,075,414	120,075,414	-	-
Total Federal Funds	**$109,411,583**	**$120,075,414**	**$120,075,414**	**$120,075,414**	**-**	**-**
Nonlimited Other Funds						
Interest Income	49,730	119,713	119,713	99,937	-	-
Other Revenues	67,016	68,510	68,510	68,510	-	-

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	(75)	-	-	-	-	-
Total Nonlimited Other Funds	**$116,671**	**$188,223**	**$188,223**	**$168,447**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Workers' Comp Insurance Taxes	3400	0125	-	149,024	149,024	414,016	-	-
Insurance Taxes	3400	0150	164,366,355	890,534,785	890,534,785	872,722,636	-	-
Other Selective Taxes	3400	0190	295,264,460	-	-	-	-	-
Business Lic and Fees	3400	0205	101,185,125	111,953,842	111,953,842	118,056,387	-	-
Fire Marshal Fee	3400	0250	36,800,602	40,605,352	40,605,352	43,715,700	-	-
Charges for Services	3400	0410	1,252,959	1,645,423	1,645,423	1,751,891	-	-
Fines and Forfeitures	3400	0505	1,555,690	1,439,097	1,439,097	2,085,833	-	-
Interest Income	3400	0605	7,918,055	1,191,481	1,191,481	13,955,708	-	-
Other Revenues	3400	0975	166,147	457,245	457,245	417,559	-	-
Transfer In - Intrafund	3400	1010	306,492	-	-	3,082,811	-	-
Transfer from General Fund	3400	1060	-	5,000,000	5,000,000	-		-
Transfer Out - Intrafund	3400	2010	(10,724,618)	(14,910,575)	(16,425,002)	(17,842,369)	-	-
Transfer to General Fund	3400	2060	(196,505,514)	(177,369,842)	(177,369,842)	(223,927,063)	-	-
Tsfr To Police, Dept of State	3400	2257	(36,893,406)	-	-	-	-	-
Tsfr To State Fire Marshal, Dept Of	3400	2260	-	(40,387,232)	(40,387,232)	(43,244,472)	-	-
Tsfr To Oregon Health Authority	3400	2443	(134,886,457)	(584,334,264)	(584,334,264)	(510,465,880)	-	-
Federal Funds	6400	0995	109,411,583	120,075,414	120,075,414	120,075,414		-
Interest Income	3200	0605	49,730	119,713	119,713	99,937	-	-
Other Revenues	3200	0975	67,016	68,510	68,510	68,510	-	-
Transfer Out-Intrafund	3200	2010	(75)	-	-	-	-	-


Administrator
Alana Cox
Deputy Administrator
Dawn Bass
Administration & Fiscal and Customer Services
Ensures an effective system of uniform standards for safe buildings throughout Oregon
Provides leadership, overall policy direction, inter-governmental communication, and information to stakeholders
Ensures individual programs are performing in alignment with their funding streams
Facilitates the allocation of surcharges and fees to proper programs
Executes agreements with local jurisdictions, other state agencies, and outside vendors
Enforcement Section
Takes enforcement actions for license and certain unsafe code violations
Administers appeals before boards and conducts administrative hearings
Policy & Technical Services
Adopts and interprets statewide building codes
Ensures statewide code consistency
Provides assistance, consultation, and a single point of contact for contractors, local government, and consumers for electrical and plumbing code questions
Conducts administrative code appeals
Promulgates legislation, rules and statewide policy directives
Provides staff support to seven boards
Resolves code disputes
Housing & Building Safety Section
Leads the division's role in the Housing Accountability and Production Office
Provides assistance, consultation, and a single point of contact for contractors, local government, and consumers for housing and structural code questions
Composes and delivers informal interpretations
Resolves local code related disputes
Supports local government partners and customers
Manages "Permit Ready" plan program
Promulgates and supports the structural codes
Training & Outreach Program
Conducts certification and skills enhancement training for building officials, inspectors, and plans examiners
Ensures the state building code is administered consistently statewide
Promotes uniform code interpretation
Provides consultation and assistance to 130 local building inspection programs
Resolves disputes between contractors and local building departments
ePermitting
Provides a database, software and mobile apps to local government to run their building departments electronically: streamlining processes, facilitating public access to data, and providing electronic services to builders, such as electronic plan review, expedited online permit purchasing and real time inspection results.
Maintains public website where contractors, homeowners and the general public can search for permit data, apply for permits, pay fees, upload documents and schedule inspections.
Statewide Services
Issues trade licenses and inspector certificates
Operates field office, reviews construction plans, and conducts plumbing, electrical, structural, mechanical, and manufactured dwelling placement inspections in rural areas where local jurisdictions have elected not to provide inspection services
Provides boiler, elevator, and pre-fabricated structure inspection services in all areas of the state
Provides customer service, safety inspections and ownership documentation for manufactured homes
Building Codes Division
2023-25
133 Positions
132.51 FTE
$56,503,946 (TF)
2025-27
137 Positions
136.52 FTE
$55,447,858 (TF)

Enabling Legislation/Program Authorization
ORS 455.020

Program Overview
The building safety program adopts construction codes for 11 specialty areas, licenses trade workers and businesses, and oversees a statewide inspection system of local government services to protect property and building occupants from electrical shock, waterborne diseases, collapse, and other disastrous conditions. The program also safeguards Oregonians' investment in buildings and structures by requiring energy efficiency, use of appropriate construction technology, and other elements that ensure building performance. The program creates statewide minimum standards and consistency by applying a single code throughout Oregon to make sure businesses can rely on having the same standards from one area to the next. The program also serves as a centralized resource of subject matter experts for contractors and local government.

Program Description
The Building Codes Division (BCD) supports safe, efficient, affordable buildings in Oregon by:

- Adopting building codes in partnership with seven statutory boards that establish the minimum level of safety in all areas of Oregon.
- Licensing trade workers, subcontractors, and municipal building inspectors to ensure a knowledgeable and proficient workforce.
- Enforcing laws to prevent unsafe or dangerous building conditions, monitoring business licensing and trade worker regulatory requirements, and ensuring a uniform regulatory environment exists for building construction while providing additional options and increased local flexibility when appropriate based on local conditions.
- Establishing training and education requirements to ensure businesses, individuals, and building inspectors are knowledgeable on new technology, new design standards, and building code requirements while achieving a consistent, uniform regulatory environment.
- Conducting inspections and plan review in areas where local governments choose not to provide building program services, or in areas (through partnership with local government) where short- or long-term supplemental services are requested to support economic needs.
- Providing statewide safety inspection services for specialized equipment, including elevators, boilers, and pressure vessels.
- Supporting local jurisdictions and businesses by leveraging technology, such as mobile applications, to facilitate more efficient plan review and permitting activities.
- Training new and existing inspectors to ensure technical competency and expand relevant skills.
- Collaborating with public and private entities and institutions to allow for the use of emerging technology in alternate construction methods and materials.
- Cooperating with other state agencies, including the Construction Contractors Board, Oregon State Fire Marshal, Oregon Department of Energy, Department of Land Conservation and Development, Bureau of Labor and Industries, Department of Environmental Quality, and Oregon Health Authority, on crossover issues related to construction standards and licensing.

In Oregon, building codes are set and enforced at the state level to ensure a minimum level of safety in all areas of the state and to create a consistent and predictable regulatory environment for businesses, the public, and contractors. With the help of seven boards

representing specialty areas of construction, Oregon building safety programs promote public safety and economic development. They also provide a single point of contact for the construction industry and consumers to address statewide public safety and building performance concerns.

Program Performance
A mix of state and local government services carry out building safety inspection in Oregon. The state provides services in areas where cities and counties choose not to provide local services or do not have adequate resources to meet the minimum required levels of service.

In addition, BCD has statewide responsibility for certain types of permits, such as pre-fabricated structures, boilers, elevators, amusement rides, and in-plant manufactured dwellings. The recreational vehicle program ended Dec. 31, 2019, which accounts for the decreased permit numbers starting in 2020. BCD also issues permits for minor construction work that can be used anywhere in the state (minor permit labels).

Permits Issued (BCD has statewide responsibility):					
2018	**2019**	**2020**	**2021**	**2022**	**2023**
58,018	55,891	36,088	38,644	34,742	34,748

Permits Issued (minor permit labels):					
2018	**2019**	**2020**	**2021**	**2022**	**2023**
77,570	86,150	81,310	92,600	95,340	94,330

Funding Streams
The following fund the building safety program:

- ***55 percent*** funded by surcharges on permit fees, including those collected by local jurisdictions that have assumed responsibility for code administration and enforcement
- ***28 percent*** funded by building permits
- ***11 percent*** funded by licensing trade professionals
- ***3 percent*** funded by a variety of smaller revenue sources
- ***3 percent*** funded by investment income and civil penalties for violations of the statewide building code

In addition to the ongoing funding streams above, BCD received a one-time fund to support the Fire Hardening and Wildfire Resiliency Grant Program in 2021-23 (HB 5006 – 2021). The legislature extended the program first through the end of the 2023-25 biennium in the 2023 session (HB 5506 – 2023), and further extended the program through December 31, 2025, during the 2024 legislative session (HB 4016 – 2024).

Significant Proposed Program Changes from 2023-25
None.

Emerging Issues

1. Addressing the affordable housing crisis.
The affordable housing crisis affects every area of the state and the livability of our communities. Building more needed housing is one part of addressing home affordability. BCD is leveraging every tool in its toolbelt to remove barriers to building needed housing, including:

- Partnering with the Department of Land Conservation and Development to stand up the Housing Accountability and Production Office, which will work to remove barriers to

housing production by providing customer service, resolving disputes between builders and local government, and coordinating state agency activities to support housing production.
- Using technology to maximize state and local government resources and increase building department efficiency. BCD provides permitting software and applications for plan review and inspections to local governments. This includes providing a platform to conduct virtual inspections.
- Adopting practical, cost-effective, safe, and efficient codes, and providing statewide support for those codes to ensure contractors have the benefit of a predictable business environment.

2. Transforming the building inspection workforce.
Oregon is experiencing an ongoing inspector workforce shortage. Finding new inspectors with the necessary skills to take advantage of new technology and training is challenging, especially in rural areas.
- BCD continues to develop and expand its ability to provide relevant training to a wide range of students to grow and diversify the pool of certified inspectors. This includes offering specialized "light commercial" training courses, with the implementation of SB 866 (2021).
- BCD is using new technology and delivery methods such as on-demand classes for its Oregon Inspector Certification training to effectively provide its classes to students located in both urban and rural areas of the state.
- BCD is expanding advertisement and outreach to communities that have been traditionally underserved.

3. Climate Change and Resiliency:
BCD is working to implement the directives in Executive Order 20-04, and the remaining directives from Executive Order 17-20, on the timelines provided by the Governor's Office, as well as the goals and requirements in HB 3409 (2023). These orders and statutory requirements establish energy efficiency and carbon reduction goals to be reached through code adoption, as well as exploring other options to reduce the carbon impact of buildings.
- Providing tools and leadership to promote adaptive reuse of buildings, which preserves existing building stock, supports downtown districts, and is a sustainable building practice.
- Taking a holistic approach to climate change mitigation and climate resiliency through exploration of building product environmental impacts, consideration of Oregon's unique experiences with climate change (including wildfire smoke and power outages), and meeting increased demand for code support related to the more complex code approaches to energy and mechanical systems.

Program Narrative

2023-25 Accomplishments

1. **Supported building department efficiency so construction work can start more quickly while still meeting statewide codes and standards.**
   - Provided expertise, tools, and support to enable local governments to streamline the permitting and inspection processes in their jurisdictions, resulting in enhanced flexibility and improved customer support, including expanding the minor label program to include mechanical installations.
   - Partnered with Oregon State University to develop the Oregon Design Criteria Hub, an interactive mapping tool that provides

site-specific climatic and geographic design criteria, creating efficiency for plans examiners and design professionals.
- Partnered with the Construction Contractors Board (CCB) to coordinate sharing of enforcement information, resources, and electronic systems.
- Helped seven advisory boards work with stakeholders to continue administering the state building code and enforcing associated licensing laws.
- Expanded public engagement through virtual options for rules advisory committees (RACs) and public meetings.
- Provided training and education to about 900 students per year across 12 different certifications to help address the statewide building inspector shortage and increase the skilled workforce available to local jurisdictions.

2. Wildfire resiliency and home hardening.
- Created additional code standards related to building in areas with higher wildfire hazard through the implementation of SB 762 (2021).
- Worked with the legislature, local governments, and state agency partners to create a home hardening grant program to help wildfire survivors build back more fire-resistant homes and businesses.
- Participated in enterprise policy discussions related to wildfire risk mitigation, including supporting the Wildfire Policy Advisory Council.

3. Expanded services to local governments and businesses to support economic development.
- Increased the number of cities and counties across the state that use the full-service ePermitting portal to 82, with nine more in the implementation queue.
- Improved mobile applications created for contractors and Oregon residents with features that include permit tracking, inspection scheduling, live video inspections, direct messaging to inspectors, and inspection photo uploads.
- Continued cultivating partnerships with city and county governments, particularly in rural counties where large geographical areas are served and permit activities fluctuate year to year, to help them deliver efficient and effective building department services.
- Supported the licensed workforce by issuing and renewing electrical, plumbing, and boiler licenses.
- Expanded the minor label program to include mechanical installations, resulting in additional flexibility.

4. Created more predictability and consistency in the implementation of codes across the state.
- Updated the Oregon Residential Specialty Code, Oregon Electrical Specialty Code, Oregon Plumbing Specialty Code, Oregon Mechanical Specialty Code, Oregon Structural Specialty Code, Oregon Elevator Specialty Code, and the Oregon Boiler and Pressure Vessel Specialty Code.
- Provided training for local inspectors, plans examiners, and building officials to ensure the code continued to be enforced in a consistent and predictable manner.
- Reinforced the options available to allow new construction practices and emerging technologies by developing technical bulletins and statewide alternate methods, and applying performance-based approaches to construction projects.

2025-27 Expected Results

The construction industry and the national model codes continue to evolve and become more complex as they incorporate new technology and techniques to meet social goals such as greenhouse gas reductions, net zero energy use homes, emergency planning, resiliency, disaster mitigation, and occupant safety requirements. These increased demands on the code create an increased need for BCD's existing expertise, training, tools, resources, and consultation services. BCD will continue to adopt, administer, and enforce codes at the state level that provide Oregonians with safe, efficient, and affordable buildings in which to live and work. BCD is preparing to meet these challenges in the following ways:

- Using its resources and expertise to support housing production and the work of the Housing Accountability and Production Office.
- Supporting economic growth and consistent code application by responding quickly to the needs of local governments and businesses for code interpretation, dispute resolution, and inspection services.
- Continuing working with partners to progress development of highly energy efficient building codes, meeting the requirements of Executive Orders 17-20 and 20-04.
- Continuing to develop in-house expertise and partnerships with city and county governments to help them provide building inspection services.
- Continuing to implement a comprehensive ePermitting program that supports the needs of local governments.
- Expanding virtual inspection tools to support efficient service delivery.
- Continuing to enhance mobile applications to expand the ability of customers to purchase permits and schedule inspections from the jobsite or wherever customers are located.
- Continuing to enforce the statewide code by providing training and support to local jurisdictions and building officials so contractors can rely on having the code applied in a consistent and predictable manner throughout the state.
- Helping grow a highly trained, efficient, and diverse building inspector workforce by aligning inspector certification requirements with the changing needs of the construction industry and delivering training to new inspectors located throughout the state. This statewide approach to training helps ensure all local jurisdictions have access to qualified inspectors.
- Expanding partnerships with other state agencies and local governments to gain efficiency and provide enhanced services to customers navigating the development system.
- Expanding web-based continuing education program opportunities for inspectors, planners, designers, and contractors to keep the Oregon construction industry up-to-date on code requirements.
- Continuing to provide excellent customer service to contractors, building owners, and local jurisdictions by maintaining subject matter expertise on code requirements, and making those code experts available to timely and effectively respond to questions and facilitate dispute resolution.
- Developing strategies for additional community risk reduction, including a proposal for an active fire hardening grant program in partnership with the Oregon State Fire Marshal (HB 4016 – 2024).

Revenue Sources

BCD revenues come from the following sources:

- Permit, surcharge, inspection, and license fees
- U.S. Department of Housing and Urban Development cooperative agreement regarding production of manufactured homes
- Manufactured structure ownership document fees and trip permits
- Fines
- Investment revenue

In addition to the ongoing revenue sources above, BCD received a one-time fund to support the Fire Hardening and Wildfire Resiliency Grant Program in 2021-23 (HB 5006 – 2021). The legislature extended the program, first through the end of the 2023-25 biennium in the 2023 session (HB 5506 – 2023), and further extended the program through the Dec. 31, 2025, during the 2024 legislative session (HB 4016 – 2024).

Building Codes Fees

Fees for permits, inspections, and licenses are the major sources of BCD's revenue. In addition, surcharges are levied on permit fees, including those collected by local jurisdictions that have assumed responsibility for code administration and enforcement.

BCD has a cooperative agreement with the U.S. Department of Housing and Urban Development and is reimbursed for the costs of working with the Office of Manufactured Housing Programs as the State Administrative Agency, which is the consumer assistance side of the federal program.

The revenues for BCD are evaluated at least once per biennium to account for changes in trends, economic factors, and industry drivers. Revenue is separated into several programs such as electrical, plumbing, structural, and other programs. Revenue is specifically dedicated to the program from which the revenue is sourced, preventing BCD from balancing overall resources across the entire organization. Construction industry trends, both upturns and downturns, often have a longer cycle than a single biennium. BCD has more than 350 dedicated fees. At this time, we do not anticipate any changes in BCD fees during the 2025-27 biennium.

Proposed Legislation

None.

Base Budget

Agency Request: $59,948,808 *Pos.: 133 FTE: 133.00*

The base budget request is the 2023-25 Legislatively Adopted Budget and administrative changes approved by the Department of Administrative Services through February 2024 and roll-up of salary costs.

Essential Packages

Essential Package No. 010 – Non-PICS Service Adjustment
Agency Request: ($1,265,636)

Essential Package No. 021 – Program Adjustments

Agency Request: $13,045

Essential Package No. 022 – Phased-out Programs and One-time Costs
Agency Request: ($6,309,830)

Essential Package No. 031 – Cost Adjustment for Inflation and Price List Items
Agency Request: $829,459

Essential Package No. 032 – Above Standard Inflation
Agency Request: $1,685

Essential Package No. 040 – Mandated Caseload & Costs
Agency Request: $0

Essential Package No. 050 – Fund Shifts/Revenue Reductions
Agency Request: $0

Essential Package No. 060 – Technical Adjustments
Agency Request: $3,109

Current Service Level (CSL) Budget

Agency Request: $53,220,640 *Pos.: 133 FTE: 133.00*

The division's CSL budget is the total of the base budget request and essential packages. Approval of CSL continues current operations through the 2023-25 biennium.

Policy Package No. 070 – Revenue Shortfalls
Agency Request: ($342,731) *Pos.: (1) FTE: (1.00)*

Modified Current Service Level (CSL) Budget

Agency Request: $52,877,909 *Pos.: 132 FTE: 132.00*

Policy Packages

Policy Package No. 123 – BCD Revenue Shortfall Addback
Agency Request: $343,046 *Pos.: 1 FTE: 1.00*

Purpose: As personal services continue to grow due to increases related to cost-of-living, annual merit, and other bargaining agreement commitments, the Department of Consumer and Business Services' (DCBS) budget limitation is usually increased to reflect these costs through its continuing service level budget process. DCBS is awarded an increase in expenditure limitation by fund type in proportion to other fund and federal fund splits paid in the previous biennium. However, the amount of federal funds DCBS is awarded does not provide for the personal services increases Oregon is responsible for providing and those costs must be covered by other funds. This situation has caused DCBS to accrue an excess of federal fund limitation not supported by federal revenues. DCBS is requesting a limitation fund shift from federal funds to other funds by requesting an increase to the other funds limitation for the 2025-27 biennium. In addition, DCBS requests that any future adjustments in expenditures due to cost-of-living or other inflationary adjustments, not covered in the base federal grants, be addressed by adjusting the other funds expenditure limitation.

How Achieved: The DCBS Agency Request Budget recognizes the federal fund revenue shortfall within package 070 and seeks to adjust the expenditure limitation to reflect available funding.

DCBS also requests that future budget adjustments based on

inflationary factors in bargaining agreements be awarded as other funds limitation, due to the federal funds grant not being adjusted for these factors. If additional federal grant dollars do become available, DCBS will use additional federal awards to offset other fund costs to maintain current staffing levels.

List Staff Impact: The Department of Consumer and Business Services, Building Codes Division, requests authority to re-establish the following position reduced by package 070:

1 – Operations & Policy Analyst 2 (SR 27)
- Permanent Full-Time
- 1.00 FTE
- AT C0871 AP

Quantifying Results: Not applicable.

Revenue Source: The revenue source for this funding change will be from existing agency resources, including federal funding from the Department of Housing and Urban Development.

Policy Package No. 501 – Learning Management System Technology
Agency Request: $287,000 *Pos.: -* *FTE: -*

Purpose: The Building Codes Division (BCD) is required to establish a system for testing the competency of applicants to serve as building officials and building inspectors for the protection of public health and safety. As a part of this mandate, BCD has developed and continues to grow a training program that provides education and certification for building inspectors, plans examiners, and other certification training for business professionals and public employees operating within the state of Oregon.

BCD is the only approved training provider for Oregon residential electrical inspector, residential plumbing inspector, and building official certifications. BCD continually trains and certifies new people in all scopes of work to meet the growing needs of the building industry.

BCD must maintain and provide code update training (continuing education) for the 2,400 active Oregon building inspectors who hold more than 7,600 specialty certifications between them while continuing to add 150 new certified inspectors annually. Code update training also must be provided and tracked every time a specialty code is updated. This training keeps inspectors up to date on the code and new technology or methods in their field of construction and is required to maintain their individual certifications.

The BCD inspector training and certification program has outgrown the capabilities of assigned employees to manually manage course development, delivery, reporting, tracking student progress, and communication tasks through the multiple separate software programs at its disposal (Adobe Connect, Microsoft Excel, Qualtrics, Scantron, state email, Zoom, and GovDelivery). The manual processes required to maintain the current training system are complex, time consuming, and labor intensive as employees must create, maintain, and move data manually between each of its software products.

The purpose of this technology project is to alleviate these challenges by obtaining an all-in-one academic learning management system (LMS) to increase efficiencies and improve the quality of the division's certification course training services. Procurement of a learning management system will allow BCD to continue to serve the

construction industry through a virtual learning environment. An academic LMS will replace functionality provided by several disparate software products and services, increase training capacity, and add new functionality that is not possible with the tools available to BCD today. Current agency tools cannot meet the demand for synchronous and asynchronous training, and do not meet the business standards the general public expects when attending professional online training.

The new academic LMS will consolidate all administrative functions, content development and online delivery, reporting, and communication functions within a single service platform. The improved efficiencies in course content creation, management, and delivery will allow employees to redirect time and resources toward improving course content (videos, simulations, and labs) and expand interactive activities to better engage students. Reduced administration functions will allow the department to offer additional certification courses based on industry demand. Self-managed student profiles will allow current and past students to maintain accurate contact information for industry training updates and recertifications.

Securing an LMS will fully support BCD's vision of helping to ensure that all Oregonians live, work, and play in safe, efficient, and affordable buildings supported by a highly trained, diverse workforce. An LMS will advance goals identified in BCD's strategic plans such as providing customers with timely, consistent, and effective service.

How Achieved: An increase in budget limitation will allow BCD to implement an LMS solution that will improve the efficiency, quality, and breadth of content and training provided by BCD to its students. Upon implementation, the LMS solution will enable greater access and more enhanced interactive tools for all interested people to participate in learning courses for Oregon inspection certification. The added efficiency of an academic LMS solution will enable employees to dedicate more time to expanding and improving course material and to develop new material for additional training offerings. Additional technology tools within the LMS will provide enhanced engagement for students and provide additional tools for instructors to ensure comprehension and retention of key learning foundations.

List Staff Impact: No new positions are being requested. BCD anticipates being able to execute and support the contract with existing employees.

Quantifying Results: Approval of the proposal will allow BCD to procure and maintain an LMS solution to continue to grow a training program that provides education and certification for building inspectors, plans examiners, and other certification training for business professionals and public employees operating within Oregon. BCD will use project management processes and principles to procure and implement an LMS solution, and will track several data points to ensure the software is meeting performance expectations and customer needs. Some expected results will be increased course content and accessibility; streamlined processes; reduced software programs to better align with DCBS standards for virtual communications; reduction in the need for technical and administrative support; flexibility for students to manage their own profiles; integrated prerequisite testing, knowledge check and mid-term testing; and exam and question analytics for improvement of training content or question format.

Revenue Source: The revenue source for this increase in limitation will be from existing agency resources, including the state surcharge of permits that supports training and other educational programs administered by BCD, and the training resources to help administer

and enforce the state building code.

Policy Package No. 502 – Permitting and Billing Technology
Agency Request: $850,000 Pos.: - FTE: -

Purpose: The purpose is to address technology challenges in permitting, inspection, and plan review services for building permits, elevator permits, and boiler and pressure vessel permits, including an associated billing system to effectively interface with the permitting systems. Additional limitation is also needed for an anticipated new contract to support the state's ePermitting system, which is provided to cities and counties to manage building permitting, inspections, and plan review services.

The existing platform for the ePermitting system, which is currently used by 82 Oregon cities and counties and is anticipated to expand to more than 90 in the next year, is being negotiated for renewal, during which long-standing licensing, maintenance, and hosting rates are expected to increase. In order to accommodate a reasonable increase, additional limitation is needed.

Elevator permitting was put into an existing permitting and inspection system about 10 years ago; however, while the permitting and inspections work well, the system is not designed to effectively manage the complex billing that comes with having renewable operating permits for multiple pieces of equipment at a single location, as well as late fees and additional inspection costs.

The boiler and pressure vessel permitting and inspection system is a legacy system currently on an unsupported technology platform. The boiler and pressure vessel program needs a new permitting and inspection platform, and also has complex billing needs that come with having renewable operating permits with multiple pieces of equipment at a single location, as well as late fees and additional inspection costs. The boiler program has even more complex billing because sites can switch between having state inspectors and insurance inspectors, and the switch changes the fees paid by the customer.

Ultimately, the purpose of these technology projects is to support BCD's customers with efficient technology resources and is consistent with BCD's mission to create the foundation for safe, efficient, affordable buildings in Oregon.

How Achieved: The increase in limitation will allow BCD to execute a contract to continue to support local jurisdictions with ePermitting. BCD anticipates that the new contract will include cost increases related to inflation, as well as charges for additional functionality and changes to how the contract is structured to support local jurisdiction users across the state. Also, ePermitting supports efficient building permitting for local governments, making it faster and easier for customers in participating jurisdictions to buy permits and schedule inspections online.

The increase in limitation will also allow BCD to procure the most efficient software systems to support the elevator and boiler and pressure vessel programs and associated billing software. These software solutions will support our customers in the elevator and boiler and pressure vessel programs to be able to more easily and efficiently buy permits online. They will also support BCD employees and create efficiency by resolving work-around solutions in the current programs.

List Staff Impact: No new positions are being requested. BCD anticipates being able to execute and support necessary contracts with existing staff.

Quantifying Results: Approval of the proposal will allow BCD to procure and maintain software to support its customers and economic development in Oregon. BCD will use project management processes and principles to procure and implement software solutions, and then will track several data points to ensure the software is meeting performance expectations and customer needs.

Revenue Source: The revenue source for this increase in limitation will be from existing agency resources, including the state surcharges of permits that support ePermitting and statewide inspections, and the elevator and boiler and pressure vessel fees that support those programs. The overall cost of these projects is an estimate, and whether the technology platform for elevators, boilers and pressure vessels, and ePermitting is a single platform or separate platforms will affect how the cost is borne from the various programs.

Policy Package No. 503 – State Plan Examiners
Agency Request: $1,089,903 Pos.: 4 FTE: 3.52

Purpose: The purpose of this policy option package is to grow the number of state plans examiners to meet anticipated increased demand due to housing growth; allow the state to provide effective mutual aid to local building departments; provide timely high-quality plan review; and support safe and efficient development. This aligns with the governor's housing framework, which includes working to expand state and local capacity for plan review and site inspections for housing.

Oregon's statewide inspection system is unique in the nation, and every part of the state is covered by either a city, county, or state building department. Oregon also has a statewide building code so that construction standards are consistent and predictable throughout the state. Building permit fees fund building departments. Local fluctuations in construction activity and funding can create challenges for building departments to provide consistent services. In addition, small building departments sometimes need help covering obligations during recruitments, medical leave, vacations, and other absences. To help alleviate both challenges, building departments provide each other with mutual aid through intergovernmental agreements. The state also has mutual aid agreements with local jurisdictions. The state is also in the process of standing up a multilateral mutual aid agreement applicable to all signatories by mutual agreement based on need and capacity.

The state anticipates growth in prefabricated structures, which will create more demand for state plan review. There are also plan review customer choice options that allow a developer to use the state for plan review services, including master plans. Both tools have been identified as areas of growth to meet the state's housing production goals.

This policy option package will increase the number of state plans examiners to meet anticipated increases in demand and be able to provide increased capacity to local governments through mutual aid.

How Achieved: The purpose of this policy option package will be achieved by increasing plan review capacity by adding four plans examiners, bringing the total number of state plans examiners from seven to 11.

List Staff Impact: The Department of Consumer and Business Services, Building Codes Division, requests authority to establish:

4 – Plans Examiner Commercial & Residential (SR 29)
- Permanent Full-Time
- 3.52 FTE
- AT C5391 AP

Quantifying Results: Approval of the proposal will allow BCD to increase the number of plan reviews it performs and provide more timely plan review to its customers and local government customers through mutual aid.

Revenue Source: The revenue source will be from existing agency resources, including fees paid for plans examination, as well as a portion of the state surcharge on permits.

Revenues

2025-27 Beginning Balance	**$ 52,271,792**
Revenues	
General Fund Appropriation	-
Workers' Compensation Insurance Taxes	-
Other Employer-Employee Taxes	-
Insurance Taxes	-
Business License & Fees	44,821,335
Charges for Services	234,923
Fines & Forfeitures	432,794
Interest Income	1,147,819
Other Revenues	74,981
Federal Revenue	239,301
Subtotal Revenues	*$ 46,951,153*
Transfers	
Transfers In - Intrafund	-
Transfers Out - Intrafund	(11,737,859)
Transfers Out - General Fund	-
Transfers Out - Counties	(631,493)
Subtotal Transfers	*($12,369,352)*
Available Funds	**86,853,593**
2025-27 Budgeted Expenditures	55,447,858
2025-27 Ending Balance	**$ 31,405,735**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 50,494,443**	**$ 6,009,503**	**$ 56,503,946**	**132.51**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 53,939,305	$ 6,009,503	$ 59,948,808	133.00
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(1,265,636)	-	(1,265,636)	-
Pkg. 021 Phase-In	13,045	-	13,045	-
Pkg. 022 Phase-Out Program & One-time Costs	(309,830)	(6,000,000)	(6,309,830)	-
Pkg. 031 Standard Inflation	829,060	399	829,459	-
Pkg. 032 Above Standard Inflation	1,685	-	1,685	-
Pkg. 060 Technical Adjustments	3,109	-	3,109	-
Subtotal, Essential Packages	*$ (728,567)*	*$ (5,999,601)*	*$ (6,728,168)*	-
Subtotal, Current Service Level	*$ 53,210,738*	*$ 9,902*	*$ 53,220,640*	*133.00*
Pkg. 070 Revenue Shortfalls	(342,731)	-	(342,731)	(1.00)
Modified Current Service Level	*$ 52,868,007*	*$ 9,902*	*$ 52,877,909*	*132.00*
Policy Packages				
Pkg. 123 BCD Revenue Shortfall Addback	343,046	-	343,046	1.00
Pkg. 501 BCD Learning Mngt System Technology	287,000	-	287,000	-
Pkg. 502 BCD Permitting & Billing Technology	850,000	-	850,000	-
Pkg. 503 BCD State Plans Examiners	1,089,903	-	1,089,903	3.52
2025-27 Total Agency Requested Budget	**$ 55,437,956**	**$ 9,902**	**$ 55,447,858**	**136.52**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Building Codes Division**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 44000-019-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	8,074	-	-	-	8,074
Overtime Payments	-	-	6,111	-	-	-	6,111
All Other Differential	-	-	728	-	-	-	728
Public Employees' Retire Cont	-	-	1,439	-	-	-	1,439
Pension Obligation Bond	-	-	(87,175)	(932)	-	-	(88,107)
Social Security Taxes	-	-	1,141	-	-	-	1,141
Unemployment Assessments	-	-	616	-	-	-	616
Paid Family Medical Leave Insurance	-	-	27	-	-	-	27
Mass Transit Tax	-	-	23,841	-	-	-	23,841
Vacancy Savings	-	-	(1,208,655)	(10,851)	-	-	(1,219,506)
Total Personal Services	**-**	**-**	**($1,253,853)**	**($11,783)**	**-**	**-**	**($1,265,636)**
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(1,253,853)	(11,783)	-	-	(1,265,636)
Total Expenditures	**-**	**-**	**($1,253,853)**	**($11,783)**	**-**	**-**	**($1,265,636)**
Ending Balance							
Ending Balance	-	-	1,253,853	11,783	-	-	1,265,636
Total Ending Balance	**-**	**-**	**$1,253,853**	**$11,783**	**-**	**-**	**$1,265,636**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	2,926	-	-	-	2,926
Out of State Travel	-	-	41	-	-	-	41
Employee Training	-	-	1,000	-	-	-	1,000
Office Expenses	-	-	1,070	-	-	-	1,070
Telecommunications	-	-	1,294	-	-	-	1,294
Data Processing	-	-	3,334	-	-	-	3,334
Dues and Subscriptions	-	-	187	-	-	-	187
IT Expendable Property	-	-	3,193	-	-	-	3,193
Total Services & Supplies	**-**	**-**	**$13,045**	**-**	**-**	**-**	**$13,045**
Total Expenditures							
Total Expenditures	-	-	13,045	-	-	-	13,045
Total Expenditures	**-**	**-**	**$13,045**	**-**	**-**	**-**	**$13,045**
Ending Balance							
Ending Balance	-	-	(13,045)	-	-	-	(13,045)
Total Ending Balance	**-**	**-**	**($13,045)**	**-**	**-**	**-**	**($13,045)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(6,300,000)	-	-	-	-	-	(6,300,000)
Total Revenues	**($6,300,000)**	**-**	**-**	**-**	**-**	**-**	**($6,300,000)**
Services & Supplies							
Attorney General	-	-	(2,930)	-	-	-	(2,930)
Other Services and Supplies	(300,000)	-	-	-	-	-	(300,000)
Expendable Prop 250 - 5000	-	-	(4,500)	-	-	-	(4,500)
IT Expendable Property	-	-	(2,400)	-	-	-	(2,400)
Total Services & Supplies	**($300,000)**	**-**	**($9,830)**	**-**	**-**	**-**	**($309,830)**
Special Payments							
Dist to Counties	(6,000,000)	-	-	-	-	-	(6,000,000)
Total Special Payments	**($6,000,000)**	**-**	**-**	**-**	**-**	**-**	**($6,000,000)**
Total Expenditures							
Total Expenditures	(6,300,000)	-	(9,830)	-	-	-	(6,309,830)
Total Expenditures	**($6,300,000)**	**-**	**($9,830)**	**-**	**-**	**-**	**($6,309,830)**
Ending Balance							
Ending Balance	-	-	9,830	-	-	-	9,830
Total Ending Balance	**-**	**-**	**$9,830**	**-**	**-**	**-**	**$9,830**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Building Codes Division**
Pkg: 031 - Standard Inflation **Cross Reference Number: 44000-019-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	25,472	368	-	-	25,840
Out of State Travel	-	-	675	1	-	-	676
Employee Training	-	-	7,850	7	-	-	7,857
Office Expenses	-	-	24,612	106	-	-	24,718
Telecommunications	-	-	14,048	91	-	-	14,139
State Gov. Service Charges	-	-	317,037	(2,469)	-	-	314,568
Data Processing	-	-	50,253	-	-	-	50,253
Publicity and Publications	-	-	6,451	4	-	-	6,455
Professional Services	-	-	98,909	38	-	-	98,947
IT Professional Services	-	-	13,136	-	-	-	13,136
Attorney General	-	-	94,544	686	-	-	95,230
Employee Recruitment and Develop	-	-	777	-	-	-	777
Dues and Subscriptions	-	-	957	-	-	-	957
Facilities Rental and Taxes	-	-	49,942	514	-	-	50,456
Fuels and Utilities	-	-	840	-	-	-	840
Facilities Maintenance	-	-	3,170	2	-	-	3,172
Agency Program Related S and S	-	-	7	-	-	-	7
Intra-agency Charges	-	-	6,817	-	-	-	6,817
Other Services and Supplies	-	-	42,499	53	-	-	42,552
Expendable Prop 250 - 5000	-	-	5,579	-	-	-	5,579
IT Expendable Property	-	-	37,626	124	-	-	37,750
Total Services & Supplies	**-**	**-**	**$801,201**	**($475)**	**-**	**-**	**$800,726**
Capital Outlay							
Technical Equipment	-	-	22,802	-	-	-	22,802

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Software	-	-	5,532	-	-	-	5,532
Total Capital Outlay	**-**	**-**	**$28,334**	**-**	**-**	**-**	**$28,334**
Special Payments							
Dist to Other Gov Unit	-	-	399	-	-	-	399
Total Special Payments	**-**	**-**	**$399**	**-**	**-**	**-**	**$399**
Total Expenditures							
Total Expenditures	-	-	829,934	(475)	-	-	829,459
Total Expenditures	**-**	**-**	**$829,934**	**($475)**	**-**	**-**	**$829,459**
Ending Balance							
Ending Balance	-	-	(829,934)	475	-	-	(829,459)
Total Ending Balance	**-**	**-**	**($829,934)**	**$475**	**-**	**-**	**($829,459)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	1,685	-	-	-	1,685
Total Services & Supplies	**-**	**-**	**$1,685**	**-**	**-**	**-**	**$1,685**
Total Expenditures							
Total Expenditures	-	-	1,685	-	-	-	1,685
Total Expenditures	**-**	**-**	**$1,685**	**-**	**-**	**-**	**$1,685**
Ending Balance							
Ending Balance	-	-	(1,685)	-	-	-	(1,685)
Total Ending Balance	**-**	**-**	**($1,685)**	**-**	**-**	**-**	**($1,685)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	3,109	-	-	-	3,109
Total Services & Supplies	**-**	**-**	**$3,109**	**-**	**-**	**-**	**$3,109**
Total Expenditures							
Total Expenditures	-	-	3,109	-	-	-	3,109
Total Expenditures	**-**	**-**	**$3,109**	**-**	**-**	**-**	**$3,109**
Ending Balance							
Ending Balance	-	-	(3,109)	-	-	-	(3,109)
Total Ending Balance	**-**	**-**	**($3,109)**	**-**	**-**	**-**	**($3,109)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 070 - Revenue Shortfalls

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	(208,968)	-	-	(208,968)
Empl. Rel. Bd. Assessments	-	-	-	(72)	-	-	(72)
Public Employees' Retire Cont	-	-	-	(43,967)	-	-	(43,967)
Social Security Taxes	-	-	-	(15,986)	-	-	(15,986)
Paid Family Medical Leave Insurance	-	-	-	(836)	-	-	(836)
Worker's Comp. Assess. (WCD)	-	-	-	(42)	-	-	(42)
Flexible Benefits	-	-	-	(42,408)	-	-	(42,408)
Total Personal Services	**-**	**-**	**-**	**($312,279)**	**-**	**-**	**($312,279)**
Services & Supplies							
Instate Travel	-	-	-	(9,124)	-	-	(9,124)
Out of State Travel	-	-	-	(29)	-	-	(29)
Employee Training	-	-	-	(178)	-	-	(178)
Office Expenses	-	-	-	(2,634)	-	-	(2,634)
Telecommunications	-	-	-	(2,247)	-	-	(2,247)
Publicity and Publications	-	-	-	(95)	-	-	(95)
Professional Services	-	-	-	(599)	-	-	(599)
Attorney General	-	-	-	(3,634)	-	-	(3,634)
Facilities Rental and Taxes	-	-	-	(7,474)	-	-	(7,474)
Facilities Maintenance	-	-	-	(56)	-	-	(56)
Other Services and Supplies	-	-	-	(1,303)	-	-	(1,303)
IT Expendable Property	-	-	-	(3,079)	-	-	(3,079)
Total Services & Supplies	**-**	**-**	**-**	**($30,452)**	**-**	**-**	**($30,452)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 070 - Revenue Shortfalls

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	(342,731)	-	-	(342,731)
Total Expenditures	**-**	**-**	**-**	**($342,731)**	**-**	**-**	**($342,731)**
Ending Balance							
Ending Balance	-	-	-	342,731	-	-	342,731
Total Ending Balance	**-**	**-**	**-**	**$342,731**	**-**	**-**	**$342,731**
Total Positions							
Total Positions							(1)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(1)**
Total FTE							
Total FTE							(1.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(1.00)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 123 - BCD Revenue Shortfall Addback

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	52,242	156,726	-	-	208,968
Empl. Rel. Bd. Assessments	-	-	18	54	-	-	72
Public Employees' Retire Cont	-	-	10,992	32,975	-	-	43,967
Social Security Taxes	-	-	3,997	11,990	-	-	15,987
Paid Family Medical Leave Insurance	-	-	209	627	-	-	836
Worker's Comp. Assess. (WCD)	-	-	11	32	-	-	43
Mass Transit Tax	-	-	313	-	-	-	313
Flexible Benefits	-	-	10,602	31,806	-	-	42,408
Total Personal Services	**-**	**-**	**$78,384**	**$234,210**	**-**	**-**	**$312,594**
Services & Supplies							
Instate Travel	-	-	9,124	-	-	-	9,124
Out of State Travel	-	-	29	-	-	-	29
Employee Training	-	-	178	-	-	-	178
Office Expenses	-	-	2,634	-	-	-	2,634
Telecommunications	-	-	2,247	-	-	-	2,247
Publicity and Publications	-	-	95	-	-	-	95
Professional Services	-	-	599	-	-	-	599
Attorney General	-	-	3,634	-	-	-	3,634
Facilities Rental and Taxes	-	-	7,474	-	-	-	7,474
Facilities Maintenance	-	-	56	-	-	-	56
Other Services and Supplies	-	-	1,303	-	-	-	1,303

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 123 - BCD Revenue Shortfall Addback

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	3,079	-	-	-	3,079
Total Services & Supplies	**-**	**-**	**$30,452**	**-**	**-**	**-**	**$30,452**
Total Expenditures							
Total Expenditures	-	-	108,836	234,210	-	-	343,046
Total Expenditures	**-**	**-**	**$108,836**	**$234,210**	**-**	**-**	**$343,046**
Ending Balance							
Ending Balance	-	-	(108,836)	(234,210)	-	-	(343,046)
Total Ending Balance	**-**	**-**	**($108,836)**	**($234,210)**	**-**	**-**	**($343,046)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Building Codes Division**

Pkg: 501 - BCD Learning Management System Technology **Cross Reference Number: 44000-019-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	108,800	-	-	-	108,800
IT Professional Services	-	-	163,200	-	-	-	163,200
Attorney General	-	-	15,000	-	-	-	15,000
Total Services & Supplies	**-**	**-**	**$287,000**	**-**	**-**	**-**	**$287,000**
Total Expenditures							
Total Expenditures	-	-	287,000	-	-	-	287,000
Total Expenditures	**-**	**-**	**$287,000**	**-**	**-**	**-**	**$287,000**
Ending Balance							
Ending Balance	-	-	(287,000)	-	-	-	(287,000)
Total Ending Balance	**-**	**-**	**($287,000)**	**-**	**-**	**-**	**($287,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Building Codes Division**
Pkg: 502 - BCD Permitting & Billing Technology **Cross Reference Number: 44000-019-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	323,200	-	-	-	323,200
IT Professional Services	-	-	484,800	-	-	-	484,800
Attorney General	-	-	42,000	-	-	-	42,000
Total Services & Supplies	**-**	**-**	**$850,000**	**-**	**-**	**-**	**$850,000**
Total Expenditures							
Total Expenditures	-	-	850,000	-	-	-	850,000
Total Expenditures	**-**	**-**	**$850,000**	**-**	**-**	**-**	**$850,000**
Ending Balance							
Ending Balance	-	-	(850,000)	-	-	-	(850,000)
Total Ending Balance	**-**	**-**	**($850,000)**	**-**	**-**	**-**	**($850,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 503 - BCD State Plans Examiners

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	576,324	-	-	-	576,324
Empl. Rel. Bd. Assessments	-	-	252	-	-	-	252
Public Employees' Retire Cont	-	-	121,260	-	-	-	121,260
Social Security Taxes	-	-	44,088	-	-	-	44,088
Paid Family Medical Leave Insurance	-	-	2,304	-	-	-	2,304
Worker's Comp. Assess. (WCD)	-	-	148	-	-	-	148
Mass Transit Tax	-	-	3,458	-	-	-	3,458
Flexible Benefits	-	-	148,428	-	-	-	148,428
Total Personal Services	**-**	**-**	**$896,262**	**-**	**-**	**-**	**$896,262**
Services & Supplies							
Instate Travel	-	-	21,585	-	-	-	21,585
Out of State Travel	-	-	603	-	-	-	603
Employee Training	-	-	4,000	-	-	-	4,000
Office Expenses	-	-	10,912	-	-	-	10,912
Telecommunications	-	-	11,499	-	-	-	11,499
Data Processing	-	-	45,173	-	-	-	45,173
Dues and Subscriptions	-	-	2,349	-	-	-	2,349
Facilities Rental and Taxes	-	-	44,310	-	-	-	44,310
Expendable Prop 250 - 5000	-	-	20,400	-	-	-	20,400
IT Expendable Property	-	-	32,810	-	-	-	32,810
Total Services & Supplies	**-**	**-**	**$193,641**	**-**	**-**	**-**	**$193,641**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 503 - BCD State Plans Examiners

Cross Reference Name: Building Codes Division
Cross Reference Number: 44000-019-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,089,903	-	-	-	1,089,903
Total Expenditures	**-**	**-**	**$1,089,903**	**-**	**-**	**-**	**$1,089,903**
Ending Balance							
Ending Balance	-	-	(1,089,903)	-	-	-	(1,089,903)
Total Ending Balance	**-**	**-**	**($1,089,903)**	**-**	**-**	**-**	**($1,089,903)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.52
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.52**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4932	580880	689	AT C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,707	-208,968	-103,311	-312,279	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**-208,968**	**-103,311**	**-312,279**		
				Total Funds						**-208,968**	**-103,311**	**-312,279**	**-1**	**-1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4932	580880	689	AT C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,707	208,968	103,313	312,281	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**52,242**	**25,828**	**78,070**		
				Federal Funds						**156,726**	**77,485**	**234,211**		
				Total Funds						**208,968**	**103,313**	**312,281**	**1**	**1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4115	1441591	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
4116	1441583	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
4117	1441579	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
4118	1441573	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
7000074	1441555	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	0	3	6,861	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**576,324**	**316,480**	**892,804**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**576,324**	**316,480**	**892,804**	**4**	**3.52**

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

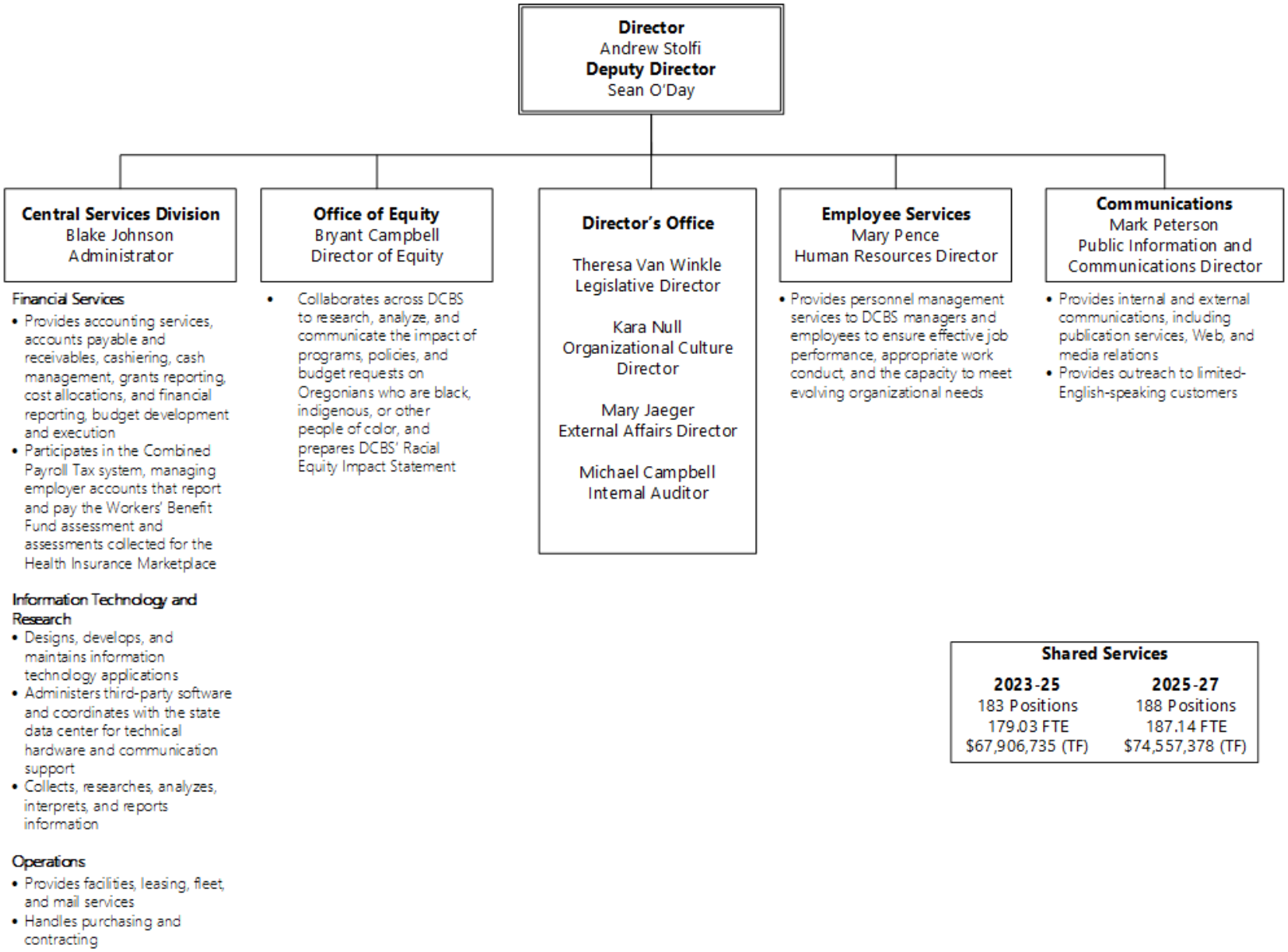
Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-019-00-00-00000**

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 Employer -Employee Taxes	50	-	-	-	-	-
Business Lic and Fees	52,642,744	44,513,469	44,513,469	44,821,335	-	-
Charges for Services	117,808	230,294	230,294	234,923	-	-
Fines and Forfeitures	402,052	424,265	424,265	432,794	-	-
Interest Income	1,230,328	1,028,922	1,028,922	1,147,819	-	-
Other Revenues	16,062	73,503	73,503	74,981	-	-
Transfer Out - Intrafund	(7,384,630)	(10,422,874)	(11,080,771)	(11,737,859)	-	-
Transfer to Counties	(483,225)	(529,416)	(529,416)	(631,493)	-	-
Total Other Funds	**$46,541,189**	**$35,318,163**	**$34,660,266**	**$34,342,500**	**-**	**-**
Federal Funds						
Federal Funds	235,774	302,603	331,395	239,301	-	-
Total Federal Funds	**$235,774**	**$302,603**	**$331,395**	**$239,301**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Other Employer - Employee Taxes	3400	0130	50	-	-	-	-	-
Business Lic and Fees	3400	0205	52,642,744	44,513,469	44,513,469	44,821,335	-	-
Charges for Services	3400	0410	117,808	230,294	230,294	234,923	-	-
Fines and Forfeitures	3400	0505	402,052	424,265	424,265	432,794	-	-
Interest Income	3400	0605	1,230,328	1,028,922	1,028,922	1,147,819	-	-
Other Revenues	3400	0975	16,062	73,503	73,503	74,981	-	-
Transfer Out-Intrafund	3400	2010	(7,384,630)	(10,422,874)	(11,080,771)	(11,737,859)	-	-
Transfer to Counties	3400	2080	(483,225)	(529,416)	(529,416)	(631,493)	-	-
Federal Funds	6400	0995	235,774	302,603	331,395	239,301	-	-



Shared Services	
2023-25	**2025-27**
183 Positions	188 Positions
179.03 FTE	187.14 FTE
$67,906,735 (TF)	$74,557,378 (TF)

Enabling Legislation/Program Authorization
ORS Chapter 705 governs the Department of Consumer and Business Services.

Program Overview
The Department of Consumer and Business Services includes a variety of diverse divisions, offices, and boards, all of which share the common goal to protect and empower consumers and workers while maintaining a predictable yet innovative regulatory environment for the people of Oregon and beyond. Shared Services helps the DCBS divisions, offices, and boards achieve that mission by providing specialized services, such as information technology, financial management, human resources, and communications. Having those functions centralized is cost effective, increases department accountability, and enables all DCBS programs and divisions to share the resources and expertise.

Program Description
The Director's Office provides department leadership. The director and deputy director provide general supervision for DCBS programs and divisions, as well as policy direction for the department. Included in the Director's Office are the Communications Section, Employee Services, Office of Equity, organizational culture director, legislative director, external affairs director, and internal auditor.

The Communications Section provides communication services, such as writing, editing, multimedia and web design, media relations, social media, and consultation. The section also coordinates public records requests on behalf of the agency.

Employee Services provides personnel services to DCBS managers and employees to ensure effective job performance, workplace safety, appropriate work conduct, workforce training and development, and the capacity to meet evolving organizational needs.

The recently created Office of Equity combines the agency's Diversity, Equity, and Inclusion Program and the Multicultural Communications Program to serve as a catalyst with the agency to further the goal of fostering inclusive work environment and to work with agency leadership and those who do business with DCBS to promote the equitable delivery of services.

The DCBS Central Services Division includes the Financial Services, Operations, and Information Technology and Research (IT&R) sections. Financial Services ensures the sound fiscal management of the department and provides accounting, budgeting, and accounts receivable management to DCBS divisions. The Operations Section provides purchasing, property control, mail, and facilities services for the department. Information Technology and Research provides timely, high-quality research and technological solutions to DCBS divisions to help them achieve their missions. Technology and research play a key role in effective regulation, and divisions rely on IT&R to support critical projects.

Program Performance
Shared Services supports critical projects and allows the agency to carry out its regulatory functions and mission. The chart below illustrates how many employees are supported, the statutory fees, and the varied programs that lead to consumer protection and safety.

Shared Services Customers		
Program Area	**FTE**	**# of Fees**
Workers' Compensation Board	79.00	0
Workers' Compensation Division	185.52	8
Oregon OSHA	213.85	0
Division of Financial Regulation	207.52	136
Building Codes Division	136.52	331
Universal Health Plan Gov Board	3.00	0
Total	**825.41**	**475**

Funding Streams

Shared Services is 100 percent funded by revenue transfers from areas of the department served based on the cost of services provided, and a grant from the U.S. Department of Labor to conduct an annual survey of work-related injuries and illnesses and to collect data for the census on fatal occupational injuries.

Significant Proposed Program Changes from 2023-25

None.

Base Budget

Agency Request: $73,755,836 *Pos.: 183 FTE: 182.50*

The base budget request is the 2023-25 Legislatively Adopted Budget and administrative changes approved by the Department of Administrative Services through February 2024 and roll-up of salary costs.

Essential Packages

Essential Package No. 010 – Non-PICS Service Adjustment
Agency Request: ($1,455,559)

Essential Package No. 021 – Program Adjustments
Agency Request: $46,416

Essential Package No. 022 – Phased-out Programs and One-time Costs
Agency Request: ($76,200)

Essential Package No. 031 – Cost Adjustment for Inflation and Price List Items
Agency Request: $1,505,835

Essential Package No. 032 – Above Standard Inflation
Agency Request: $41,335

Essential Package No. 040 – Mandated Caseload & Costs
Agency Request: $0

Essential Package No. 050 – Fund Shifts/Revenue Reductions
Agency Request: $0

Essential Package No. 060 – Technical Adjustments
Agency Request: ($579,841)

Current Service Level (CSL) Budget

Agency Request: $73,237,822 *Pos.: 183 FTE: 182.50*

The division's CSL budget is the total of the base budget request plus essential packages. Approval of the CSL continues current operations through the 2025-27 biennium.

Policy Package No. 070 – Revenue Shortfalls
Agency Request: ($17,039)

Modified Current Service Level (CSL) Budget

Agency Request: $73,220,783 Pos.: 183 FTE: 182.50

The division's modified CSL budget is the total of the CSL budget minus the revenue shortfall policy package 070. Approval of the modified CSL continues current operations through the 2025-27 biennium.

Policy Packages

Policy Package No. 107 – Workday Position
Agency Request: $201,274 Pos.: 1 FTE:1.00

Purpose: The transition to Workday Payroll has changed the way DCBS manages labor cost codes. Each position has a potential of 80-plus worker earning codes, which has increased employee workload to reconcile and correct default organizational codes and labor cost codes within the Workday system.

How Achieved: In 2023, DCBS hired a limited-duration position to meet the additional workload needs created by the transition to Workday Payroll. This position reconciles and solves current position labor cost codes and default organizational code issues. DCBS has determined that this will be an ongoing workload and wants the position authority to permanently hire. This delivers a critical service to all positions in DCBS, ensuring accuracy for payroll and accounting records.

List Staff Impact: The Department of Consumer and Business Services, requests authority to establish the following position:

1 – Administrative Specialist 1 (SR 17)
- Permanent Full-Time
- 1.00 FTE (24 months)
- OAS C0107 AP

Quantifying Results: It is anticipated that this will reduce the number of payroll reclasses that are performed each month by the accounting team. This will also create a streamlined process and point of contact for the divisions for questions about employee payroll coding.

Revenue Source: Funding is provided through revenue transfers from areas of the department served, based on the cost of services provided.

Policy Package No. 108 – Assessments
Agency Request: $210,524 Pos.: 1 FTE: 0.88

Purpose: The DCBS Assessments Unit participates in the Combined Payroll Tax system, managing employer accounts that report and pay the Workers' Benefit Fund assessment. Additionally, the unit collects the Oregon Health Insurance Marketplace (OHIM) assessment on behalf of the Oregon Health Authority. The team's accounting technicians and auditors are not able to complete assigned work due to the increased workload from new programs and increased number of Oregon employers.

1. Revenue collected by the unit continues to increase year over year. This includes Workers' Benefit Fund Assessments, Premium Assessments, and the Oregon Health Insurance Marketplace.

Revenue Source	Fiscal Year		
	2021	2022	2023
WBF Assessments	65,716,014	69,192,129	71,981,967
Premium Assessments	71,859,248	88,082,358	95,974,976
OHIM (Medical & Dental)	6,290,325	8,119,491	7,995,481
TOTAL	**143,865,587**	**165,393,978**	**175,952,425**

2. The unit currently consists of 8 employees, down from 14 in 2009.
    a. Five accounting technicians, two Workers' Benefit Fund auditors, and one operations and policy analyst 1.
    b. Much of the Premium Assessment work is manual due to an outdated reporting system for the 258 insurers and 94 self-insured businesses. This work is done by two accounting techs, which takes time away from their assigned WBF work.
    c. As of November 2023, there are about 150,000 Business Identification Numbers (BINs). Of that, based on workers' compensation data, there are 124,000 employers with workers' compensation coverage (up from 100,130 in 2009).
    d. OHIM monthly invoicing is currently worked by one accounting tech who also works WBF and shares Premium Assessment workload.

3. In September 2022, the Oregon Employment Department (OED) launched a new reporting platform that captures unemployment insurance tax. This modernization has created an increased workload for accounting technicians and auditors:
    a. The new reporting platform created additional work processes include identifying, verifying, and manually transferring misapplied payments to Employment.
    b. There it a backlog of more than 19,000 amendments and closing documents in need of review and more are received daily.
    c. The reports received require manual review before loading into WCTAX system. Two or three times a week, there are multiple employees being pulled away from assigned work to help with the review of the reports.

4. A notice of discrepancy on account letter is generated to employers who have submitted payment, but WBF hours are missing. There are several hundred letters mailed monthly. Not all employers respond to the information request, resulting in a backlog of account discrepancies. Follow-up with these employers are addressed as time allows.

5. Conversely, employers who reported hours for WBF, but failed to pay the assessment, must be invoiced monthly. This results in inquiries from employers and extra employees are needed to answer emails and return telephone calls. This pulls employees from their regular assigned work.

6. There are currently more than 2,000 BINs with account credits that are not automated and are done manually. This workload is behind, so the unit is out of compliance based on ORS 293.445, which requires all overpayments on accounts to be refunded within three years.

7. Suspended payments and quarterly reports are received daily. The Department of Revenue is required to send payments received within 24 hours. Not all payments are reported with the correct BIN. Research for the correct BIN takes hours a week. Employees work on it when time allows; however, this does not get worked on daily.

8. Based on the number of accounts that need reviewing, current auditors would need to review 30 new accounts each week in a 40-hour work week for an entire year. Each account reviewed receives a 30-day reminder if an audit is started. Auditors are required to review ticklers daily to move audit forward to next step.

List Staff Impact: The Department of Consumer and Business Services, Central Services Division, requests authority to establish the following position:

1 – Fiscal Auditor 1 (SR 23)
- Permanent Full-Time
- 0.88 FTE (21 months)
- OAS C5641 AP

Quantifying Results: The Assessments Unit will quantify results by successfully maintaining current service levels and completing tasks efficiently, effectively, and on time.

Revenue Source: Funding is provided through revenue transfers from areas of the department served, based on the cost of services provided.

Policy Package No. 109 – Accounting Support
Agency Request: $239,830 *Pos.: 1 FTE: 0.88*

Purpose: The DCBS Accounting Services team is operating at capacity and needs to increase the team by one Accountant 2 to maintain current service levels as new programs and tasks are assigned to the team.

1. The workload of reviewing and releasing accounting batches is double for payments made in the new OregonBuys system than those made outside the system.

2. The State of Oregon began to use Workday Payroll in December 2022. The system produces incorrect payroll data each month which the accounting staff must review to ensure payroll expenditures are recorded accurately. This is especially important for federal grant reporting.

3. Accounting staff help the Accounts Receivable (AR) team and agency programs in compiling accounts receivable data for multiple reports the agency is required to submit. These reports are sent quarterly and annually. AR reporting data is regularly increasing, and the reports are more complex each year.

4. In the past two biennia, new programs have been added to DCBS that increase the number of accounting transactions needing to be entered and monitored in the accounting system, along with special requests from these programs. New programs include:
    a. BCD Fire Hardening Grant Program
    b. Prescription Drug Affordability Board (PDAB)
    c. Prescribed Fire Claims Fund
    d. DFR Pharmaceutical Representatives Program
    e. Universal Health Plan Governance Board

5. The State of Oregon has adopted several new Governmental Accounting Standard Board (GASB) rules during past three fiscal years. These accounting rules have added additional workload to our agency accounting staff.

6. Currently, the accounting team does not have the appropriate capacity to review and analyze monthly accounting data to identify any incorrect transactions and ensure full accuracy of the data. This increases the risk of findings during the agency annual audit process.

How Achieved: The solution is to add a new Accountant 2 position in CSD Financial Services.

List Staff Impact: The Department of Consumer and Business Services, Central Services Division, requests authority to establish the following position:

1 – Accountant 2 (SR 27)
- Permanent Full-Time
- 0.88 FTE (21 months)
- OAS C1217 AP

Quantifying Results: If this proposal is approved, the accounting team will quantify results by successfully maintaining current service levels and completing all new tasks identified in the Purpose section efficiently, effectively, and on time.

Revenue Source: Funding is provided through revenue transfers from areas of the department served, based on the cost of services provided.

Policy Package No. 110 – Agency Classification Review
Agency Request: $245,119 *Pos.: 1 FTE: 0.88*

Purpose: The Department of Consumer and Business Services (DCBS) has interagency agreements with four other state agencies for human resource services that include class and compensation work. DCBS respectfully requests to establish a permanent, full-time Human Resource Analyst 2 (HRA 2), Class and Compensation Analyst position. Currently, DCBS has one permanent full-time HRA 2. Due to the increase in workload, we have hired a part-time temporary employee to help with the agency backlog.

In addition to the interagency agreements DCBS has with other state agencies, DCBS' human resources workload has increased significantly. During the 2023 legislative session, DCBS established 31 new positions through policy option packages, an additional eight were established through passed legislative bills. In the 2024 February legislative session, DCBS established 17 new positions through passed legislative bills, one of which was established in an agency permanent finance plan.

DCBS has also experienced an increased workload in position desk audits, which take priority due to timeline and appeal requirements negotiated in union contracts. Other ongoing activities performed are pay equity analysis, updating the Workday system with salary adjustments made to compensation plans, new hire letters, etc. In June 2024, DCBS anticipates the Department of Administrative Services will have completed an enterprise pay equity review from which we expect to see an increase in employee pay equity analyses while also maintaining DCBS' workload, in addition to services we provide via interagency agreements.

How Achieved: DCBS has unsuccessfully attempted to get help by recruiting for a job-rotation or a limited-duration assignment. In January 2024, we hired a part-time temporary employee to help with our backlog in classification work. Since then, DCBS has had several inquiries from other agencies requesting help on classification analysis work. However, with the current backlog, we are unable to help and maintain our ongoing work. While our part-time temporary hire is only for six months, we do anticipate the workload to be ongoing due to increasing agency needs and existing interagency agreements.

List Staff Impact: The Department of Consumer and Business Services, Central Services Division, requests authority to establish the following position:

1 – Human Resource Analyst 2 (SR 26)
- Permanent Full-Time
- 0.88 FTE (21 months)
- MMN X1321 AP

Quantifying Results: If this proposal is approved, Employee Services will quantify results by successfully working through the existing backlog while maintaining current service levels.

Revenue Source: Funding is provided through revenue transfers from areas of the department served, based on the cost of services provided.

Policy Package No. 111 – Legislative and Strategic Planning Coordinator
Agency Request: $321,903 *Pos.: 1 FTE: 1.00*

Purpose: Over the past few legislative sessions, the department's involvement in workgroups and task forces and the volume of information requests from legislators, policy committees, task forces, and other state agencies has increased. Legislation that establishes new or expanded regulatory programs and functions at DCBS has increased the scope of monitored public policy issues and legislative measures. Although divisions are involved in these activities, most of the work is coordinated within the Director's Office. The legislative director often represents the department or the executive branch in workgroups whose focus or end goals affect multiple divisions. The legislative director also is often assigned special projects such as implementing legislation or legislative directives that do not have a direct connection to a division. The legislative director does not have dedicated support within the Director's Office or other divisions.

Likewise, monitoring the implementation of the department's strategic plan in accordance with Gov. Kotek's expectations necessitates centralized coordination from the Director's Office. The collective workload cannot be absorbed with current employees.

This package requests the establishment of a permanent, full-time position to help the agency's legislative director and the organizational culture and employee engagement director.

How Achieved: The policy package plays a key role in meeting and exceeding the governor's customer service and strategic planning expectations for state agencies. The permanent position will help the Director's Office achieve manageable employee workloads and provide consistent and continual internal and external support on proposed and ongoing public policy initiatives and legislation, special projects, and the department's strategic plan.

The proposal was developed from post-2020-21 interim, post-2023 session, and post-project internal discussions.

List Staff Impact: The Department of Consumer and Business Services, Central Services Division, requests authority to establish the following position:

1 – Operations & Policy Analyst 3 (SR 30)
- Permanent Full-Time
- 1.00 FTE (24 months)
- MMN C0872 AP

Quantifying Results: If the proposal is approved, results will be measured by:
1. Reduced turnaround times on legislative requests and reviews with a maximum 24-hour initial response time during legislative session and two working days during the interim period.
2. Each initiative in the strategic plan having a timeframe with key milestones for full implementation and achievement of each initiative within its prescribed timeframe.

Revenue Source: Funding is provided through revenue transfers from areas of the department served, based on the cost of services provided.

Policy Package No. 120 – Technical Adjustment - Reclasses
Agency Request: $100,906 Pos.: - FTE: -

Purpose: The Central Services Division is seeking to reclassify positions within the division to align with workload needs. Normally, these actions would be completed through a Department of Administrative Services permanent finance plan process; however, the Central Services Division is unable to fund these actions on its own through this process.

How Achieved: This policy package would increase other funds expenditure limitation to fund the reclassification of three positions. The reclassification requests are in the process of being reviewed and approved by the Department of Administrative Services, Chief Human Resources Office.

List Staff Impact: The Department of Consumer and Business Services, Central Services Division, requests additional other funds limitation to reclass the following positions:

Position 1000.664
- From: Internal Auditor 3
- To: Internal Auditor Chief Executive 1

Position 1100.745
- From: Diversity Equity & Inclusion Manager 1
- To: Diversity Equity & Inclusion Manager 2

Position 7000.557
- From: Office Specialist 1
- To: Procurement & Contract Specialist 3

Quantifying Results: The reclassified positions would properly align with the responsibilities and workload needs of the division.

Revenue Source: Funding is provided through revenue transfers from areas of the department served, based on the cost of services provided.

Policy Package No. 122 – IT&R Revenue Shortfall Addback
Agency Request: $17,039 Pos.: - FTE: -

Purpose: As personal services continue to grow due to increases related to cost-of-living, annual merit, and other bargaining agreement commitments, the Department of Consumer and Business Services' (DCBS) budget limitation is usually increased to reflect these costs through its continuing service level budget process. DCBS is awarded an increase in expenditure limitation by fund type in proportion to other fund and federal fund splits paid in the previous biennium. However, the amount of federal funds DCBS is awarded does not provide for the personal services increases Oregon is responsible for providing and those costs must be covered by other funds. This situation has caused DCBS to accrue an excess of federal fund limitation not supported by federal revenues. DCBS is requesting a limitation fund shift from federal funds to other funds by requesting an increase to other funds limitation for the 2025-27 biennium. In addition, DCBS requests that any future adjustments in expenditures due to cost of living or other inflationary adjustments, not covered in the base federal grants, be addressed by adjusting the other fund expenditure limitation.

How Achieved: The DCBS Agency Request Budget recognizes the federal fund revenue shortfall within package 070 and seeks to adjust expenditure limitation to reflect available funding.

DCBS also requests that future budget adjustments based on inflationary factors in bargaining agreements be awarded as other funds limitation, due to the federal funds grant not being adjusted for these actors. If additional federal grant dollars do become available, DCBS will use additional federal awards to offset other fund costs to maintain current service levels.

List Staff Impact: None.

Quantifying Results: Not applicable.

Revenue Source: Funding is provided through revenue transfers from areas of the department served, based on the cost of services provided.

Revenues

2025-27 Beginning Balance	**$**	**-**
Revenues		
General Fund Appropriation		-
Workers' Compensation Insurance Taxes		381,400
Other Employer-Employee Taxes		-
Insurance Taxes		-
Business License & Fees		-
Charges for Services		-
Fines & Forfeitures		-
Interest Income		-
Other Revenues		-
Federal Revenue		381,400
Subtotal Revenues	*$*	*762,800*
Transfers		
Transfers In - Intrafund		74,315,315
Transfers Out - Intrafund		-
Transfers Out - General Fund		-
Transfers Out - Counties		-
Transfers Out - Governor		(520,310)
Transfers Out - BOLI		-
Subtotal Transfers	*$*	*73,795,005*
Available Funds		**74,557,805**
2025-27 Budgeted Expenditures		74,557,378
2025-27 Ending Balance	**$**	**427**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 67,906,735**	**-**	**$ 67,906,735**	**179.03**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 73,755,836	$ -	$ 73,755,836	182.50
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(1,455,559)	-	(1,455,559)	-
Pkg. 021 Phase-In	46,416	-	46,416	-
Pkg. 022 Phase-Out Program & One-time Costs	(76,200)	-	(76,200)	-
Pkg. 031 Standard Inflation	1,505,835	-	1,505,835	-
Pkg. 032 Above Standard Inflation	41,335	-	41,335	-
Pkg. 050 Fund Shift	-	-	-	-
Pkg. 060 Technical Adjustments	(579,841)	-	(579,841)	-
Subtotal, Essential Packages	*$ (518,014)*	*$ -*	*$ (518,014)*	*-*
Subtotal, Current Service Level	*$ 73,237,822*	*$ -*	*$ 73,237,822*	*182.50*
Pkg. 070 Revenue Shortfalls	(17,039)	-	(17,039)	-
Modified Current Service Level	*$ 73,220,783*	*$ -*	*$ 73,220,783*	*182.50*
Policy Packages				
Pkg. 107 Workday Support	201,274	-	201,274	1.00
Pkg. 108 Assessments Support	210,524	-	210,524	0.88
Pkg. 109 Accounting Support	239,830	-	239,830	0.88
Pkg. 110 Agency Classification Review	245,119	-	245,119	0.88
Pkg. 111 Legislative & Strategic Planning Coordinator	321,903	-	321,903	1.00
Pkg. 120 Technical Adj - Reclasses	100,906	-	100,906	-
Pkg. 122 IT&R Revenue Shortfall Addback	17,039	-	17,039	-
2025-27 Total Agency Requested Budget	**$ 74,557,378**	**$ -**	**$ 74,557,378**	**187.14**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	2,966	-	-	-	2,966
Overtime Payments	-	-	5,154	-	-	-	5,154
All Other Differential	-	-	4,163	-	-	-	4,163
Public Employees' Retire Cont	-	-	1,961	-	-	-	1,961
Pension Obligation Bond	-	-	(72,803)	(990)	-	-	(73,793)
Social Security Taxes	-	-	940	-	-	-	940
Unemployment Assessments	-	-	497	-	-	-	497
Paid Family Medical Leave Insurance	-	-	37	-	-	-	37
Mass Transit Tax	-	-	40,570	-	-	-	40,570
Vacancy Savings	-	-	(1,426,535)	(11,519)	-	-	(1,438,054)
Total Personal Services	**-**	**-**	**($1,443,050)**	**($12,509)**	**-**	**-**	**($1,455,559)**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(1,443,050)	(12,509)	-	-	(1,455,559)
Total Expenditures	**-**	**-**	**($1,443,050)**	**($12,509)**	**-**	**-**	**($1,455,559)**
Ending Balance							
Ending Balance	-	-	1,443,050	12,509	-	-	1,455,559
Total Ending Balance	**-**	**-**	**$1,443,050**	**$12,509**	**-**	**-**	**$1,455,559**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	135	-	-	-	135
Out of State Travel	-	-	66	-	-	-	66
Employee Training	-	-	200	-	-	-	200
Office Expenses	-	-	2,453	-	-	-	2,453
Telecommunications	-	-	4,203	-	-	-	4,203
Data Processing	-	-	17,424	-	-	-	17,424
Dues and Subscriptions	-	-	119	-	-	-	119
IT Expendable Property	-	-	21,816	-	-	-	21,816
Total Services & Supplies	**-**	**-**	**$46,416**	**-**	**-**	**-**	**$46,416**
Total Expenditures							
Total Expenditures	-	-	46,416	-	-	-	46,416
Total Expenditures	**-**	**-**	**$46,416**	**-**	**-**	**-**	**$46,416**
Ending Balance							
Ending Balance	-	-	(46,416)	-	-	-	(46,416)
Total Ending Balance	**-**	**-**	**($46,416)**	**-**	**-**	**-**	**($46,416)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	(7,200)	-	-	-	(7,200)
Telecommunications	-	-	(1,700)	-	-	-	(1,700)
Expendable Prop 250 - 5000	-	-	(54,000)	-	-	-	(54,000)
IT Expendable Property	-	-	(13,300)	-	-	-	(13,300)
Total Services & Supplies	**-**	**-**	**($76,200)**	**-**	**-**	**-**	**($76,200)**
Total Expenditures							
Total Expenditures	-	-	(76,200)	-	-	-	(76,200)
Total Expenditures	**-**	**-**	**($76,200)**	**-**	**-**	**-**	**($76,200)**
Ending Balance							
Ending Balance	-	-	76,200	-	-	-	76,200
Total Ending Balance	**-**	**-**	**$76,200**	**-**	**-**	**-**	**$76,200**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	1,665	-	-	-	1,665
Out of State Travel	-	-	176	10	-	-	186
Employee Training	-	-	5,400	58	-	-	5,458
Office Expenses	-	-	10,081	106	-	-	10,187
Telecommunications	-	-	31,071	50	-	-	31,121
State Gov. Service Charges	-	-	595,865	-	-	-	595,865
Data Processing	-	-	86,280	-	-	-	86,280
Publicity and Publications	-	-	544	-	-	-	544
Professional Services	-	-	45,313	65	-	-	45,378
IT Professional Services	-	-	22,342	-	-	-	22,342
Attorney General	-	-	3,790	-	-	-	3,790
Employee Recruitment and Develop	-	-	338	-	-	-	338
Dues and Subscriptions	-	-	2,966	1	-	-	2,967
Facilities Rental and Taxes	-	-	622,558	4,392	-	-	626,950
Fuels and Utilities	-	-	13	-	-	-	13
Facilities Maintenance	-	-	384	-	-	-	384
Agency Program Related S and S	-	-	10,304	-	-	-	10,304
Intra-agency Charges	-	-	745	-	-	-	745
Other Services and Supplies	-	-	10,571	-	-	-	10,571
Expendable Prop 250 - 5000	-	-	1,765	-	-	-	1,765
IT Expendable Property	-	-	32,207	4	-	-	32,211
Total Services & Supplies	**-**	**-**	**$1,484,378**	**$4,686**	**-**	**-**	**$1,489,064**
Capital Outlay							
Technical Equipment	-	-	6,192	-	-	-	6,192

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Hardware	-	-	10,579	-	-	-	10,579
Total Capital Outlay	**-**	**-**	**$16,771**	**-**	**-**	**-**	**$16,771**
Total Expenditures							
Total Expenditures	-	-	1,501,149	4,686	-	-	1,505,835
Total Expenditures	**-**	**-**	**$1,501,149**	**$4,686**	**-**	**-**	**$1,505,835**
Ending Balance							
Ending Balance	-	-	(1,501,149)	(4,686)	-	-	(1,505,835)
Total Ending Balance	**-**	**-**	**($1,501,149)**	**($4,686)**	**-**	**-**	**($1,505,835)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	41,335	-	-	-	41,335
Total Services & Supplies	**-**	**-**	**$41,335**	**-**	**-**	**-**	**$41,335**
Total Expenditures							
Total Expenditures	-	-	41,335	-	-	-	41,335
Total Expenditures	**-**	**-**	**$41,335**	**-**	**-**	**-**	**$41,335**
Ending Balance							
Ending Balance	-	-	(41,335)	-	-	-	(41,335)
Total Ending Balance	**-**	**-**	**($41,335)**	**-**	**-**	**-**	**($41,335)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
Facilities Rental and Taxes	-	-	(579,841)	-	-	-	(579,841)
Total Services & Supplies	**-**	**-**	**($579,841)**	**-**	**-**	**-**	**($579,841)**
Total Expenditures							
Total Expenditures	-	-	(579,841)	-	-	-	(579,841)
Total Expenditures	**-**	**-**	**($579,841)**	**-**	**-**	**-**	**($579,841)**
Ending Balance							
Ending Balance	-	-	579,841	-	-	-	579,841
Total Ending Balance	**-**	**-**	**$579,841**	**-**	**-**	**-**	**$579,841**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 070 - Revenue Shortfalls

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Out of State Travel	-	-	-	(238)	-	-	(238)
Employee Training	-	-	-	(1,444)	-	-	(1,444)
Office Expenses	-	-	-	(2,629)	-	-	(2,629)
Telecommunications	-	-	-	(1,231)	-	-	(1,231)
Professional Services	-	-	-	(1,021)	-	-	(1,021)
Dues and Subscriptions	-	-	-	(19)	-	-	(19)
Facilities Rental and Taxes	-	-	-	(10,352)	-	-	(10,352)
Other Services and Supplies	-	-	-	(6)	-	-	(6)
IT Expendable Property	-	-	-	(99)	-	-	(99)
Total Services & Supplies	**-**	**-**	**-**	**($17,039)**	**-**	**-**	**($17,039)**
Total Expenditures							
Total Expenditures	-	-	-	(17,039)	-	-	(17,039)
Total Expenditures	**-**	**-**	**-**	**($17,039)**	**-**	**-**	**($17,039)**
Ending Balance							
Ending Balance	-	-	-	17,039	-	-	17,039
Total Ending Balance	**-**	**-**	**-**	**$17,039**	**-**	**-**	**$17,039**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 107 - FS Workday Support

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	94,848	-	-	-	94,848
Empl. Rel. Bd. Assessments	-	-	72	-	-	-	72
Public Employees' Retire Cont	-	-	19,956	-	-	-	19,956
Social Security Taxes	-	-	7,256	-	-	-	7,256
Paid Family Medical Leave Insurance	-	-	379	-	-	-	379
Worker's Comp. Assess. (WCD)	-	-	42	-	-	-	42
Mass Transit Tax	-	-	569	-	-	-	569
Flexible Benefits	-	-	42,408	-	-	-	42,408
Total Personal Services	**-**	**-**	**$165,530**	**-**	**-**	**-**	**$165,530**
Services & Supplies							
Out of State Travel	-	-	27	-	-	-	27
Employee Training	-	-	1,000	-	-	-	1,000
Office Expenses	-	-	1,676	-	-	-	1,676
Telecommunications	-	-	1,739	-	-	-	1,739
Data Processing	-	-	7,299	-	-	-	7,299
Dues and Subscriptions	-	-	5	-	-	-	5
Facilities Rental and Taxes	-	-	12,660	-	-	-	12,660
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,238	-	-	-	6,238
Total Services & Supplies	**-**	**-**	**$35,744**	**-**	**-**	**-**	**$35,744**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 107 - FS Workday Support

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	201,274	-	-	-	201,274
Total Expenditures	**-**	**-**	**$201,274**	**-**	**-**	**-**	**$201,274**
Ending Balance							
Ending Balance	-	-	(201,274)	-	-	-	(201,274)
Total Ending Balance	**-**	**-**	**($201,274)**	**-**	**-**	**-**	**($201,274)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 108 - FS Assessments Support

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	108,549	-	-	-	108,549
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	22,839	-	-	-	22,839
Social Security Taxes	-	-	8,304	-	-	-	8,304
Paid Family Medical Leave Insurance	-	-	434	-	-	-	434
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	651	-	-	-	651
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$177,984**	**-**	**-**	**-**	**$177,984**
Services & Supplies							
Out of State Travel	-	-	24	-	-	-	24
Employee Training	-	-	1,000	-	-	-	1,000
Office Expenses	-	-	1,467	-	-	-	1,467
Telecommunications	-	-	1,534	-	-	-	1,534
Data Processing	-	-	6,387	-	-	-	6,387
Dues and Subscriptions	-	-	4	-	-	-	4
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	5,946	-	-	-	5,946
Total Services & Supplies	**-**	**-**	**$32,540**	**-**	**-**	**-**	**$32,540**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 108 - FS Assessments Support

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	210,524	-	-	-	210,524
Total Expenditures	**-**	**-**	**$210,524**	**-**	**-**	**-**	**$210,524**
Ending Balance							
Ending Balance	-	-	(210,524)	-	-	-	(210,524)
Total Ending Balance	**-**	**-**	**($210,524)**	**-**	**-**	**-**	**($210,524)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 109 - FS Account Support

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	131,145	-	-	-	131,145
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	27,593	-	-	-	27,593
Social Security Taxes	-	-	10,033	-	-	-	10,033
Paid Family Medical Leave Insurance	-	-	525	-	-	-	525
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	787	-	-	-	787
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$207,290**	**-**	**-**	**-**	**$207,290**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	24	-	-	-	24
Employee Training	-	-	1,000	-	-	-	1,000
Office Expenses	-	-	1,467	-	-	-	1,467
Telecommunications	-	-	1,534	-	-	-	1,534
Data Processing	-	-	6,387	-	-	-	6,387
Dues and Subscriptions	-	-	4	-	-	-	4
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	5,946	-	-	-	5,946
Total Services & Supplies	**-**	**-**	**$32,540**	**-**	**-**	**-**	**$32,540**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 109 - FS Account Support

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	239,830	-	-	-	239,830
Total Expenditures	**-**	**-**	**$239,830**	**-**	**-**	**-**	**$239,830**
Ending Balance							
Ending Balance	-	-	(239,830)	-	-	-	(239,830)
Total Ending Balance	**-**	**-**	**($239,830)**	**-**	**-**	**-**	**($239,830)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 110 - ES Agency Classification Review

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	135,849	-	-	-	135,849
Empl. Rel. Bd. Assessments	-	-	63	-	-	-	63
Public Employees' Retire Cont	-	-	28,583	-	-	-	28,583
Social Security Taxes	-	-	10,392	-	-	-	10,392
Paid Family Medical Leave Insurance	-	-	543	-	-	-	543
Worker's Comp. Assess. (WCD)	-	-	37	-	-	-	37
Mass Transit Tax	-	-	815	-	-	-	815
Flexible Benefits	-	-	37,107	-	-	-	37,107
Total Personal Services	**-**	**-**	**$213,389**	**-**	**-**	**-**	**$213,389**
Services & Supplies							
Employee Training	-	-	1,000	-	-	-	1,000
Office Expenses	-	-	668	-	-	-	668
Telecommunications	-	-	2,014	-	-	-	2,014
Data Processing	-	-	5,536	-	-	-	5,536
Dues and Subscriptions	-	-	317	-	-	-	317
Facilities Rental and Taxes	-	-	11,078	-	-	-	11,078
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	6,017	-	-	-	6,017
Total Services & Supplies	**-**	**-**	**$31,730**	**-**	**-**	**-**	**$31,730**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 110 - ES Agency Classification Review

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	245,119	-	-	-	245,119
Total Expenditures	**-**	**-**	**$245,119**	**-**	**-**	**-**	**$245,119**
Ending Balance							
Ending Balance	-	-	(245,119)	-	-	-	(245,119)
Total Ending Balance	**-**	**-**	**($245,119)**	**-**	**-**	**-**	**($245,119)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 111 - DO Legislative & Strategic Planing Coord.

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	188,712	-	-	-	188,712
Empl. Rel. Bd. Assessments	-	-	72	-	-	-	72
Public Employees' Retire Cont	-	-	39,705	-	-	-	39,705
Social Security Taxes	-	-	14,436	-	-	-	14,436
Paid Family Medical Leave Insurance	-	-	755	-	-	-	755
Worker's Comp. Assess. (WCD)	-	-	42	-	-	-	42
Mass Transit Tax	-	-	978	-	-	-	978
Flexible Benefits	-	-	42,408	-	-	-	42,408
Total Personal Services	**-**	**-**	**$287,108**	**-**	**-**	**-**	**$287,108**
Services & Supplies							
Instate Travel	-	-	372	-	-	-	372
Out of State Travel	-	-	91	-	-	-	91
Employee Training	-	-	1,000	-	-	-	1,000
Office Expenses	-	-	804	-	-	-	804
Telecommunications	-	-	2,687	-	-	-	2,687
Data Processing	-	-	6,601	-	-	-	6,601
Dues and Subscriptions	-	-	135	-	-	-	135
Facilities Rental and Taxes	-	-	12,660	-	-	-	12,660
Expendable Prop 250 - 5000	-	-	5,100	-	-	-	5,100
IT Expendable Property	-	-	5,345	-	-	-	5,345
Total Services & Supplies	**-**	**-**	**$34,795**	**-**	**-**	**-**	**$34,795**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 111 - DO Legislative & Strategic Planing Coord.

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	321,903	-	-	-	321,903
Total Expenditures	**-**	**-**	**$321,903**	**-**	**-**	**-**	**$321,903**
Ending Balance							
Ending Balance	-	-	(321,903)	-	-	-	(321,903)
Total Ending Balance	**-**	**-**	**($321,903)**	**-**	**-**	**-**	**($321,903)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 120 - Technical Adjustment - Reclasses

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	78,168	-	-	-	78,168
Public Employees' Retire Cont	-	-	16,446	-	-	-	16,446
Social Security Taxes	-	-	5,980	-	-	-	5,980
Paid Family Medical Leave Insurance	-	-	312	-	-	-	312
Total Personal Services	**-**	**-**	**$100,906**	**-**	**-**	**-**	**$100,906**
Total Expenditures							
Total Expenditures	-	-	100,906	-	-	-	100,906
Total Expenditures	**-**	**-**	**$100,906**	**-**	**-**	**-**	**$100,906**
Ending Balance							
Ending Balance	-	-	(100,906)	-	-	-	(100,906)
Total Ending Balance	**-**	**-**	**($100,906)**	**-**	**-**	**-**	**($100,906)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 122 - IT&R Revenue Shortfall Addback

Cross Reference Name: Central Services Division
Cross Reference Number: 44000-017-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Out of State Travel	-	-	238	-	-	-	238
Employee Training	-	-	1,444	-	-	-	1,444
Office Expenses	-	-	2,629	-	-	-	2,629
Telecommunications	-	-	1,231	-	-	-	1,231
Professional Services	-	-	1,021	-	-	-	1,021
Dues and Subscriptions	-	-	19	-	-	-	19
Facilities Rental and Taxes	-	-	10,352	-	-	-	10,352
Other Services and Supplies	-	-	6	-	-	-	6
IT Expendable Property	-	-	99	-	-	-	99
Total Services & Supplies	**-**	**-**	**$17,039**	**-**	**-**	**-**	**$17,039**
Total Expenditures							
Total Expenditures	-	-	17,039	-	-	-	17,039
Total Expenditures	**-**	**-**	**$17,039**	**-**	**-**	**-**	**$17,039**
Ending Balance							
Ending Balance	-	-	(17,039)	-	-	-	(17,039)
Total Ending Balance	**-**	**-**	**($17,039)**	**-**	**-**	**-**	**($17,039)**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
7000075	1441608		OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	3	3,952	94,848	70,113	164,961	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**94,848**	**70,113**	**164,961**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**94,848**	**70,113**	**164,961**	**1**	**1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
700073	1441610		OAS C5641 A P	FISCAL AUDITOR 1	23	PF	0	3	5,169	0	0	0	0	0.00
7000073	1441613		OAS C5641 A P	FISCAL AUDITOR 1	23	PF	21	3	5,169	108,549	68,784	177,333	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**108,549**	**68,784**	**177,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**108,549**	**68,784**	**177,333**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
7000074	1441555		OAS C1217 A P	ACCOUNTANT 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
7000076	1441614		OAS C1217 A P	ACCOUNTANT 2	27	PF	0	3	6,245	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**131,145**	**75,358**	**206,503**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1000013	1441609		MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**135,849**	**76,725**	**212,574**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**135,849**	**76,725**	**212,574**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1000014	1441606		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
1000014	1441606		MMN C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	3	6,791	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**188,712**	**97,418**	**286,130**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**188,712**	**97,418**	**286,130**	**1**	**1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1100745	1254800	87	MESN Z7203 A P	DIVERSITY EQUITY AND INCLUSIO	35X	PF	0	7	11,578	13,200	3,839	17,039	0	0.00
7000557	229910	54661	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	4	7,206	64,968	18,899	83,867	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**78,168**	**22,738**	**100,906**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**78,168**	**22,738**	**100,906**	**0**	**0.00**

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

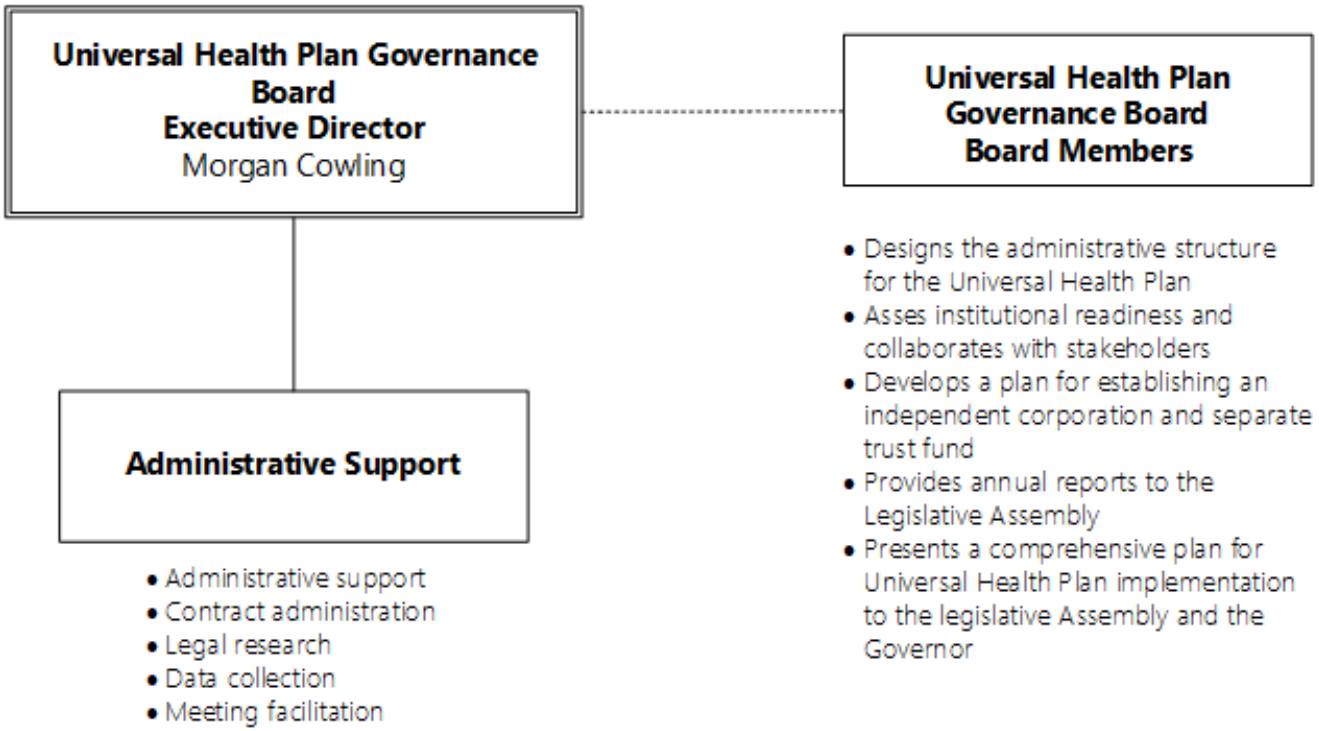
Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-017-00-00-00000**

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						
Workers Comp Insurance Taxes	-	381,400	381,400	381,400	-	-
Insurance Taxes	-	128,530	128,530	-	-	-
Business Lic and Fees	-	498,947	498,947	-	-	-
Charges for Services	123	-	-	-	-	-
Admin and Service Charges	680,441	-	-	-	-	-
Fines and Forfeitures	2,000	-	-	-	-	-
Interest Income	1,052	-	-	-	-	-
Other Revenues	84,981	-	-	-	-	-
Transfer In - Intrafund	47,312,675	61,831,129	66,379,739	70,710,016	-	-
Transfer Out - Intrafund	(41,076)	-	-	-	-	-
Tsfr To Administrative Svcs	(17,653)	-	-	-	-	-
Tsfr To Governor, Office of the	(326,514)	(427,000)	(427,000)	(520,310)	-	-
Total Other Funds	**$47,696,029**	**$62,413,006**	**$66,961,616**	**$70,571,106**	**-**	**-**
Federal Funds						
Federal Funds	363,975	381,400	409,960	381,400	-	-
Transfer Out - Intrafund	(32,439)	-	-	-	-	-
Total Federal Funds	**$331,536**	**$381,400**	**$409,960**	**$381,400**	**-**	**-**
Nonlimited Other Funds						
Fines and Forfeitures	37	-	-	-	-	-
Interest Income	100	-	-	-	-	-
Other Revenues	319	-	-	-	-	-
Transfer In - Intrafund	3,176,998	3,605,299	3,605,299	3,605,299	-	-
Transfer Out - Intrafund	(219)	-	-	-	-	-
Total Nonlimited Other Funds	**$3,177,235**	**$3,605,299**	**$3,605,299**	**$3,605,299**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Workers Comp Insurance Taxes	3400	0125	-	381,400	381,400	381,400	-	-
Insurance Taxes	3400	0150	-	128,530	128,530	-	-	-
Business Lic and Fees	3400	0205	-	498,947	498,947	-	-	-
Charges for Services	3400	0410	123	-	-	-	-	-
Admin and Service Charges	3400	0415	680,441	-	-	-	-	-
Fine and Forfeitures	3400	0505	2,000	-	-	-	-	-
Interest Income	3400	0605	1,052	-	-	-	-	-
Other Revenues	3400	0975	84,981	-	-	-	-	-
Transfer In - Intrafund	3400	1010	47,312,675	61,831,129	66,379,739	70,710,016	-	-
Transfer Out - Intrafund	3400	2010	(41,076)	-	-	-	-	-
Tsfr to Administrative Svcs	3400	2107	(17,653)	-	-	-	-	-
Tsfr to Governor, Office of the	3400	2121	(326,514)	(427,000)	(427,000)	(520,310)	-	-
Federal Funds	6400	0995	363,975	381,400	409,960	381,400	-	-
Transfer Out - Intrafund	6400	2010	(32,439)	-	-	-	-	-
Fines and Forfeitures	3200	0505	37	-	-	-	-	-
Interest Income	3200	0605	100	-	-	-	-	-
Other Revenues	3200	0975	319	-	-	-	-	-
Transfer In - Intrafund	3200	1010	3,176,998	3,605,299	3,605,299	3,605,299	-	-
Transfer Out - Intrafund	3200	2010	(219)	-	-	-	-	-



Universal Health Plan Governance Board	
2023-25	**2025-27**
3 Positions	3 Positions
2.68 FTE	3.00 FTE
$1,503,438 (TF)	$1,904,174 (TF)

Enabling Legislation/Program Authorization

Senate Bill 1089 (2023) established the nine-member Universal Health Plan Governance Board within the Department of Consumer and Business Services (DCBS). Members of the board are appointed by the governor and confirmed by the Senate.

Program Overview

The Universal Health Plan Governance Board is charged with sending the legislature and governor a comprehensive plan to finance and administer a Universal Health Plan by Sept. 15, 2026. The bill further describes the powers and responsibilities of the board, board membership, the goals and values of the plan, and the specific elements the financial and administration plan must contain. The board appoints an executive director and establishes the salary for the position. The executive director may appoint policy and administrative staff and contract with experts as needed.

Program Description

The Universal Health Plan Governance Board has nine members who are appointed by the governor to represent a variety of health care professions and community perspective. The board will plan for a system in which employers contribute to the cost of Oregon's health care system while retaining the flexibility to offer benefits, including self-funded health plans, to employees. The board will make reports to the Legislative Assembly on Dec. 1 each year and present to the Legislative Assembly and the governor by Sept. 15, 2026, a comprehensive plan for the implementation of a universal health plan.

Funding Streams

This program is funded 100 percent by the General Fund.

Significant Proposed Program Changes from 2023-25

None.

Program Narrative

2023-25 Accomplishments

Members of the Universal Health Plan Governance Board were appointed by Gov. Tina Kotek and confirmed by the Oregon Senate in February 2024 at the beginning of the 2024 legislative session. The executive director was hired in February 2024. Two additional employees were hired in March 2024 and the first official board meeting was held in April 2024.

2025-27 Expected Results

The Universal Health Plan Governance Board is tasked with developing by Sept, 15, 2026, a comprehensive plan to finance and administer a universal health plan. This plan will identify statutory authority and the information technology infrastructure needed for plan operations. In addition, the plan will include a method to create an independent public corporation to administer the plan and a proposal to create a universal health plan trust fund in the State Treasury separate and distinct from the General Fund.

Revenue Sources

Senate Bill 1089 (2023) is funded with General Fund to support the costs of the Universal Health Plan Governance Board, which is established in the bill.

Proposed Legislation

None.

Base Budget

Agency Request: $1,847,376 *Pos.: 3 FTE: 3.00*

The base budget request is the 2023-25 Legislatively Adopted Budget and administrative changes approved by the Department of Administrative Services through February 2022 and roll-up of salary costs.

Essential Packages

Essential Package No. 010 – Non-PICS Service Adjustment
Agency Request: ($23,613)

Essential Package No. 021 – Program Adjustments
Agency Request: $4,088

Essential Package No. 022 – Phased-out Programs and One-time Costs
Agency Request: ($23,100)

Essential Package No. 031 – Cost Adjustment for Inflation and Price List Items
Agency Request: $96,891

Essential Package No. 032 – Above Standard Inflation
Agency Request: $2,532

Essential Package No. 040 – Mandated Caseload & Costs
Agency Request: $0

Essential Package No. 050 – Fund Shifts/Revenue Reductions
Agency Request: $0

Essential Package No. 060 – Technical Adjustments
Agency Request: $0

Current Service Level (CSL) Budget

Agency Request: $1,904,174 *Pos.: 3 FTE: 3.00*

The CSL budget is the total of the base budget request plus essential packages. Approval of the CSL continues current operations through the 2025-27 biennium.

Policy Package No. 070 – Revenue Shortfalls
Agency Request: $0

Modified Current Service Level (CSL) Budget

Agency Request: $1,904,174 *Pos.: 3 FTE: 3.00*

The division's modified CSL budget is the total of the CSL budget minus the revenue shortfall policy package 070. Approval of the modified CSL continues current operations through the 2025-27 biennium.

Policy Packages

Revenues

2025-27 Beginning Balance	**$**	**-**
Revenues		
General Fund Appropriation		1,904,174
Workers' Compensation Insurance Taxes		-
Other Employer-Employee Taxes		-
Insurance Taxes		-
Business License & Fees		-
Charges for Services		-
Fines & Forfeitures		-
Interest Income		-
Other Revenues		-
Federal Revenue		-
Subtotal Revenues	*$*	*1,904,174*
Transfers		
Transfers In - Intrafund		-
Transfers Out - Intrafund		-
Transfers Out - General Fund		-
Transfers Out - Counties		-
Transfers Out - Governor		-
Transfers Out - BOLI		-
Subtotal Transfers	*$*	-
Available Funds		**1,904,174**
2025-27 Budgeted Expenditures		1,904,174
2025-27 Ending Balance	**$**	**-**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ 1,466,696**	**36,742.00**	**$ 1,503,438**	**2.68**

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ 1,810,634	$ 36,742	$ 1,847,376	3.00
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	(23,613)	-	(23,613)	-
Pkg. 021 Phase-In	4,088	-	4,088	-
Pkg. 022 Phase-Out Program & One-time Costs	(23,100)	-	(23,100)	-
Pkg. 031 Standard Inflation	96,891	-	96,891	-
Pkg. 032 Above Standard Inflation	2,532	-	2,532	-
Pkg. 050 Fund Shift	-	-	-	-
Pkg. 060 Technical Adjustments	-	-	-	-
Subtotal, Essential Packages	*$ 56,798*	*$ -*	*$ 56,798*	*-*
Subtotal, Current Service Level	*$ 1,867,432*	*$ 36,742*	*$ 1,904,174*	*3.00*
Pkg. 070 Revenue Shortfalls	-	-	-	-
Modified Current Service Level	*$ 1,867,432*	*$ 36,742*	*$ 1,904,174*	*3.00*
Policy Packages				
2025-27 Total Agency Requested Budget	**$ 1,867,432**	**$ 36,742**	**$ 1,904,174**	**3.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of **Cross Reference Name: Universal Health Plan Governance Board**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 44000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(23,613)	-	-	-	-	-	(23,613)
Total Revenues	**($23,613)**	**-**	**-**	**-**	**-**	**-**	**($23,613)**
Personal Services							
Pension Obligation Bond	6,060	-	-	-	-	-	6,060
Mass Transit Tax	4,046	-	-	-	-	-	4,046
Vacancy Savings	(33,719)	-	-	-	-	-	(33,719)
Total Personal Services	**($23,613)**	**-**	**-**	**-**	**-**	**-**	**($23,613)**
Total Expenditures							
Total Expenditures	(23,613)	-	-	-	-	-	(23,613)
Total Expenditures	**($23,613)**	**-**	**-**	**-**	**-**	**-**	**($23,613)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Universal Health Plan Governance Board
Cross Reference Number: 44000-020-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,088	-	-	-	-	-	4,088
Total Revenues	**$4,088**	**-**	**-**	**-**	**-**	**-**	**$4,088**
Services & Supplies							
Instate Travel	561	-	-	-	-	-	561
Out of State Travel	199	-	-	-	-	-	199
Office Expenses	189	-	-	-	-	-	189
Telecommunications	672	-	-	-	-	-	672
Data Processing	847	-	-	-	-	-	847
Dues and Subscriptions	368	-	-	-	-	-	368
IT Expendable Property	1,252	-	-	-	-	-	1,252
Total Services & Supplies	**$4,088**	**-**	**-**	**-**	**-**	**-**	**$4,088**
Total Expenditures							
Total Expenditures	4,088	-	-	-	-	-	4,088
Total Expenditures	**$4,088**	**-**	**-**	**-**	**-**	**-**	**$4,088**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Universal Health Plan Governance Board
Cross Reference Number: 44000-020-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(23,100)	-	-	-	-	-	(23,100)
Total Revenues	**($23,100)**	**-**	**-**	**-**	**-**	**-**	**($23,100)**
Services & Supplies							
Telecommunications	(300)	-	-	-	-	-	(300)
Expendable Prop 250 - 5000	(15,300)	-	-	-	-	-	(15,300)
IT Expendable Property	(7,500)	-	-	-	-	-	(7,500)
Total Services & Supplies	**($23,100)**	**-**	**-**	**-**	**-**	**-**	**($23,100)**
Total Expenditures							
Total Expenditures	(23,100)	-	-	-	-	-	(23,100)
Total Expenditures	**($23,100)**	**-**	**-**	**-**	**-**	**-**	**($23,100)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Universal Health Plan Governance Board
Cross Reference Number: 44000-020-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	96,891	-	-	-	-	-	96,891
Total Revenues	**$96,891**	**-**	**-**	**-**	**-**	**-**	**$96,891**
Services & Supplies							
Instate Travel	524	-	-	-	-	-	524
Out of State Travel	-	-	-	-	-	-	-
Employee Training	166	-	-	-	-	-	166
Office Expenses	66	-	-	-	-	-	66
Telecommunications	235	-	-	-	-	-	235
State Gov. Service Charges	34,974	-	-	-	-	-	34,974
Data Processing	296	-	-	-	-	-	296
Professional Services	34,000	-	-	-	-	-	34,000
Attorney General	9,541	-	-	-	-	-	9,541
Dues and Subscriptions	-	-	-	-	-	-	-
Facilities Rental and Taxes	8,786	-	-	-	-	-	8,786
Agency Program Related S and S	5,774	-	-	-	-	-	5,774
Intra-agency Charges	322	-	-	-	-	-	322
IT Expendable Property	664	-	-	-	-	-	664
Total Services & Supplies	**$95,348**	**-**	**-**	**-**	**-**	**-**	**$95,348**
Special Payments							
Dist to Individuals	1,543	-	-	-	-	-	1,543
Total Special Payments	**$1,543**	**-**	**-**	**-**	**-**	**-**	**$1,543**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Universal Health Plan Governance Board
Cross Reference Number: 44000-020-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	96,891	-	-	-	-	-	96,891
Total Expenditures	**$96,891**	**-**	**-**	**-**	**-**	**-**	**$96,891**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Universal Health Plan Governance Board
Cross Reference Number: 44000-020-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,532	-	-	-	-	-	2,532
Total Revenues	**$2,532**	**-**	**-**	**-**	**-**	**-**	**$2,532**
Services & Supplies							
Facilities Rental and Taxes	2,532	-	-	-	-	-	2,532
Total Services & Supplies	**$2,532**	**-**	**-**	**-**	**-**	**-**	**$2,532**
Total Expenditures							
Total Expenditures	2,532	-	-	-	-	-	2,532
Total Expenditures	**$2,532**	**-**	**-**	**-**	**-**	**-**	**$2,532**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Enabling Legislation/Program Authorization

ORS 656.614 established the reserves and also grants the director authority to establish assessment rates through administrative rule.

Program Overview

The Oregon workers' compensation system is designed to prevent worker injuries and illnesses, ensure that employers provide workers' compensation coverage for their employees, provide treatment and benefits to help injured workers return to work as quickly as possible, and resolve disputes as quickly, fairly, and with as little litigation as possible.

The Department of Consumer and Business Services administers the Self-Insured Employer Adjustment Reserve (SIEAR) and the Self-Insured Employer Group Adjustment Reserve (SIEGAR) that protect injured workers who work for employers who self-insure their workers' compensation liability. If a self-insured employer or group becomes insolvent or otherwise defaults on its workers' compensation obligations, the applicable fund pays the benefits for the employer's workers and their beneficiaries until demand on the required security deposit is executed and paid. If additional claim liabilities remain after the deposit is exhausted, the applicable fund pays the benefits.

Program Description

The program protects workers and their beneficiaries by providing benefit payments when a self-insured employer becomes insolvent or otherwise defaults on its workers' compensation obligations. The two reserve funds include:

The Self-Insured Employer Adjustment Reserve: The Self-Insured Employer Adjustment Reserve pays for claims costs from self-insured employers that become insolvent. Self-insured employers are required to provide surety bonds or irrevocable letters of credit to the department to cover claims costs in the event of insolvency. If an employer defaults, the department makes demand on the bond or letter of credit to make claim payments. The Self-Insured Employer Adjustment Reserve becomes operative when the amount held in trust is exhausted. An additional 0.1 percent premium assessment paid by self-insured employers currently funds the reserve.

There are 93 active self-insured employers, who employ about 10 percent of Oregon workers. Montgomery Ward, Mervyns, Pope & Talbot, Fleetwood Enterprises, NORPAC, and Yellow Transportation are several examples of bankrupt self-insured employers whose former workers are entitled to have their claims paid from these reserves.

The Self-Insured Employer Group Adjustment Reserve: The Self-Insured Employer Group Adjustment Reserve pays for claims from self-insured employer groups that become insolvent. Since 2011, five self-insured employer groups have filed for bankruptcy, voluntarily decertified under SB 1558 (2014), or voluntarily exited self-insurance. As of 2024, there are two active private-employer groups and no public-sector group. Most self-insured employer groups are required to provide security deposits to cover claims costs in the event of insolvency. The Self-Insured Employer Group Adjustment reserve becomes operative when the amount held in trust is expended. An additional 0.5 percent premium assessment from private-sector groups currently fund the reserve. The law requires the department to keep assessments separate for public-sector and private-sector groups.

Program Performance

The reserves have adequately covered all claims costs for self-insured employers or self-insurer employer groups that have become insolvent and exhausted all other available resources. The assessment for

individual self-insured employers has been stable since 2012, and reduced in 2020, because the fund balance has been adequate to pay claims costs. The department increased the assessment for all group self-insured employers in 2014. The assessment for public-sector groups was reduced in 2015 and reduced for both public-sector and private-sector groups in 2020. As of July 1, 2023, there are no remaining public self-insured groups, as Special Districts Association of Oregon (SDAO) disbanded its workers' compensation section. If a new public self-insured employer group forms, the department will collect an additional 0.1 percent assessment from them.

All of the self-insurer reserves are evaluated each year to determine the appropriateness of the assessment rate for the coming calendar year.

Funding Streams

The following funds the Workers' Compensation Non-Limited Program:

- ***100 percent*** is funded by an assessment paid by self-insured employers and self-insured employer groups, in addition to their premium assessment. This results in a 0.1 percent assessment for individual self-insured employers and 0.5 percent for private self-insured groups into reserve accounts to pay claims in the event of a bankruptcy or default.

Significant Proposed Program Changes from 2023-25

None.

Revenues and Expenditures

2025-27 Beginning Balance	**$**	**4,000,186**
Revenues		
General Fund Appropriation		-
Workers' Compensation Insurance Taxes		254,558
Other Employer-Employee Taxes		-
Insurance Taxes		-
Business License & Fees		-
Charges for Services		-
Fines & Forfeitures		-
Interest Income		106,519
Other Revenues		319,462
Federal Revenue		-
Subtotal Revenues	*$*	*680,539*
Transfers		
Transfers In - Intrafund		-
Transfers Out - Intrafund		-
Transfers Out - General Fund		-
Transfers Out - Counties		-
Transfers Out - Governor		-
Transfers Out - BOLI		-
Subtotal Transfers	*$*	-
Available Funds		**4,680,725**
2025-27 Budgeted Expenditures		1,460,451
2025-27 Ending Balance	**$**	**3,220,274**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Consumer and Business Svcs, Dept of | **Cross Reference Name: Workers Compensation NL Accts**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 44000-005-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Mass Transit Tax	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-005-00-00-00000**

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						
Workers Comp Insurance Taxes	285,531	265,115	265,115	254,558	-	-
Interest Income	70,539	76,295	76,295	106,519	-	-
Other Revenues	194,640	554,195	554,195	319,462	-	-
Total Nonlimited Other Funds	**$550,710**	**$895,605**	**$895,605**	**$680,539**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Workers' Comp Insurance Taxes	3200	0125	285,531	265,115	265,115	254,558	-	-
Interest Income	3200	0605	70,539	76,295	76,295	106,519	-	-
Other Revenues	3200	0975	194,640	554,195	554,195	319,462	-	-

Enabling Legislation/Program Authorization

The Workers' Benefit Fund provides revenue for several programs that help injured workers and employers. In 1995, the Legislature created the fund by combining several existing workers' compensation accounts (see ORS 656.506).

Program Overview

The Oregon workers' compensation system is designed to prevent worker injuries and illnesses, ensure that employers provide workers' compensation coverage for their employees, provide treatment and benefits to help injured workers return to work as quickly as possible, and resolve disputes as quickly, fairly, and with as little litigation as possible.

The Workers' Benefit Fund protects the financial safety of both workers and employers. The fund pays for some income replacement benefits to workers and pays for incentives to employers to keep injured workers at work and return workers to physically appropriate work.

Program Description

The Workers' Benefit Fund supports a variety of programs that help injured workers and employers. The fund provides benefit increases to permanently and totally disabled workers and to families of workers who died as the result of a workplace injury or illness. The increases are based on changes in the state average wages. The fund also supports Oregon's highly successful return-to-work programs that help injured workers return to work quickly and earn close to their pre-injury wages. The fund pays for the following specific programs:

Retroactive Program: The program reimburses insurance companies for adjusting benefit levels in place at the date of injury to reflect changes in state average wages, an approximation of the cost of living. Insurance companies are responsible for paying claims according to the benefit levels on the date a worker is injured, but they must annually adjust the benefits to dependents and beneficiaries to current-day levels. The program reimburses insurers quarterly for payments made to workers and beneficiaries above the amounts legally required to ensure they receive cost-of-living adjustments. The payments protect workers and beneficiaries by providing adequate financial support.

Reemployment Assistance Program: The program helps employers get workers quickly and safely back to work. The program provides financial incentives to employers to help restore workers to their pre-injury earning capacity while mitigating the employers' financial risk in hiring new employees or retaining an injured worker. The program assists employers and injured workers by addressing temporary or permanent physical limitations while providing the employer financial incentives. The benefits provided by the Employer-at-Injury Program and the Preferred Worker Program include:

- Reimbursement of insurance premium costs for preferred workers for up to three years
- Wage subsidies
- Payment of all claim costs incurred if a preferred worker is reinjured
- Worksite modifications to accommodate injury-related restrictions
- Other related expenses necessary for the worker to perform the job, such as tools, equipment, or clothing

Data shows workers who use these programs demonstrated higher return-to-work rates, work retention rates, and wage recovery than eligible workers who did not use the programs. About 19 percent of claimants with an accepted disabling claim have participated in the Employer-at-Injury Program (EAIP) over the past five years.

Reopened Claims Program: The program protects workers whose claims are reopened more than five years after their claims were closed. The program reimburses insurance companies quarterly for costs incurred when a claim is reopened.

Supplemental Disability: The program fully restores workers financially by providing income replacement benefits when workers with multiple jobs also lose wages from another employer, other than from the job in which they were injured. Insurers or the division's agent directly pays the supplemental wage-replacement benefits to the workers every two weeks. The division reimburses insurance companies quarterly for supplemental disability amounts paid.

Oregon Institute of Occupational Health Sciences: The program transfers one-sixteenth of one cent of the assessment to the Oregon Institute of Occupational Health Sciences (OIOHS) at Oregon Health and Science University (ORS 656.630). The funds allocated to the institute target four areas: research, practice and programs, outreach and dissemination, and education, with an emphasis on safety and health for Oregon workers.

Bureau of Labor and Industries (BOLI): DCBS reimburses BOLI for investigations relating to discrimination against injured workers (ORS 656.605(2)(f)).

Workers with Disabilities Program: This program encouraged the re-employment of workers with disabilities by supplementing benefits insurers paid to workers who qualify for the program. The program reimbursed insurers quarterly for claims involving workers with disabilities when claims costs are more than $1,000 and pre-existing conditions are a contributing factor. The legislature discontinued the program and no new claims have been accepted since May 1990. However, claims incurred before 1990 must continue to be paid.

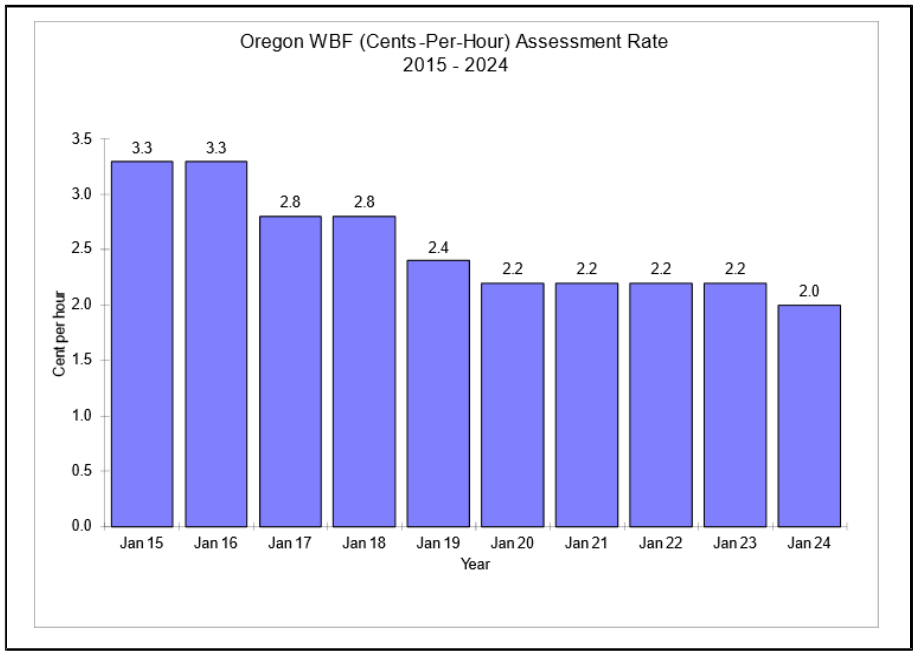
Certain self-insured employer group claims: In 2014, legislation passed that allowed the use of Workers' Benefit Fund to pay claims costs for workers who were covered by specific decertified and bankrupt self-insured employer groups.

Noncomplying Employer Program: With few exceptions, companies in Oregon that employ workers are obligated to purchase workers' compensation insurance. Noncomplying employers (NCE) are employers that have violated workers' compensation law by not providing coverage for their workers. Under Oregon law, people who are injured while working for an NCE have the same right to medical care and compensation as other workers. The NCE program pays those claims in a timely manner. The NCE is liable for all claim costs for the injured worker and the program covers those costs until such costs are recovered from the NCEs.

The NCE program resides in the Workers' Benefit Fund (WBF), but is funded independently of the other WBF programs. Claims costs recovered from NCEs, fines and penalties, and interest charges fund the program. When those revenues are insufficient to cover expenditures, a transfer from the DCBS Operating Funds' Premium Assessment Operating Account is made to cover the difference.

Program Performance

The current rate is 2.0 cents per hour. Employers are required to pay at least half of this rate, and employees pay the remainder.
The assessment funds the Workers' Benefit Fund.



Worker Benefit Fund Program Expenditures
FY 2023; CY 2023 Workload Data (DCBS)

Type of Reimbursement	FY 2023 Total Reimbursed
Retroactive Reserve	$39,746,617
Reemployment Assistance	$31,028,434
Noncomplying Employer	$6,746,577
Reopened Claims	$3,549,888
OIOHS	$1,975,032
Supplemental Disability	$1,133,773
Bureau of Labor and Industries	($88,000)
Workers with Disabilities	$155,516
Self-insured groups claims	$8,747

Note: The negative balance ($88,000) is due to a revenue transfer versus the remainder of the reimbursements of the special payments that take place on a quarterly basis to the Bureau of Labor and Industries.

The department has implemented a risk-based approach to auditing fund programs. The department audits program reimbursements in areas of greatest risk and when there are program indications of possible noncompliance issues to remove barriers and improve levels of compliance.

In 2014, legislation reduced the statutory fund balance for the Workers' Benefit Fund from 12 months to six months of projected expenditures. The Workers' Compensation Management-Labor Advisory Committee evaluated the fund balance requirement and recommended returning the required balance to at least 12 months of projected expenditures. The 2019 Legislature implemented this recommendation, effective Jan. 1, 2020.

Funding Streams

The following fund the Workers' Benefit Fund:

- ***92 percent*** funded by a cents-per-hour assessment for hours worked, paid equally by employers and employees.
- ***8 percent*** funded by investment income and civil penalties issued to noncomplying employers and insurers.

Significant Proposed Program Changes from 2023-25

None.

Revenues

2025-27 Beginning Balance	**$ 149,617,796**
Revenues	
General Fund Appropriation	-
Workers' Compensation Insurance Taxes	-
Other Employer-Employee Taxes	130,705,172
Insurance Taxes	-
Business License & Fees	-
Charges for Services	3,354,391
Fines & Forfeitures	6,245,011
Interest Income	8,744,044
Other Revenues	798,029
Federal Revenue	-
Subtotal Revenues	*$ 149,846,647*
Transfers	
Transfers In - Intrafund	3,960,360
Transfers Out - Intrafund	(9,054,253)
Transfers Out - OHSU	(3,837,198)
Transfers Out - General Fund	-
Transfers Out - Counties	-
Transfers Out - Governor	-
Transfers Out - BOLI	(1,200,000)
Subtotal Transfers	*$ (10,131,091)*
Available Funds	**289,333,352**
2025-27 Budgeted Expenditures	180,912,434
2025-27 Ending Balance	**$ 108,420,918**

Agency Request Budget

2023-25 Legislatively Approved Budget	Operational	Pass Through Expenditures	Total	FTE
Total 2023-25 LAB	**$ -**	**$ 180,912,434**	**$ 180,912,434**	-

2025-27 Agency Requested Budget	Operational	Pass Through Expenditures	Total	FTE
Base Budget	$ -	$ 180,912,434	$ 180,912,434	-
Essential Packages				
Pkg. 010 Non-PICS Personal Services Vacancy Factor	-	-	-	-
Pkg. 021 Phase-In	-	-	-	-
Pkg. 022 Phase-Out Program & One-time Costs	-	-	-	-
Pkg. 031 Standard Inflation	-	-	-	-
Pkg. 032 Above Standard Inflation	-	-	-	-
Pkg. 060 Technical Adjustments	-	-	-	-
Subtotal, Essential Packages	-	-	-	-
Subtotal, Current Service Level	*$ -*	*$ 180,912,434*	*$ 180,912,434*	-
Pkg. 070 Revenue Shortfalls	-	-	-	-
Modified Current Service Level	*$ -*	*$ 180,912,434*	*$ 180,912,434*	-
Policy Packages				
2025-27 Total Agency Requested Budget	**$ -**	**$ 180,912,434**	**$ 180,912,434**	-

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

Consumer and Business Svcs, Dept of **Agency Number: 44000**

2025-27 Biennium **Cross Reference Number: 44000-006-00-00-00000**

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						
Other Employer -Employee Taxes	139,164,462	142,132,088	142,132,088	130,705,172	-	-
Admin and Service Charges	3,748,449	3,435,499	3,435,499	3,354,391	-	-
Fines and Forfeitures	6,339,863	5,545,296	5,545,296	6,245,011	-	-
Interest Income	4,419,082	10,119,921	10,119,921	8,744,044	-	-
Other Revenues	399,698	799,528	799,528	798,029	-	-
Transfer In - Intrafund	3,469,822	4,721,856	4,721,856	3,960,360	-	-
Transfer Out - Intrafund	(9,347,219)	(5,800,304)	(5,800,304)	(9,054,253)	-	-
Transfer to Public Universities	-	-	-	(3,837,198)	-	-
Tsfr To Or Health & Science U	(3,442,762)	-	(3,837,198)	-	-	-
Tsfr To Labor and Ind, Bureau	(598,000)	(1,200,000)	(1,200,000)	(1,200,000)	-	-
Total Nonlimited Other Funds	**$144,153,395**	**$159,753,884**	**$155,916,686**	**$139,715,556**	**-**	**-**

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	Governor's Budget	Legislatively Adopted
Other Employer - Employee Taxes	3200	0130	139,164,462	142,132,088	142,132,088	130,705,172	-	-
Admin and Service Charges	3200	0415	3,748,449	3,435,499	3,435,499	3,354,391	-	-
Fine and Forfeitures	3200	0505	6,339,863	5,545,296	5,545,296	6,245,011	-	-
Interest Income	3200	0605	4,419,082	10,119,921	10,119,921	8,744,044	-	-
Other Revenues	3200	0975	399,698	799,528	799,528	798,029	-	-
Transfer In - Intrafund	3200	1010	3,469,822	4,721,856	4,721,856	3,960,360	-	-
Transfer Out - Intrafund	3200	2010	(9,347,219)	(5,800,304)	(5,800,304)	(9,054,253)	-	-
Transfer to Public Universities	3200	2048	-	-	-	(3,837,198)	-	-
Tsfr to Or Health and Science U	3200	2590	(3,442,762)	-	(3,837,198)	-	-	-
Tsfr to Labor and Ind, Bureau	3200	2839	(598,000)	(1,200,000)	(1,200,000)	(1,200,000)	-	-

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
Technology and Strategic Alignment	**35%**	WEIGHTED SUBTOTAL	35	29	29
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)	3	2	3
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)	3	3	2

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	25	25	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	3	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	3	2

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
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)	3	3	3
Agency Readiness and Solution Appropriateness	**40%**	**WEIGHTED SUBTOTAL**	**40**	**27**	**30**
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)	3	3	3

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
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)	3	2	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)	3	2	2

Enterprise IT Project Prioritization | 2025-27

			Project Example	Core System Implementation Project	WCB Litigation Tracking System Project
	TOTAL PROJECT SCORE (0-100)		100	81	81
CRITERIA	WEIGHT	SCORING GUIDE			
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 practices (PMBOK)?		**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	1	2

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 Administrative Burdens Can Harm Health* . www.Healthaffairs.Org. Retrieved February 9, 2022, from https://www.healthaffairs.org/do/10.1377/hpb20200904.405159/full/#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacting%20with%2

Scores
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Business Case for
Modernization Program
Core System Implementation
(2025-27 Biennium)

Oregon Workers' Compensation Division
Oregon Department of Consumer and Business Services

Date: 6/6/2024
Version: 1

Authorizing Signatures

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

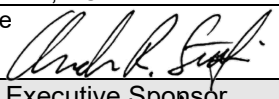
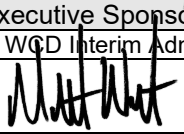
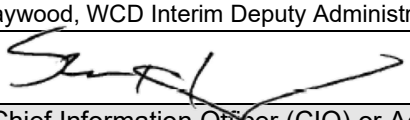
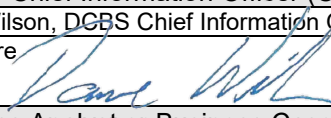
This table to be completed by the submitting agency Agency Head or Designee	
Andrew Stolfi, DCBS Director	Date
Signature 	7/25/2024
Agency Executive Sponsor	
Matt West, WCD Interim Administrator	Date
Signature 	7/16/2024
Agency Executive Sponsor	
Shawn Haywood, WCD Interim Deputy Administrator	Date
Signature 	7/16/2024
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Dane Wilson, DCBS Chief Information Officer (CIO)	Date
Signature 	7/19/24
Business Analyst or Business Case Author	
Heather Williamson, WCD Modernization Program Manager	Date
Signature /s/Heather Williamson	7/16/2024

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Executive Summary

The Workers' Compensation Division, part of the Department of Consumer and Business Services, has made a significant investment to transform business processes and implement modern technology to better serve customers. This effort will enhance the workers' compensation system by increasing regulatory efficiency, reducing regulatory burdens, improving data quality and analysis, and improving delivery of services in support of the division's mission.

The division created a Modernization Program in 2019 to provide strategic leadership and oversight for process, system, and application improvements. Instead of focusing on individual technology projects, the division is taking a broader, program-level approach. This includes reviewing and documenting current state business processes and applications that affect multiple parts of the agency. The program received Stage Gate 1 endorsement from Enterprise Information Services (EIS) in December 2019. There are five projects planned for the first phase of the program:

- Core System Implementation
- Employer Business Module
- Dispute Resolution Module
- Enforcement and Providers Module
- Claims Electronic Data Interchange Implementation

This business case is specifically for the 2025-27 biennium policy option package mainly dedicated to supporting the implementation planning for the program's first project, the Core System Implementation.

In order to continue forward progress, we need to begin building our foundational team to support the implementation planning and execution once a main solution vendor is selected through the request for proposal (RFP) process. As we transition into specific implementation planning for a solution of this scale, we must have robust support on both the business and technical sides. We will need full time, permanent team members who are trained and dedicated to the modernization efforts to fully support our implementation planning efforts. We have also continued our IT professional services from the current biennium and added some additional contracted services positions in our request. Dedicated resources will help minimize risk and ensure that we have a resource structure in place to adequately plan for a future implementation, and a support a model to adequately address the needs of the division as we continue to navigate through our planning efforts.

As we navigate the RFP process and start implementation planning, we have identified some key resources to support these efforts and maintain our forward progress.

The request for proposal (RFP) process will identify the actual cost for the first project.

The Premium Assessment Operating Account will be used to fund the request.

Overview and Background

The Department of Consumer and Business Services (DCBS) is Oregon's largest business regulatory and consumer protection agency. The department's mission is to protect and serve Oregon's consumers and workers while supporting a positive business climate in the state. The department administers state laws and rules in the areas of workers' compensation; occupational safety and health; financial and insurance products, services, and institutions; and building safety.

The Workers' Compensation Division administers, regulates, and enforces the laws and administrative rules governing the Oregon workers' compensation system. The system includes employers, injured workers, insurers, medical and vocational service providers, attorneys, service companies, and other participants affected by workers' compensation insurance and laws. The division is funded by workers' compensation payroll and insurance premium assessments, fees, and investment income.

The division has five sections: Administration, Modernization, Operations, Performance, and Resolution. In each section are units and teams that provide a variety of internal and external help, administer functions, and provide services. Workers' compensation policy and claim data is central to the division's regulatory functions. The division uses the data to track performance and trends; monitor employer and insurer compliance; ensure appropriate benefit delivery; determine eligibility for return-to-work programs; and schedule Oregon Occupational Safety and Health inspections. To support these purposes, it is essential that the data is accurate and available in a timely manner.

The division has computer systems that capture partial data about claims processed by insurers, self-insured employers, and service companies. These legacy systems are over 30 years old, inefficient, extensively bandaged, and require business process workarounds, and shadow applications, in order to make the system work for the current business needs. Over time, employees developed manual tracking solutions to accommodate the lack of automated solutions. Spreadsheets and small databases, or shadow applications, were developed to assist with their workloads. For example, there are currently 56 recorded instances of Excel spreadsheets, Access databases, or OneNote notebooks that contain information for business needs with nowhere to store the information in official division databases. Without knowledge of these datasets, or the ability to connect or integrate this data into our main databases, we cannot utilize the data to drive policy development or answer complex statistical questions.

Over time, as changing laws and customer needs evolved, additional shadow applications and business processes were implemented. This created disjointed data that is difficult to tie together and the inability to add additional data fields that might allow better analytics for policy decision making.

Additionally, the division has many other manual and paper-based processes that are time consuming, error prone, and inefficient. The division wants to make a significant investment to transform business processes and replace these systems with more modern technology so that the division can better serve its customers.

Replacing systems that support the division's program areas will enhance Oregon's workers' compensation system for all stakeholders. Modernization is an opportunity to fully assess the workers' compensation system as a whole and update business processes and the technology that supports them in a holistic approach to achieve the division's mission and realize its vision for the future.

Diversity, Equity, and Inclusion alignment

The Modernization Program and its first component project, implementation of the core system foundation, is committed to aligning with the State of Oregon's Diversity, Equity, and Inclusion (DEI) Action Plan. The division identified two program areas that do the most outreach to workers and employers, Employer Compliance and the Preferred Worker Program, to lead the division's community engagement as part of its equitable and inclusive budget process. A representative from each area has been added to the program's External Partners workgroup. This ensures that we are looking at external stakeholder outreach through a DEI lens and ensures consistency between the program and component project efforts and our overall division outreach to underserved and underrepresented communities. It is the goal of the program and division to encourage and strengthen our efforts in community engagement and outreach, provide more equitable access to division services, and create an inclusive workplace culture. We plan to integrate DEI objectives into all operational areas of the division, including recruitment, retention, equitable growth opportunities, procurement, and planning activities.

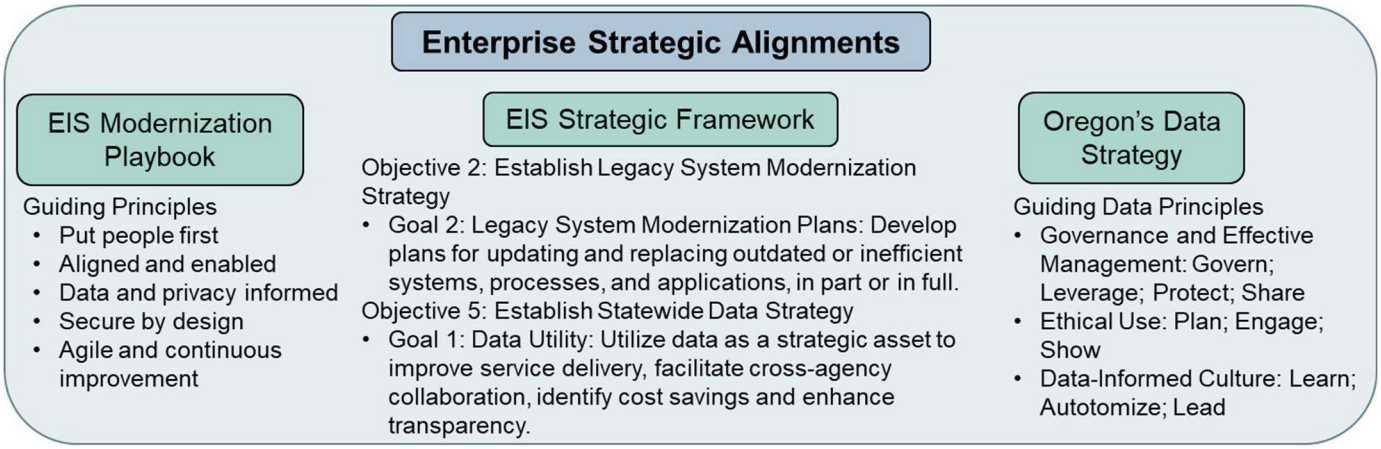
Both the program and the first project investment will impact a significant number of internal and external stakeholders. We have prioritized stakeholder engagement and will continue to provide opportunities for impacted stakeholders to provide input throughout the planning and implementation process, including program funding.

Shared agency services

There are five divisions, an independent board, and two independent offices within the Department of Consumer and Business Services. Some of the division's data is accessed by several agency partners including Oregon Occupational Safety and Health, Division of Financial Regulation, Ombuds Office for Oregon Workers, Small Business Ombudsman, and the Workers' Compensation Board, which necessitates a more holistic approach. The Workers' Compensation Division is the first division within the agency to initiate a modernization program. We hope that the division's program helps to shape how our agency partners approach modernization.

Agency and enterprise IT strategy alignment

This project aligns with the following enterprise IT strategies as well as the division's strategic plan (attached below).



In 2020, the division engaged in a professional services contract with a vendor who performed a current state assessment; documented business and IT architecture; future state recommendations and high-level requirements; capabilities assessment and established an IT architecture vision for the program and component projects. A roadmap was developed based on the vendor recommendations and input from the division's team members.

The project has committed leadership and understands the importance of change management, transparency, organization and enterprise strategic alignments, improving our data model and structure, program and project governance, as well as customer-centered design and putting people first.

A data architect was hired in December 2021 to assist with improvements to the division's data structure. The program has pursued a full data assessment as part of a future/pending amendment to the current IT professional services contract.

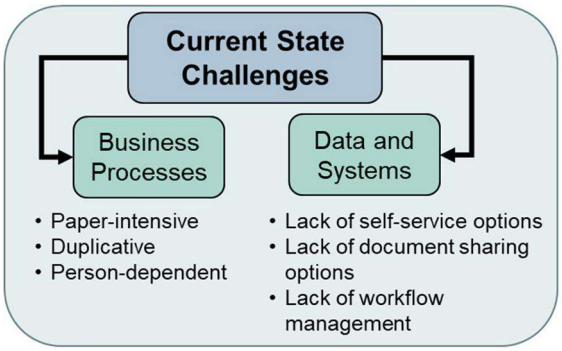
We are committed to stakeholder outreach and engagement to ensure that we remain focused on meeting our customers' needs. While the division could make assumptions about what our customers need, instead we choose to engage directly with our customers and use their input to make sure we remain committed to a customer-experience approach.

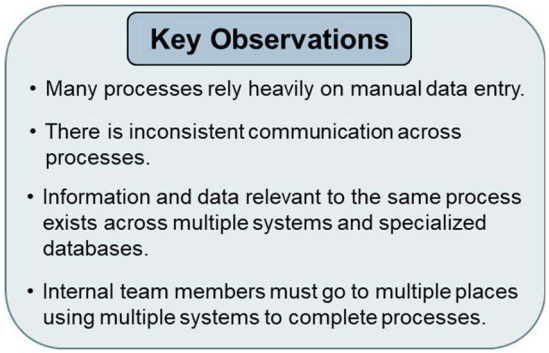
Current state assessment

The current state assessment, completed in coordination with our contracted vendor, included:

- Review of 47 systems
- Review of 102 business processes and 622 sub-processes
- Review of over 375 documents prepared by division team members in the 24 months preceding the vendor engagement
- Conducted 65 stakeholder workshops including 168 participants

Current state assessment findings included common challenges among the division's internal team members:





Current State Assessment.pptx

Figure 1

In Scope

The project team identified 19 functional areas across the division, 102 business processes, and 569 business subprocesses that are in scope for this project.

Project team will utilize the criteria below to manage scope. Processes that are **in scope** include:

- **Regularly-repeated processes** – Processes that are done on a repeated basis by division staff, including annual processes that may only be completed once per year
- **Essential-to-business processes** – Processes that are critical to completing the division's core business functions and obligations to customers and stakeholders
- **Processes that require a high degree of standardization** – Processes that are similar across multiple program areas where standardization ensures consistency and quality across the division.

The operational functional areas in scope include:

- Appellate Review
- Administrative/Performance
- Audit
- Benefit Consultation
- Claims
- Communications
- Contested Cases
- Employer Compliance
- Independent Medical Exams
- Insurer Registration
- Managed Care Program
- Medical Resolution
- Policy
- Preferred Worker Program
- Reimbursements
- Resource and Technology
- Sanctions
- Self-Insured Audit
- Self-Insured Compliance
- Vocational Assistance
- Worker Leasing

Out of Scope

Processes that are **out of scope** include:

- **Infrequent processes** – Processes that are completed infrequently (e.g., once every five years) and not critical to completing the division's core business
- **Highly discretionary** – Processes that have a high degree of synthesis, analysis, or human intervention (e.g., conducting investigations or summarizing case findings)
- **Ad-hoc scenarios** – Scenarios that are not part of typical operating procedures
- **Processes out of the division's control** – Processes that are controlled by parties external to the division

The project does not include:

- Assisting with changes to external agency systems or applications that send or receive information to the division, such as Oregon Department of Revenue, Oregon Employment Department, Oregon Department of Justice, or individual insurers or self-insured employers. We plan to engage with our impacted external agency partners during the planning phase to ensure that they are informed and have an opportunity to provide input. In addition, most information exchanged with our external agency partners and other state agencies comes through our Central Services Division's applications, not directly to the division's applications.
- Changes to core DCBS business processes, systems, or applications that support the entire agency. The division is one of several agencies and boards that make up DCBS. This project will implement a core system solution for the division only. The project will not make changes to agency-wide applications, processes or systems.
- Changes in DCBS and state network or infrastructure architecture.
- Adding any new or additional functional services proposed over the course of the modernization efforts that could lead to scope creep and negatively impact program timelines.

High-level requirements

SOLUTION COMPONENT	HIGH-LEVEL REQUIREMENT
ACCESS MANAGEMENT & SECURITY	1. Ability to establish role-based security and permissions for access to records 2. Ability to generate audit trail for changes to information on records 3. Ability to support single sign-on 4. Ability to securely remote access systems through web and mobile 5. Ability to transmit communications securely (in compliance with PII standards)

SOLUTION COMPONENT	HIGH-LEVEL REQUIREMENT
CORRESPONDENCE	6. Ability to establish templates for correspondence 7. Ability to establish templates for orders 8. Ability to auto-populate templates with master record information (e.g. address, claim number, injury information, date of injury, FEIN) 9. Ability to generate print files for mailing 10. Ability to append correspondence to centralized master records 11. Ability to publish correspondence to self-service interface for viewing 12. Ability to record that correspondence has been viewed or downloaded
DATA MANAGEMENT	13. Ability to alter incorrectly entered information through the user interface by users with proper permission 14. Ability to establish centralized master records 15. Ability to update master records and appropriately reconcile duplicates
DATA EXCHANGE	16. Ability to directly transfer data in a secure manner to and from stakeholders 17. Ability to accept claims electronically 18. Ability to accept medical billing information electronically 19. Ability to accept proof of coverage information electronically 20. Ability to transfer information to DCBS systems outside of WCD (e.g. invoice information to DCBS Accounts Payable) 21. Ability to accept data from multiple external Oregon agencies
DOCUMENT MANAGEMENT	22. Ability to scan documents 23. Ability to associate uploaded documents (e.g. investigation artifacts) to a master record. 24. Ability to tag and index documents 25. Ability to create keyword-searchable document library 26. Ability to secure files for limited-access viewing 27. Ability to compile records for public records request response 28. Ability to purge records automatically according to data retention policies
REPORTING	29. Ability to generate informational/analytical reports 30. Ability to generate performance reports 31. Ability to generate operational reports
RULES AUTOMATION	32. Ability to establish business rules to automate simple processes (e.g. statute of limitations checks, basic eligibility criteria validation) 33. Ability to create if-then rules at the user level 34. Ability to calculate benefit amounts 35. Ability to calculate due dates accounting for weekends and scheduled state holidays

SOLUTION COMPONENT	HIGH-LEVEL REQUIREMENT
SELF-SERVICE INTERFACE	36. Ability to exchange information through secure self-service interface 37. Ability to create interactive forms 38. Ability to populate forms with existing information known to WCD 39. Ability to accept electronic signatures 40. Ability to generate electronic notifications for stakeholders 41. Ability to publish correspondence and file attachments externally for viewing 42. Ability to allow opt-in to electronic communications 43. Ability to access and use self-service interface on mobile devices and tablets 44. Ability to comply with state and federal accessibility requirements 45. Ability to support multilingual access to external content 46. Ability to replicate current stakeholder offerings on public website
WORKFLOW MANAGEMENT	47. Ability to create alerts to notify staff of new activity requiring action 48. Ability to create alerts to notify staff to take action on an item after a specified waiting period 49. Ability to route information between WCD units 50. Ability to escalate matters for manager review within the system 51. Ability to route public records requests to multiple custodial record units
USER INTERFACE	52. Ability to update master records 53. Ability to configure landing pages for staff to manage views 54. Ability to view and search log activity on a record and transaction 55. Ability to comply with state and federal accessibility requirements

Governance

The division is in the process of clarifying the modernization program structure as well as governance and escalation paths.

Measurable Business Benefits

The Benefit Register is an up-to-date list of planned benefits, who is responsible for measuring them, when they are expected to be realized, and how they will be measured, including baseline and current measurements.

***Benefits register is currently under revision and updated version will be supplemented.



2023.1.17 P1 Benefit Register.xlsx

Figure 2

Assumptions & Constraints

Assumptions

- **Assumption #1: Leadership Vision** – Agency and division leadership are aligned with the project goals and support transparency and effective communication.
- **Assumption #2: Stakeholder Alignment** – Agency and division leadership, team members, and stakeholders share a common future vision.
- **Assumption #3: Change Management** - The division has prioritized a robust change management and communication plan to prepare internal and external stakeholders for modernization change.
- **Assumption #4: Resources** – The proposed future state assumes the processes executed by division staff or division systems, will continue to be completed by division staff or division systems. The future state does not assume the outsourcing of operational program functions.
- **Assumption #5: Consolidated and Integrated System Environment** – The future state contemplates an integrated system environment that replaces many stand-alone systems. An integrated system is foundational to establishing a "single source of truth" for the division's data and records, which is critical in creating trust and transparency for all stakeholders.
- **Assumption #6: System Capabilities –** While the specifics of the division's systems have yet to be determined, the new core system will include functions to meet defined and prioritized business requirements.

Constraints

- **Constraint #1: Funding Environment** – The division operates within a state government biennial budget environment and those requirements impact scope and proposed project timelines. Funding for the division's modernization efforts requires legislative approval. Phased approaches can mitigate some challenges by establishing components of the modernization to complete in stages by budget cycles.
- **Constraint #2: Limited Technical Resources** – Other than the two permanent dedicated technical resources (data architect, and senior systems analyst and designer), the division is using existing employees within the scope of their current job duties to do the current work. Examples for the division include gathering business requirements, facilitating workgroups, and project management. Examples for technical resources include analysis of data requirements and future data architectures, assessment of integration technologies, and participation in workgroups. The division is constantly evaluating the workload of employees to ensure the modernization work does not prevent them from completing their usual job duties. The division has suspended or slowed down modernization work groups and other process improvement efforts to make them more manageable with existing resources.
- **Constraint #3: Data Integrity** – A lack of standardized processes and storage mechanisms for the division's data will require significant clean-up efforts for modernization. The division uses informal data tracking and storage tools, and

processes vary by unit and by individual. Data is captured with varying frequency and standard metrics to capture data across the division are not well defined.

- **Constraint #4: Statutory Dependencies** –The division has identified some areas where statutes need to be changed, but not all specifics have been identified and not all necessary statutory changes have yet been discovered.
- **Constraint #5: Risk of Lost Institutional Knowledge** – Several processes within the division rely on a single staff member with highly-specialized knowledge, job functions, and tracking tools. Many staff have deep institutional knowledge that is not widely known by others. While the division has taken the proactive initiatives of documenting standard operating procedures and implementing a plan for cross training, the highly-specialized nature of certain job functions presents a risk during modernization if staff leave the division.
- **Constraint #6: DCBS Technology Environment** – The division is one of several agency partners that share the DCBS technology environment. The division's current legacy systems are used by other agency partners and consideration must be given to preserving the existing functionality for our agency partners during the transition to a modernized system.

Alternatives

Selection Criteria



Specific areas of focus to which the above criteria will apply include:

- Business process requirements fit
- Architecture

- Usability
- Integration capability
- Product, vendor, and partner ecosystem
- Platform support
- Maintenance support
- Professional support
- Vendor experience
- Vendor staff experience
- Vendor size and capabilities
- Implementation schedule and approach
- Knowledge transfer approach
- References
- Initial implementation costs
- Ongoing licensing and maintenance costs

Alternative 1: Do nothing

Postponing the modernization effort and continuing to use out-of-date information technology systems increases the severity of and exposure to risks that impact the division's ability to deliver key services to customers. Division processes will continue to be time consuming, paper dependent, and inefficient. Without improvements to the way we collect, store, and utilize data, the division will not be able to use data effectively to drive process improvements or meet customers' evolving needs. The actual cost associated with this option is difficult to determine as this option will not be sustainable. The organizational cost will continue to exponentially increase from the use of out-of-date technology and manual and time-consuming processes.

Alternative 2: Modernization of the legacy claims application only

The division initially pursued this option, but quickly realized this was unrealistic due to the large number of applications used by division program areas and the dependencies between them. Also, the division's data is accessed by a number of agency partners including Oregon Occupational Safety and Health, Division of Financial Regulation, Ombuds Office for Oregon Workers, Small Business Ombudsman, and the Workers' Compensation Board, which necessitates a more holistic approach. The division determined this option would not allow development of a system foundation flexible and adaptable enough to accommodate the division's current and future technological needs and lessen the reliance on old, siloed, legacy-system architecture. In 2016, the division contracted with a vendor to conduct a current state assessment to determine the resources and costs of upgrading the division's Claim Information System to reduce maintenance costs and learning curves, while preparing the division to receive claim information electronically. The current state assessment revealed significant complexity in the DCBS and WCD technology environment, with multiple dependencies and batch processes to move data from one application to another. We did not complete an estimated budget for this alternative because once the current state assessment was complete, it was clear that we could not only modernize one application within our environment because of the connections to other applications, databases, and data transfers. The division determined this option would not allow development of a system foundation flexible

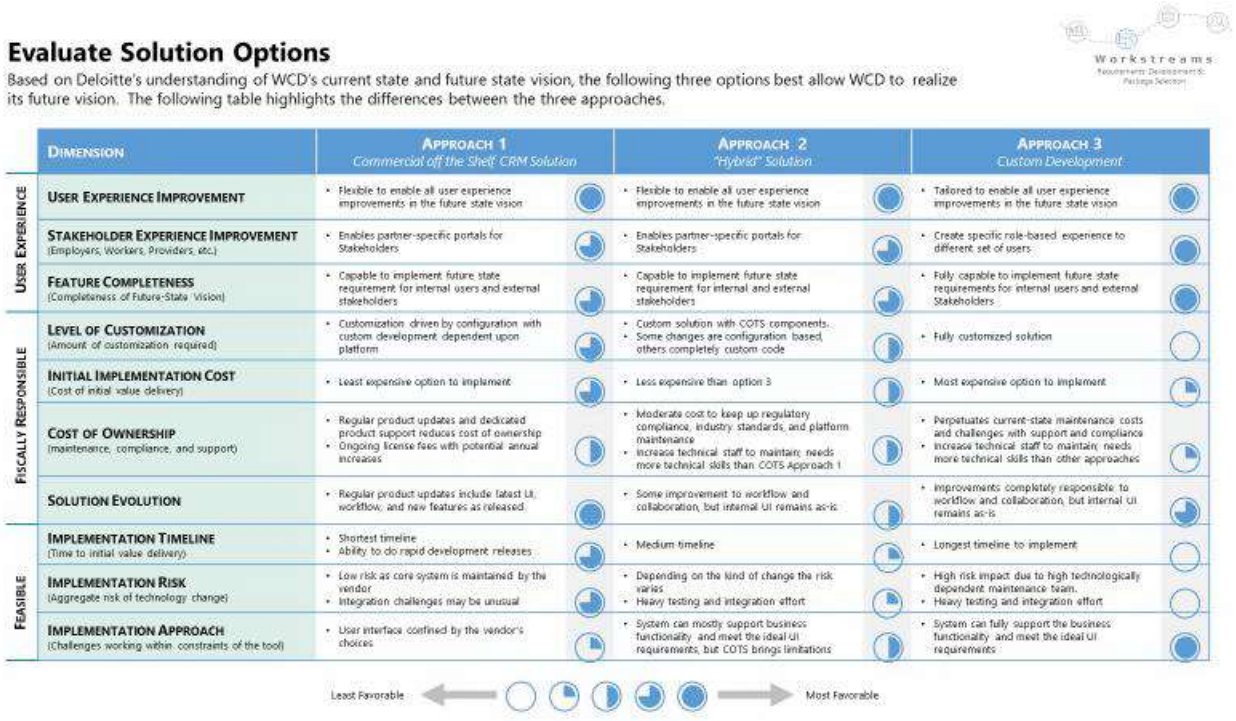
and adaptable enough to accommodate the division's current and future technological needs and lessen the reliance on old, siloed, legacy-system architecture.

2016 Claims Information System

Figure 3

Alternative 3 (preferred option): Start implementing the recommended program roadmap

The program roadmap begins with the core system implementation. The division is refining the future state business requirements relating to access management and security, correspondence, data management, data exchange, document management, business rules automation, web portal stakeholder self-service options, workflow management, and user interface. The program completed work sessions with all program area team subject matter experts and managers in June 2024 and validation sessions have begun. A planned RFI and the RFP itself will help the division select a solution that best meets our future state business requirements and stakeholder needs. Within this option, there is variation between solution alternatives: commercial-off-the-shelf (COTS); hybrid COTS and some custom development, and full custom development.



Funding source and estimated cost of recommended solution

The division's 2025-27 policy option package funds the next steps for the Core System Implementation effort.

In order to continue forward progress, we need to begin building our foundational team to support the implementation planning and execution once a main solution vendor is selected through the request for proposal (RFP) process. As we transition into specific implementation planning for a solution of this scale, we must have robust support on both the business and technical sides. We will need full time, permanent team members who are trained and dedicated to the modernization efforts to fully support our implementation planning efforts. We have also continued our IT professional services from the current biennium and added some additional contracted services positions in our request. Dedicated resources will help minimize risk and ensure that we have a resource structure in place to adequately plan for a future implementation, and a support a model to adequately address the needs of the division as we continue to navigate through our planning efforts.

As we navigate the RFP process and start implementation planning, we have identified some key resources to support these efforts and maintain our forward progress.

The 2025-27 policy option package requests budget limitation for three additional permanent resources to support the modernization team. It also continues our four current approved IT professional service resources and includes a request for three additional resources..

The requested resources will support the results of the RFP process for our main solution vendor. The division is refining future state business requirements relating to access management and security, correspondence, data management, data exchange, document management, business rules automation, web portal stakeholder self-service options, workflow management, and user interface. Once our requirements are documented and we work through the RFP process, we have to make sure that a team, comprised of both business and technical resources, is in place to adequately support the implementation planning phase of the project.

This policy option package also includes necessary expenses such as independent quality management services required by Enterprise Information Services, procurement and contract costs from the Department of Administrative Services, and Department of Justice contract-review costs. We anticipate returning with a more comprehensive estimates of the software cost of this project implementation and to obtain approval for the software costs and request the appropriate expenditure authority.

The Premium Assessment Operating Account will be used to fund the request.

Conclusions

The division’s systems and processes need to be more effective, efficient, and flexible to enhance its services and adjust from more transactional-based services to customer-centric services. Modern systems implemented in other states have demonstrated improved efficiencies and innovation through greater automation, integration, and customer usability. Replacing the division’s information technology systems and re-engineering business processes will improve how services are provided to Oregonians. Making this investment supports managing the costs of state government and delivering good value and service.

If the modernization program and component projects are not approved, the division risks the following:

- Increased severity of, and exposure to, risks that would impact the division's ability to deliver key services to customers
- Division customers will lose the opportunity for greater efficiencies and personalized, updated services
- Division will lose opportunities for improved customer service and service delivery
- Division will lose the ability to realign its processes to meet the changing needs of its customers
- Lack of technical staff will result in increased system support and modification backlog, negatively impact staff morale, and difficulty in future hiring and retention. The division will have difficulties managing access and sharing data securely with partners
- Technology will continue to degrade without intervention
- The division will have decreased ability to adapt to changing business and legal requirements

Business Case for:

Litigation Case Management System

Workers' Compensation Board (WCB)

Supported by
Department of Consumer and Business Services (DCBS)

Date: 07/12/2024
Version: 1.0

Authorizing Signatures

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

Agency Head or Designee	
Joy M. Dougherty, WCB Board Chair	**(Date)**
 Signature	7/12/24
Agency Executive Sponsor	
Terry Bello, Modernization Business Manager (Interim)	**(Date)**
 Signature	7/12/24
Agency Chief Information Officer (CIO)	
Dane Wilson	**(Date)**
 Signature	7/12/24
Business Case Author	
Terry Bello	**(Date)**
	7/12/24
Business Case Author	
Kerry Anderson	**(Date)**
 Signature	7/12/24

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Executive Summary

The Workers' Compensation Board (WCB) is an independent agency whose mission is to resolve disputes resulting from Oregon Worker Compensation Law and the under the Oregon Safe Employment Act. To meet this intended mission, WCB has relied upon paper-based processes and an aging system that is unable to meet our basic business needs. WCB partners with the Department of Consumer and Business Services (DCBS), IT and Research (IT&R) to develop and modify the existing WCB system as needed. Unfortunately, the mix of paper and automation and the architecture of the aging legacy system cannot meet our changing needs, nor the needs of Oregonians.

WCB is asking to purchase a litigation case management system, which is consistent with the WCB strategic IT plan to promote efficiency and equal access to justice. It is also consistent with the DCBS IT Strategic Plan and the Governor's priority, to have more efficient, effective and responsive systems, allowing WCB to more effectively provide services to the Oregonians who require our forum.

An electronic litigation case management system, like the type WCB seeks to acquire, is already in use at the Oregon Justice Department, in circuit courts throughout the state, the Oregon Court of Appeals, and the Oregon Supreme Court. This acquisition will improve WCB interoperability with the legal system throughout the state.

Overview and Background

Background:
WCB operates in the same paper-based case file system it has used for well over 30 years. Conversely, the Oregon court system, and attorneys within the system, have been moving to an electronic environment for over a decade. As a result, the Oregon courts and many of WCB stakeholders are already conducting business in a fully electronic environment. The functionality to electronically file, track, and access case status information on disputes is a constant request from our stakeholders, who are accustomed to Oregon's E-court system in other jurisdictions.

WCB does have an electronic portal. However, it is merely a conduit for submitting documentation. WCB staff must then print out every submission for inclusion in the paper file. Because there are multiple ways to file documents, although useful for parties requesting hearings, case processing issues can often occur. Moving to an electronic environment will standardize processes, improve response times for information requests, portability, and will allow for visibility of case movement for internal staff in multiple locations.

Further, WCB conducts public board meetings regarding, among other things, its rule-making functions. Stakeholder groups have submitted multiple requests for WCB to provide more detailed statistics regarding attorney fees and case resolution. The ability to gather these types of statistics is well beyond the capability of our current system. Several of the statistical reports the WCB relies on monthly can only be accessed by IT staff and cannot be accessed by WCB management. This is because the platform they are on cannot be easily converted, nor does our IT support have the resources to do so.

WCB, in cooperation with DCBS, IT&R have been partnering to explore IT solutions to specifically address case management tracking for litigation. A project team was developed to examine business

requirements and what tools are available and in use at other state agencies. A portion of this team attended an E-court conference last September and were able to see off-the-shelf software solutions in action, as well as hear from several court jurisdictions that have put these software solutions into practice. This team has also been in communication with the Oregon Judicial Department which, as noted above, has already instituted an electronic litigation case management system statewide.

This business case provides details on the specific problems driving the need for the proposed investment, solution requirements, viable alternatives, and ranking of alternatives. The business case concludes with a recommended course of action. The recommended course of action will align WCB practices with the other court systems throughout the state.

Problem:
The baseline problem is that WCB has not kept up with court electronic filing standards over the last ten plus years. While the rest of the Oregon court systems conduct business electronically, the current processing of legal filings and issuance of binding and final orders from WCB remains a primarily manual and paper process. Methods of filing are not consistent and, in some cases, do not promote equal access to justice for injured workers. For example, if a party is represented by counsel, those attorneys can access our electronic portal to file a request for hearing and settlement documents. They can also see their upcoming hearing events. An unrepresented worker cannot submit documents in an electronic manner because the portal only supports registered attorneys. Because WCB has rules prohibiting faxed submissions, unrepresented workers must submit paper documentation. To get an idea of the levels of submissions WCB receives by paper, unrepresented worker requests for hearing are approximately 1000 per year. In addition, electronic submission of settlement documents allows for quicker approval and distribution of settlement funds.

As noted above, the portal does not import information into the WCB database, it is merely a conduit for submitting materials. This results in internal staff managing multiple methods of filing and notification of disputes. Last year, there were 13,000 document submissions through the portal by represented parties. That is 13,000 documents WCB staff needed to process, enter information into the database, and print for inclusion in the case file.

In addition to requests for hearing, other court-related services, such as managing the statewide docket for multiple locations, hiring interpretation services, providing ADA accommodation at proceedings, production of hearing notices, amending case information, processing and routing mail, notification of settlements, production of final orders, and capturing statistical information on case dispositions are all manual processes performed by internal staff with ad hoc methods (i.e., paper based requests or work sheets, Excel spreadsheets, email boxes, or limited scope software tools). WCB staff are handling over 1.5 million pieces of paper per year. Regularly, we are unable to respond to public requests for information due to the constraints of our current tracking system.

The antiquated processes used by WCB also impacts other state agencies. For example, WCB was required to request an exception to be able to submit paper files with the Oregon Court of Appeals and Supreme Court, which only accepts electronic filings. It is uncertain how long the Oregon Judicial Department will allow for this exception. If at any point it does not, WCB will not have a manner to submit documents to the Court of Appeals or Supreme Court. Also, these appellate courts cannot file their judgements with WCB, because they typically enter their judgements into the E-court system. Because WCB does not have an E-court system, the Court of Appeals and Supreme Court have had to

retain a paper system to accommodate our needs. WCB is only one of two paper-based organizations left in Oregon. This has caused issues with the Courts' ability to communicate their decisions timely and effectively.

WCB also must retain DAS shuttle services to transport our paper files, correspondence between stakeholders and other documents between WCB-staffed offices. DAS has made several requests that we reduce our service to less than every day. However, because statutory deadlines can occur every working day of the year, WCB cannot go without these services any day of the week.

Because WCB is unable to gather data on basic functions (parties, receive dates, disposition by issue, attorney fees, use of interpreters and language, cost of transcriptions), we find it more difficult to improve processes, identify efficiencies, or improve accuracy. Our current processes constantly challenge our ability to meet statutory and internal processing timelines.

WCB has a list of over 50 process improvements and requests for enhancements to the current WCB portal system. However, such requests are limited by the system itself, as well as the available resources from DCBS, IT&R. Some data requests and process enhancements submitted 13 years ago or more, have never been completed due to other priorities taking precedence.

During the pandemic, WCB employees were required to be in the office because we are paper-based, and because statutory deadlines can run every day of the week. Failure to timely process documents can result in injured workers losing their rights to wage replacement and/or medical care. For this reason, WCB cannot offer its staff the option to regularly remote work. Because remote work is now a widely anticipated part of employment, WCB has challenges in recruitment.

WCB also relies on the DCBS Workers Compensation Division (WCD) Claims Information System (CIS) and Oregon Occupational Safety & Health Division (OR OSHA) Appeals System to import information. This reliance creates multiple problems with data definitions, integrity, and workflow. There is also a shared employer data system. That system's data is inflated because the naming conventions differ between programs often resulting in duplicate or triple entries. This has caused significant problems with the WCB portal and case filings. There is no system in place for maintenance or inactivating employers. Other work process data definition differences have affected meeting the legal timeframes in the ORSs and OARs
In summary, the current state has led to the following challenges:

- Lack of digital options for parties involved in disputes
- Inability for unrepresented workers to have equal access to justice
- Reliance on unsecure email for some processes for internal staff and external stakeholders
- Reliance on file transfer services for files and correspondence between offices
- Limited access to timely information on case routing
- Lack of transparency for stakeholders requesting statistical information on litigation matters and Workers' Compensation litigation system trends
- Data fixes or programming changes to the WCB portal are not accomplished timely or at all
- Limited ability to measure staff performance as litigation moves through the system
- Inability to report on performance measures without extensive time spent on manual processing such as regular entry of agency litigation data into spreadsheets and hand counts
- Data integrity and integration issues exist with the DCBS WCD and OR OSHA systems

- Meeting legal deadlines is a challenge given different data definitions across WCB, WCD, and OR-OSHA programs

Scope and Future State:
WCB is seeking a configurable litigation case management solution that can be utilized by all parties, stakeholders, and agency staff to provide a start-to-finish electronic digital record of all litigation information, correspondence, filings, exhibits, events, activities, interim orders, interpreter requests, transcript orders, and litigation outcomes.

High-Level Solution Requirements:
- Ability for all parties to electronically file a dispute, including *pro se* litigants
- A user-friendly interface for filing requests for hearing that can be translated into other primary languages creating greater access to justice for underserved communities
- Ability for WCB staff to view all case status information
- Ability for external parties to view case status, events, and activities
- Ability for external parties to send correspondence and exhibits electronically to the Board
- Ability for external parties to submit case changes (e.g., Response to Issues, Filing of Appearance, Change of Venue, Motions) to WCB for processing
- Ability for external parties to view active cases (calendar) for registered litigants
- Ability to produce immediate Hearing Notices and Amended Notices, for external parties to view
- Ability for WCB staff to consolidate, supplement and bifurcate cases in keeping with litigation movement
- Ability for decision makers to publish opinions electronically to litigants
- Enhanced ability for WCB staff to be able to track and store litigation information on issues, case types, and attorney fees to respond to stakeholder requests, public record requests and to measure internal agency initiatives and performance
- Ability for WCB staff to publish litigation information on issues, case types, and attorney fees for external parties to view, meeting the Governor's expectation for transparency in state government
- Ability for WCB staff to effectively and timely electronically track and process public record requests
- Ability for WCB staff to effectively and efficiently electronically track and process legislative and constituent requests
- Ability to retain all electronic records throughout the life of the active case and conform with our stated retention schedule as provided to the Oregon State Archives
- Expanded data collection that enables WCB staff the ability to produce agency metrics with multiple parameters (monthly, yearly, biennially) for use in agency outreach to entities such as Oregon State Bar and Oregon Management-Labor Advisory Committee (MLAC)
- Expanded data collection that enables WCB staff the ability to produce an event based view of case status from first filing to final order
- Provide detailed reporting capabilities to meet WCBs reporting needs for performance, budget, quality control, facility use, staffing equity in our multiple locations and more specificity in case dispositions and outcomes
- Ability for WCB staff to send case files electronically to the Oregon Court of Appeals and the Oregon Supreme Court and between other state agencies, public or private entities for litigation purposes

- Ability to track multiple levels of appeal and capture case resolution data. Currently, WCB can only capture one level of appeal and is routinely overwriting data when the next level of appeal is decided
- The solution must meet Oregon state IT security standards and EIS solution policies and standards

Alternatives Summary (See the Alternatives section for more details):
Option 1: Status Quo – WCB can continue to use the current method(s) for receiving and tracking litigation information using multiple tools in a primarily paper-based process.

Option 2: In-House Built Solution – WCB can work with DCBS/IT&R staff to leverage current agency resources to design, build, implement, and maintain a custom solution.

Option 3: Purchase Cloud Based Litigation Case Management Solution – WCB can purchase a cloud-based software as a service (SaaS) solution that best meets the requirements and is hosted and maintained at a vendor site.

Option 4: Purchase On-Premise Litigation Case Management Solution – WCB can purchase an on-premise solution that best meets the requirements and is hosted and maintained at the state data center and maintained by DCBS, IT&R staff.

Measurable Business Benefits

Benefits:

Benefit	Measurement
Self-service filing for all external parties to electronically file, track, and access information on disputes an expands service to the public.	A Litigation Case Management Tool will allow us to have multiple methods to measure and create reports. OJD is already using a similar tool with outstanding success.
Improved and promotion of equal access to justice for injured workers, whether they are represented or not.	WCB will be able to track every litigant, requests for interpreters, issue types and resolutions by location (statewide), issue, judge, hearing method, facility and by specific parties (injured workers, attorneys, employers, insurance carriers and other state or public entities).
Streamlined processes that reduces staff time (who are currently using inconsistent and manual processes) and would make use of automated electronic tools and reports within the Litigation Case Management System.	WCB will be able to measure the number of days from receipt of request to issue of hearing notice. WCB will be able to measure delivery of service by case, type, number of notices produced, number and type of litigation produced and much more in terms of statistical information.
Improved and consistent management of court services utilizing electronic tools and notifications within the Litigation Case Management System.	WCB and DCBS IT Management Staff have viewed this tool as members of the National Court Technology Association. A similar tool is already in use in the OJD. The built in measurement tools far outpace anything in current state. Speed of

	response times and distribution of case outcomes will be quantifiable measurements.[1]
Improved response time for public information requests and statistical data. Improved capturing of statistical information on case dispositions for stakeholders and/or internal use by agency head.	A Litigation Case Management System will allow immediate improvement by simply providing more choices and categories. This information can be generated by WCB and DCBS ITR Research staff to meet current statutory reporting requirements. The measurement criteria will be programmed into the tool allowing a much quicker turnaround time to produce statistics, allowing more time for analysis, and improved time from request to publication for public records requests.
It will bring WCB into alignment with current judicial practices and technology, based on success in our own state and nationwide.	WCB will be able to immediately measure input by the daily use of the system. The ability to communicate case information electronically with the Oregon Court of Appeals and Supreme Court. WCB will be able to capture appeal data, that it currently has to overwrite when subsequent decisions are issued.

Risks:

- WCB will need to spend time with the vendor on an implementation plan that does not affect the smooth operation of litigation. Any "down time" affects the rights of parties for a timely resolution and presents the possibility of losing appeal rights. WCB must remain operational.
- A litigation case management system that does not include consideration and testing from stakeholders can result in suspicion, lack of engagement, and a loss of confidence of the agency.
- While WCB intends to pursue an "off the shelf" solution, it will need to maintain the robust relationship with DCBS IT&R as any tool will interact with the DCBS network and will be subject to DCBS IT Policies, DAS IT Policies, and State EIS Policies and guidelines. Failure to comply with such policies and/or failure to maintain continuous communication with DCBS, DAS, and the EIS offices leaves WCB vulnerable to security risks, public relations concerns, and policy violations.
- Once a vendor is approved, WCB will need adequate resources to handle implementation and change management strategies.
- WCB will need to anticipate numerous statutory and rule changes. The scope of these changes cannot be known until an electronic solution is identified but may need to be updated before electronic implementation can be realized. In the window between procurement and implementation, WCB will need to put together an advisory committee to review which statutes and rules may need to be changed. If this is not accomplished before implementation, WCB could find itself outside of compliance with current statutory requirements.
- Our biggest risk is to do nothing. WCB has too long under-invested in technology services. Stakeholders are frustrated with the time it takes for litigation processing and the length of response time to what they view (and should be) simple data requests. Dissatisfaction with our

[1] It is of note that benefits and settlement amounts are not released until formal receipt of an order. All WCB orders are currently distributed by the United States Postal Service (USPS). Over the last few years, response and delivery times of the USPS have become longer. As a result, parties can be delayed in receiving notification of their case disposition by as much as a week, in some cases. This has the natural result of delaying processing of any benefits, financial and medical, when awarded.

technology service compared with other judicial agencies has become a regular discussion item at WCB public meetings. WCB is past the point of being unable to process litigation in a non-electronic environment.

Assumptions & Constraints

Assumptions:

- WCB's 2025-27 policy option package is approved by the legislature
- WCB Executive management will continue to robustly support this endeavor
- Once implemented, the litigation management solution will reduce the administrative workload and manual processes of existing staff and will enable WCB to streamline processes
- Upon implementation, WCB will be able to meet and exceed statutory timelines
- Implementation of the solution will require a refined operational relationship with DCBS IT&R but will not create significant changes or additions to DCBS IT infrastructure or architecture.
- WCB will work with DCBS Procurement to abide by all applicable policies for an open, fair procurement.
- The procurement evaluation team will include representation from DCBS IT&R staff, legal staff, internal and external stakeholders.
- WCB will choose a tool that is already proven for use in judicial settings and compatible with those used in the State of Oregon
- The selected tool can be implemented with minor custom configurations or integrations
- WCB will create an Information Steering Committee that will launch this new operational tool, but will also continue to assess the viability of all technical operations and processes. This committee will meet regularly to ensure WCB is equipped and prepared to mitigate technology risks from security to operation to ensure we can consistently meet the agency mission to resolve disputes in a timely manner.

Constraints:

- If the policy option package WCB submitted to the legislature is approved, WCB will need to be ready with a RFP, Communication plan, training plans for technical transition and change management strategies. While WCB is cognizant of all these tasks, we need to formalize these processes to start immediately when the green light is given by the legislature and Oregon EIS.
- An RFP will be subject to Attorney General Department of Justice (DOJ) review. Because this is a judicial IT project, WCB may face questions or concerns from DOJ during the RFP review that we may not have considered. Because DOJ is already using a Litigation Case Management tool, their assumptions or directives could slow the RFP process.
- An RFP of this size and scope is a lengthy process subject to challenges.
- WCB must "over train" and offer multiple methods and times to prepare for implementation. There is a possibility that some staff will not embrace the new system or have difficulty with the changes.
- WCB will have to maintain an on-staff presence to guide users who do not have access to computer, internet or accommodate those who may have disabilities or are challenged by technology.
- WCB has undergone complete process mapping. In some cases, it may make better sense to update processes than seek a "custom tech solution." WCB must carefully approach a new tool

with flexibility and input from employees, subject matter experts, our legal staff and managers. This will require consistent and constant buy in from all of those listed above. A strong representative business team will need to be vigilant in keeping the implementation, communication and collaboration moving forward.

Alternatives

Alternatives Identification:

Option 1: Status Quo – WCB can continue to use the current method(s) for receiving and tracking litigation information using multiple tools in a primarily paper-based process.

Option 2: In-House Built Solution – WCB can work with DCBS/IT&R staff to leverage current agency resources to design, build, implement, and maintain a custom solution.

Option 3: Purchase Cloud Based Litigation Case Management Solution – WCB can purchase a cloud-based SaaS solution that best meets the requirements and is hosted and maintained at a vendor site.

Option 4: Purchase On-Premise Litigation Case Management Solution – WCB can purchase an on-premise solution that best meets the requirements and is hosted and maintained at the state data center and maintained by DCBS, IT&R staff.

Alternatives Analysis:

Option 1 – Status Quo:

The current processes and system the board has in place is the minimum needed to receive and track litigation disputes.

Pros:

- Requires no change in processes familiar to current internal staff and stakeholders
- Does not change processes familiar to internal board staff, stakeholders and other state agencies

Cons:

- Continued heavy reliance on manual paper processes that are inefficient, prone to error and time consuming
- Continued use of inconsistent filing methods that do not promote equal access to justice for injured workers
- Continued substantial dependence upon manual email processes that are limited in security and size of information that can be sent
- Continued use of multiple, manual ad hoc methods by internal staff i.e., paper-based requests or work sheets, Excel spreadsheets, email boxes, or limited scope software tools
- Lack of 24-hour self-service options for parties involved in disputes
- Continued delay in receipt of formal orders and distribution of benefits, when awarded
- Lack of transparency for stakeholders requesting statistical information
- Lack of the ability to report on performance measures without extensive time spent utilizing manual processes and tasking IT staff with basic analysis or functions
- Limited ability to consistently measure board staff performance

- Continued inability to permit remote work resulting in failed recruitments and difficulty in maintaining staff when they can work in other state agencies that have more flexibility
- Transportation of paper files twice a day to multiple offices and back requires reliance on DAS shuttle and significant cost for Data Security Level 3 handling of litigation files and correspondence

Ability to Meet Solution Requirements:
- This option does not meet the high-level functional solution requirements. The intended goal to provide a start-to-finish digital record of all litigation and litigation outcomes, will not be provided by continuing with the status quo.

Benefits:
- No disruption to board staff, board partners, and injured workers, as they already understand and use the current systems and processes.
- WCB would not need excess funds much beyond current limitations. Those funds can be directed to hire in-house IT specialists to assist with keeping the legacy system functional.

Risks:
- The current system failure or significant operational interruption would delay litigation resulting in loss of appeal rights for parties
- No high-level functional requirements are met
- Many low-level functional requirements are not met
- Reduced ability to attract talent with outdated and labor-intensive technology
- Inability to electronically transfer litigation to other courts in our appellate process (Oregon Court of Appeals, Oregon Supreme Court) who already do not accept paper filings
- As most of state government has already or is in the process of transitioning to paperless work environments, the state shuttle service maybe curtailed or sunset resulting in WCB having to procure transportation services
- The current processes and system does not have the capability to capture all final orders

Cost:
- **Two ISS6 System Analysts (base salary only) $174,768/year $873,840 5 Year Cost**

<u>Option 2 – In-House Built Solution:</u>
WCB evaluated the possibility of leveraging current agency resources to design, build, implement, and maintain a custom solution. However, due to the lack of expert knowledge for development of litigation workflows etc., makes this option time consuming and costly. In addition, DCBS IT&R has repeatedly stated it does not have knowledge of judicial business practices or the capacity to redesign and implement a litigation case management System. WCB specifically included DCBS IT&R staff early in the process of viewing tools. Together we have consulted with the Oregon Justice Department CIO and IT division staff regarding their successful transition to a litigation case management system.

Pros:
- WCB and DCBS maintain control of data
- Control over when updates are implemented

- Immediate point of contact for service failure
- While DCBS/IT&R does not have the knowledge base for creating a tool for judicial processes, they are the subject matter experts on our current system, reports, and WCB has a strong and collegial relationship with them

Cons:
- Requires substantial DCBS IT&R staff time to develop, build, configure, test, and implement
- Requires integration with the Oregon Court of Appeals and the Oregon Supreme Court to send case files electronically and receive determinations from their E-court system
- Requires on-going DCBS IT staff for maintenance and system support
- Will require additional hardware costs
- A delay in providing self-service options or expanding current processes to internal staff and external parties as the WCB Portal will require a major redesign
- Cannot meet all the desired improvements needed by WCB
- Will not improve the equal access to justice for injured workers or expanded access to the citizens of Oregon
- Longer disruption to the board and only incremental improvements over a much longer timeframe
- The longer this system is in use, the institutional knowledge for development of improvements to litigation management workflows will be limited by staff attrition

Ability to Meet Solution Requirements:
- This option can over time meet the high-level functional solution requirements. However, the intended goal of providing a start-to-finish digital record of all litigation and litigation outcomes, will require a much longer roadmap to achieve, and is fraught with a high degree of failure.

Benefits:
- The board will be able to control the order of what workflows and processes will be completed
- WCB has a good relationship with DCBS IT&R staff
- Minimal change to DCBS network architecture
- A WCB Business analyst can meet with WCD and OR-OSHA analysts to develop high-level requirements to improve data definitions and processing or replace them with other data initiatives.

Risks:
- Likely inability to deliver the target capabilities and intended business benefits in a timely manner
- Lack of IT&R expertise in a litigation management solution, best practices, workflows, etc. could result in less effective and efficient processes
- DCBS IT&R resources are shared resulting in resource contention and unavailability

Cost:
- Indeterminate

Option 3 – Purchase Cloud Based Litigation Case Management Solution:

WCB can purchase one of several available litigation management solutions that meet WCB's high-level functional and non-functional requirements.

WCB has identified Tyler Technologies and Casedoc as examples of potential solutions. Both solutions have features that provide electronic records of all litigation information, correspondence, filings, exhibits, events, activities, interim orders, and litigation outcomes. Additional features include automation of information management, workflows, notifications, increased communication with external parties and management of all case data. Through the RFP process WCB may identify an ideal solution to meet WCB requirements beyond the alternatives listed above.

Pros:

- There are multiple solutions available that meet all high-level functional and non-functional requirements
- Availability of extensive implementation packages and vendor staff service support provides additional resources to implement the litigation management solution without taxing board staff resources
- Expertise of litigation management that provides automation of information management, workflows, notifications, and communication to/from external parties is already built into litigation management solutions
- The vendor used by OJD is fully functional transferring operations and processes for 200 Judges, 1700 staff, at the time of transition served a population of 4.24 million Oregonians. The tool integrated also the Oregon Supreme Court, the Oregon Court of Appeals, Oregon Tax Court, the office of the State Court Administrator and 27 Judicial Districts with Circuit courts in every County
- Implementation of this case management system will be more time efficient, getting WCB into alignment with the existing Oregon courts in the most timely fashion

Cons:

- Solution estimates from early 2024 could increase significantly by the time a solution is identified, selected and a contract is in place

Ability to Meet Solution Requirements:

This option satisfies these functional requirements:

- Ability for all parties to electronically file a dispute
- Ability for WCB staff to view all case status information
- Ability for external parties to view case status, events, and activities
- Ability for external parties to send correspondence and exhibits electronically to the Board
- Ability for external parties to submit case changes (e.g., Response to Issues, Filing of Appearance, Change of Venue, Motions) to the Board for processing
- Ability for external parties to view active cases (calendar) for registered practitioners
- Ability to produce in near real-time Hearing Notice and Amended Notice, for external parties to view
- Ability to produce Hearing Notices in different languages
- Ability for WCB staff to consolidate, supplement and bifurcate cases in keeping with litigation movement without assistance from DCBS/ITR specialists to correct history

- Enhanced ability for WCB staff to track and store litigation information on issues, case types, and attorney fees
- Ability for decision makers to publish opinions electronically to litigants
- Ability for WCB staff to effectively and timely respond to public record requests
- Ability for WCB staff to effectively and efficiently track and process legislative and constituent requests
- Ability to retain all records in a digital format throughout the life of the active case and conform with WCBs stated retention schedule as provided to the Oregon State Archives
- Expanded data collection to more effectively and efficiently provide data for information requests
- Expanded data collection that enables WCB staff the ability to produce information within specific parameters (by month, by year, biennially, by issue, by judge, by location, by method) agency metrics for use in agency outreach to entities such as Oregon State Bar and MLAC
- Provide detailed reporting capabilities to meet WCBs reporting needs
- Ability for WCB staff to send and receive case files and dispositions electronically with the Oregon Court of Appeals and the Oregon Supreme Court

Benefits:

- 24-hour self-service filing option that enhances and enables external parties to:
    - ✓ Electronically file a dispute with WCB
    - ✓ View all case status information and view active case calendar for users who have multiple events (attorneys, insurance carriers.)
    - ✓ Send correspondence and exhibits electronically to WCB
    - ✓ Submit case changes such as response to issues, filing of appearance, change of venue, and motions to WCB for processing
    - ✓ Same day processing of hearing notice and amended notice
    - ✓ Submit settlement documents for immediate receipt by agency staff and decision makers
- Elimination of dependency on paper-based case management tracking
- Elimination of costs to transport for security level 3 information
- Enables WCB staff to:
    - ✓ Retain copies of electronic records throughout the life of the active litigation case
    - ✓ View all case status information and view active case calendar by judge, by location, by year or case type
    - ✓ Electronically route cases and providing greater transparency and efficiency for file movement
    - ✓ Electronically deliver case dispositions to litigants
    - ✓ Consolidate, supplement and bifurcate cases in house without assistance from DCBS/IT&R
    - ✓ Track and store litigation information on issues, case types, and attorney fees
    - ✓ Effectively and timely electronically track and process public records, legislative and constituent requests
    - ✓ Send case files electronically to the Oregon Court of Appeals and the Oregon Supreme Court
    - ✓ Measure staff performance
- Expanded data collection to more effectively and efficiently provide data for information requests and produce agency metrics

- Expanded detailed reporting capabilities

Risks:
- Solution options available within the litigation case management solution may require some customer configurations, or it may take longer to implement a solution, which can cause change fatigue and frustration for WCB staff and external parties
- WCB will need to ensure our implementation plan, change management plan and communication about both are regular and consistent
- WCB will need to remain flexible and realistic about moving this complex system forward. Listening and responding promptly to problems or concerns will be paramount or WCB could lose credibility with internal staff and external stakeholders

Cost:
While actual costs for a cloud-based SaaS litigation case management system cannot be known until responses to an RFP have been received, previous pricing estimates completed in early 2024 are as follows:

Estimated costs for year one:

Implementation Costs:	$900,678 – $1,035,795
Year 1 SaaS Costs:	$199,000 – $230,000
Total Year 1 Estimated Cost:	**$1,099,678 – $1,265,795**

Estimated costs for years two through five are:

Year 2 Costs:	$156,450 – $163,900
Year 3 Costs:	$164,273 – $172,095
Year 4 Costs:	$172,486 – $188,913
Year 5 Costs:	$181,110 – $189,735
Total Estimated Costs Years 2-5:	**$674,319 – $714,643**
Total Estimated 5-Year Cost:	**$1,773,997 - $1,980,438**

Option 4: Purchase On-Premise Litigation Case Management Solution:
It is not currently known if an on-premise system is available as an option. Regardless, considering an on-premise system before a cloud-based option is in violation of Oregon's cloud-first IT policy.

Pros:
- WCB and DCBS maintain control of data
- Control over when updates are implemented
- Immediate point of contact for service failure
- While DCBS/IT&R and WCB has a strong and collegial relationship

Cons:
- Requires substantial DCBS IT&R staff time to acquire, build, configure, test, and implement
- Requires integration with the Oregon Court of Appeals and the Oregon Supreme Court to send case files electronically and receive determinations from their E-court system
- Requires on-going DCBS IT staff for maintenance and system support
- Will require additional hardware costs

- Currently unknown if a solution can meet all the desired improvements needed by WCB
- May need additional IT&R resources to manage and maintain the system
- May require a change to DCBS' network architecture
- Goes against the state's cloud-first policy

Ability to Meet Solution Requirements:
- This option can likely meet the high-level functional solution requirements.

Benefits:
- The board will be able to control the order of what workflows and processes will be completed
- WCB has a good relationship with DCBS IT&R staff
- A WCB Business analyst can meet with WCD and OR-OSHA analysts to develop high-level requirements to improve data definitions and processing or replace them with other data initiatives.

Risks:
- Solution availability is unknown and will have to be researched if this option is considered over a cloud-based option
- DCBS IT&R resources are shared resulting in resource contention and unavailability

Cost:
- Indeterminate

Organizational Change Management (OCM)

There are multiple steps that need to be taken to handle organizational change management, some of which can be planned for in advance, and some cannot. Change management is more than an announcement of a new system and training. The plan will need to incorporate all those who are affected directly or indirectly by the system change. This includes internal staff, external stakeholders, and other state agencies.

The first thing WCB will be doing is preparing for the change. This is already in progress, both internally and externally. Internal staff and stakeholders are aware WCB is looking to change its electronic processes, part of the change management has already been to have active communication about a realistic timeline for implementation of changes and necessary precursors to moving forward.

It is not until WCB has budget approval and knows how it will be able to move forward that we can start planning and designing what our future state will look like. For example, will we be able to move quickly from a standard paper-based mailroom to an electronic mailroom where incoming documents are routed electronically, will that change come first or later? While we cannot answer that question now, we know that management and project staff will need to offer continuous support for those affected, so they are prepared to embrace the coming implementation with confidence. We will offer multiple opportunities to learn about what is coming, as well as allow ample time and methods for training.

When WCB knows which way it will proceed, it can start planning and designing its vision, communicating and receiving input from all affected. Through process mapping, WCB has already

received input regarding design from the staff doing each job. It has also received substantial requests and feedback during public board meetings with stakeholders. WCB has been able to identify skillsets that will likely need to change, as well as areas where WCB may consider staff movement within the agency. This will be acknowledged and embraced, and it will provide a path forward when there is an opportunity to start designing and planning for a new system. Continuous communication with these groups and individuals will be key components as this project moves forward, customizing communication for each group and level within our organization.

WCB already has several mechanisms in place to ensure ongoing communication with stakeholders and staff. WCB leadership is committed to having regular communication for internal staff. Regular updates will be published in the monthly stakeholder publication "Board Case News and Notes," which is distributed to stakeholders who have subscribed to this publication. Also, WCB leadership has access to an email distribution list with the Oregon State Bar (OSB), which is distributed to over 300 individuals registered with the Workers' Compensation Section of OSB. As discussed earlier, project communication has and will continue to take place at WCB Public meetings. Additionally, it is anticipated that opportunities for input would be started, including a potential advisory committee. Planning, designing, and change management will be high on the agenda for this committee.

If, despite the above, it appears WCB does not have the resources to coordinate the necessary communication and outreach, and because this process will take time, WCB could consider requesting a position during the 27-29 session, if needed. However, WCB receives support from DCBS and preliminary discussions with their change management staff person, the agency risk auditor, and DCBS IT&R management, have all indicated that they would be willing to provide support to WCB as we move forward.

That said, WCB currently also has resources for on processing mapping, making budget request, RFP prep and this business case. Once these are completed, this time and resources can move directly into communication, implementation and change management plans.

Finally, WCB understands the problem caused by under investment and attention to technology. Once the plan moves into implementation, internal resources currently assigned to managing manual paper processing will be freed to gain new skills and learning and supporting this new environment at all levels of the agency. Division management will ensure there are robust discussions centered on technology issues and trends on an ongoing basis, so all have an opportunity to have input and WCB executive management will be able to reinforce communication standards, stakeholder and staff engagement, as well as ongoing performance needs to ensure success of this endeavor.

Conclusions

Conclusion:
The Workers Compensation Board has delayed too long in updating its system functioning. Oregon state agencies, as noted above, stakeholders and staff have all requested updates and changes to our case management system, which we have been unable to accomplish. The work WCB provides to the state is not provided by any other jurisdiction. The ability to provide a fully electronic litigation case management system that will enable all parties to submit, process and view active cases, will just be bringing WCB into alignment with other litigation jurisdictions. WCB is charged with and needs to improve and promote equal access to justice for injured workers. Obtaining an electronic litigation

case management system, that allows access by all parties will help achieve that goal. IT will also advance internal WCB processes, identify efficiencies, increase accuracy and allow WCB to better meet statutory and internal processing timelines. A new litigation case management system is necessary, and the recommended course of action would be to purchase a cloud-based litigation case management solution consistent with those used by virtually all other court systems in Oregon.

Final Recommendation:
WCB would like to procure a SaaS cloud-based litigation case management system through the Request for Proposal (RFP) process.

Consequences of Failure to Act:
A failure to move forward and implement a litigation case management solution will hinder WCB's ability to:

- Improve and promote equal access to justice for injured workers.
- Enable external entities a self-service portal to electronically file, track, and access information on disputes.
- Provide timely dispute resolution to parties, potentially impacting receipt of wage replacement and medical care.
- Communicate effectively with other jurisdictions which WCB is required to do.
- Identify internal efficiencies, increase accuracy and meet statutory and internal litigation case processing timelines.

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) OF Cost	Current Biennium (2025-2027) OF Cost	Future Biennia (2027 - and ongoing) OF Cost
Administration and Business Services	Department of Consumer & Business Services (Workers Compensation Board (WCB))	Litigation Case Management System Project		WCB: Litigation Case Management System Project	None	The current systems for the Workers' Compensation Board (WCB) was designed in 1980. The current systems are unable to provide a complete electronic filing, tracking, and access to information on disputes. WCB is also unable to gather consistent data on basic functions (receive, process, track and analyze disputes and resolutions) the ability to improve processes, identify efficiencies, accuracy and meet statutory and internal processing timelines is challenged.	2025-09-01	2026-12-31	Yes	101	$ 2,500,000	$ 2,500,000	$ -	$ 2,500,000	$ -
Administration and Business Services	DCBS/Workers' Compensation Division	Modernization - Core System Implementation Project	P-00001418	WCD Modernization - Core System Implementation Project		The division's systems and processes need to be more effective, efficient, and flexible to enhance its services and adjust from more transactional-based services to customer-centric services. Modern systems implemented in other states have demonstrated improved efficiencies and innovation through greater automation, integration, and customer usability. Replacing the division's information technology systems and re-engineering business processes will improve how services are provided to Oregonians. Making this investment supports managing the costs of state government and delivering good value and service.	2022-01-01	2027-12-31	Yes	102	$ 61,109,189	$ 61,109,189	$ 450,533	$ 13,505,628	TBD

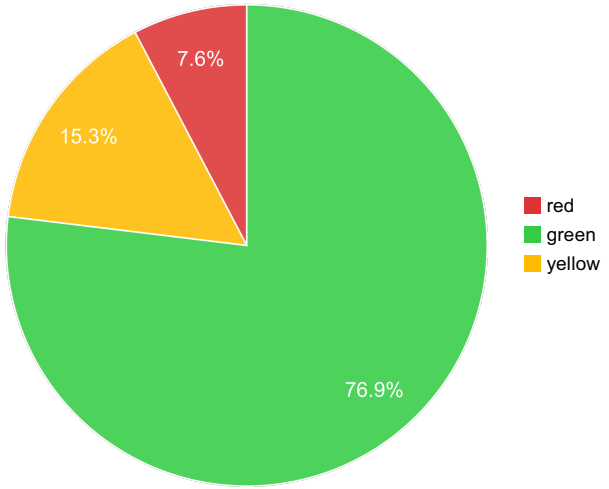
Department of Consumer and Business Services

Annual Performance Progress Report

Reporting Year 2023

Published: 12/22/2023 2:51:18 PM

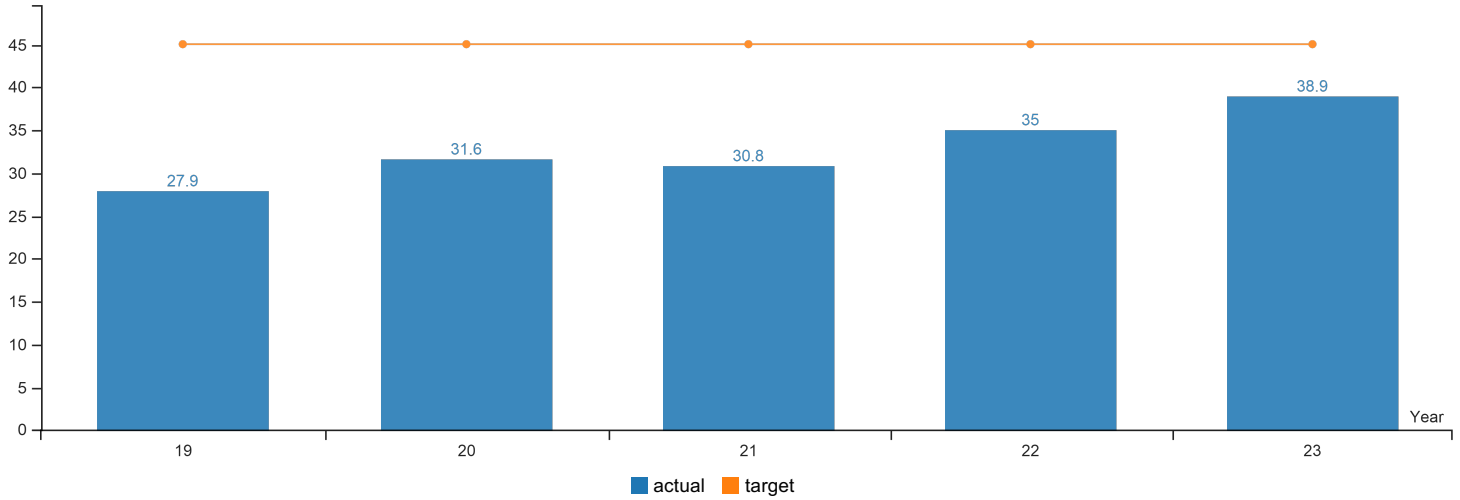
KPM #	Approved Key Performance Measures (KPMs)
1	CUSTOMER RESPONSE TIME - Average elapsed time, in days, between a customer's initial contact with office and internal owner's communication of decision.
2	EFFECTIVE REGULATION - Percent of licensees receiving a satisfactory examination score.
3	OCCUPATIONAL INJURY AND ILLNESS INCIDENCE RATES - Number of occupational injury and illness cases per 100 full-time workers.
4	TIMELY WORKER BENEFITS - Percent of injured workers who receive timely benefits from insurers.
5	ACCURATE WORKER BENEFITS - Percent of injured workers who receive accurate benefits from insurers.
6	RE-EMPLOYMENT OF INJURED WORKERS - Difference in percentage from workers with disabling injuries from those without disabling injuries.
8	WORKERS' COMPENSATION COVERAGE - Number of claims against employers without workers' compensation coverage per 1,000 accepted disabling claims.
9	WORKERS' COMPENSATION INSURER PERFORMANCE - Percentage of workers' compensation insurers meeting standards for benefit delivery and reporting.
10	UPHELD WORKERS' COMPENSATION DECISIONS - Percent of Workers' Compensation Board decisions affirmed on appeal to the Judiciary.
11	PERMITS FOR MINOR CONSTRUCTION WORK - Number of building permits that can be used by contractors in multiple jurisdictions for minor construction work.
12	ON-TIME WORK - Percent of timelines for key department activities that are met.
13	E-TRANSACTIONS FOR CUSTOMERS - Percent of customer transactions completed electronically.
14	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	76.92%	15.38%	7.69%

KPM #1	CUSTOMER RESPONSE TIME - Average elapsed time, in days, between a customer's initial contact with office and internal owner's communication of decision.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2019	2020	2021	2022	2023
CUSTOMER RESPONSE TIME					
Actual	27.90	31.60	30.80	35	38.90
Target	45	45	45	45	45

How Are We Doing

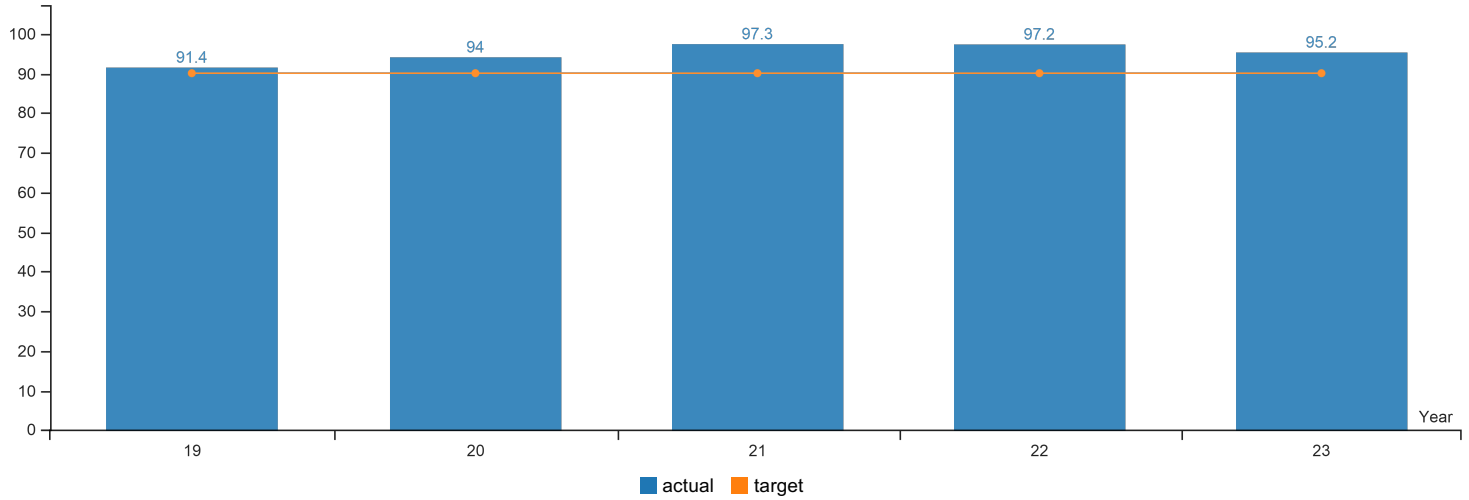
The Division of Financial Regulation’s consumer advocates respond to thousands of complaints each year from consumers who believe financial and insurance companies have treated them unfairly. In fiscal year 2023, the division communicated the results of its decision an average of 39 days after initial contact with the consumer.

Factors Affecting Results

The Consumer Advocacy Unit’s improved processes help handle more complaints while improving levels of performance, resulting in increased service and protection for Oregonians. For example, the unit allows consumers to file complaints online and encourages the use of e-mail and electronic responses by insurers. The Advocacy Unit has received more exposure through outreach and education efforts. As a result, complaints are often submitted to the Advocacy Unit earlier in the process, increasing the ease of resolution. Externally, changes in policies and procedures by financial and insurance companies can affect the number of complaints and the results. For example, an insurer might add a mechanism for consumers to appeal decisions, which would decrease the number of complaints the division receives because more cases would be settled between the consumer and the insurer.

KPM #2	EFFECTIVE REGULATION - Percent of licensees receiving a satisfactory examination score.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
EFFECTIVE REGULATION					
Actual	91.40%	94%	97.30%	97.20%	95.20%
Target	90%	90%	90%	90%	90%

How Are We Doing

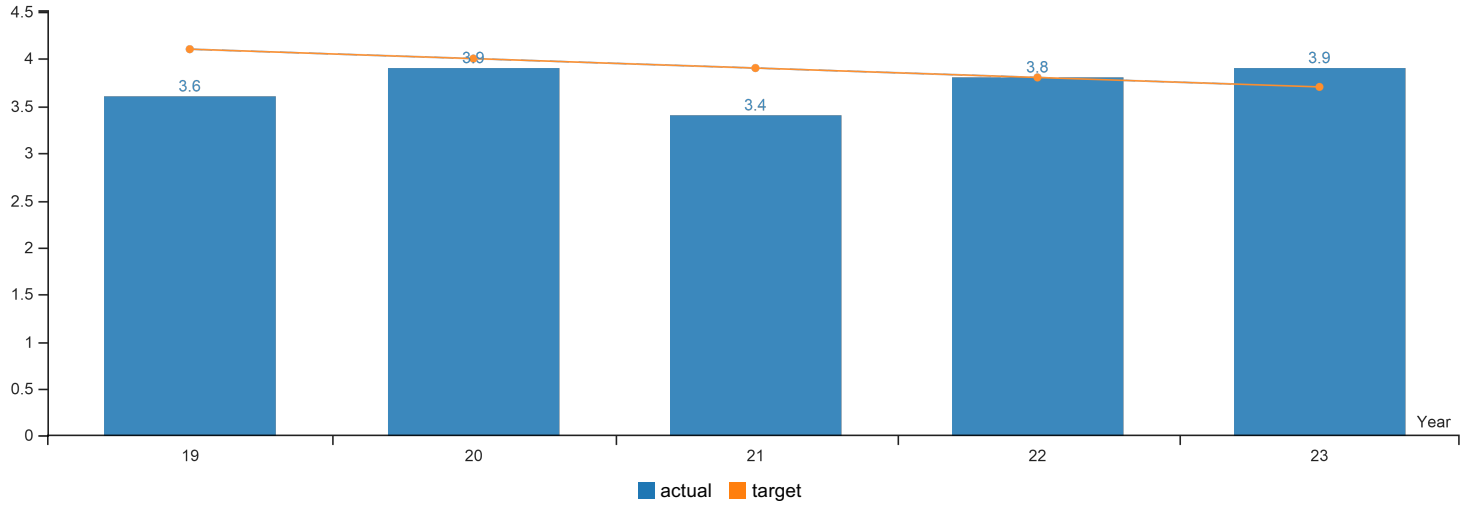
For fiscal year 2023, the Division of Financial Regulation examined financial companies (such as banks, credit unions, mortgage lenders, and payday lenders) and insurance companies and found that 95 percent were operating at or above desirable levels of compliance or safety and soundness.

Factors Affecting Results

The economy has a direct impact on the compliance or safety and soundness of our financial and insurance institutions. As economic conditions in the state evolve, the overall condition of our financial and insurance institutions may be expected to continue to change as well.

KPM #3	OCCUPATIONAL INJURY AND ILLNESS INCIDENCE RATES - Number of occupational injury and illness cases per 100 full-time workers.
	Data Collection Period: Jan 01 - Dec 31

** Upward Trend = negative result*



Report Year	2019	2020	2021	2022	2023
Occupational Injury and Illness Incidence Rates Per 100 Full-time Workers					
Actual	3.60	3.90	3.40	3.80	3.90
Target	4.10	4	3.90	3.80	3.70

How Are We Doing

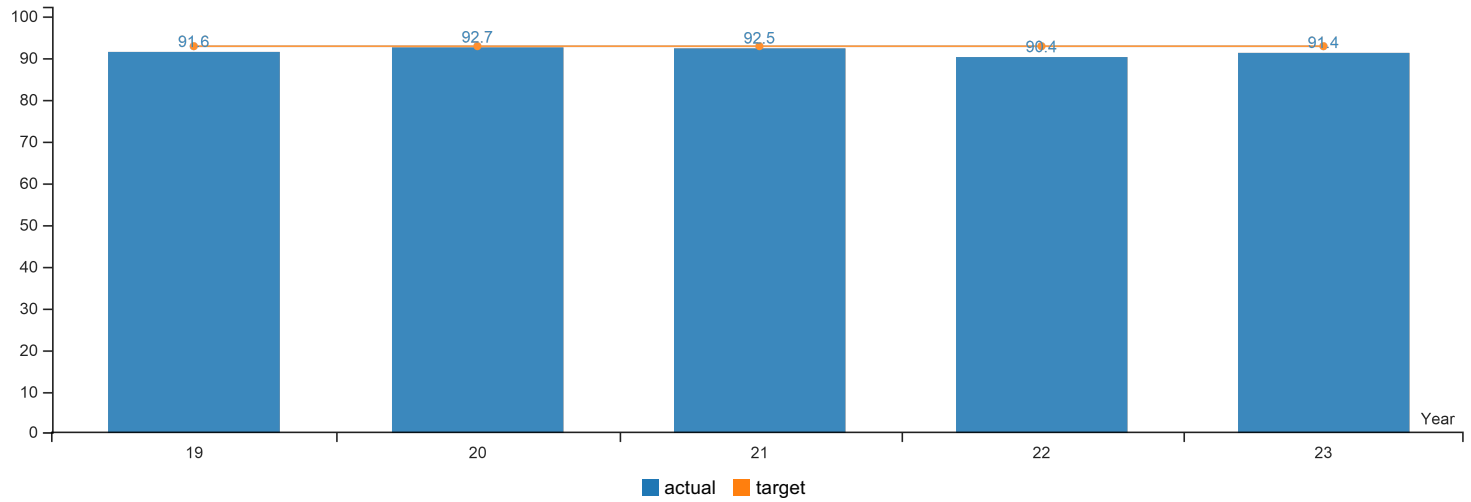
Oregon's private sector workers suffered work-related injuries and illnesses at a rate of 3.9 for every 100 full-time employees during the 2022 calendar year, exceeding our target goal of 3.7. Nationally, the rate for the private sector was 2.7 in 2022.

Factors Affecting Results

The injury and illness incidence rates are based on the Survey of Occupational Injuries and Illnesses (SOII), an annual survey of Oregon employers. The Federal Bureau of Labor and Statistics guides the survey sample selection. For the survey, approximately 4,000 Oregon employers are selected to participate and the sample size is consistent with other states. Ultimately, the safety and health practices of Oregon employers and employees affect this measure. Also, economic factors, such as the relative number of new employees in the workforce or the availability of employer resources to invest in safety training and equipment can affect the injury and illness incidence rates. Based on specific OSHA reporting requirements, SOII data should be distinguished from the data collected from workers' compensation claims submitted to the Department of Consumer and Business Services by insurers.

KPM #4	TIMELY WORKER BENEFITS - Percent of injured workers who receive timely benefits from insurers.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Percent of Timely Worker Benefits					
Actual	91.60%	92.70%	92.50%	90.40%	91.40%
Target	93%	93%	93%	93%	93%

How Are We Doing

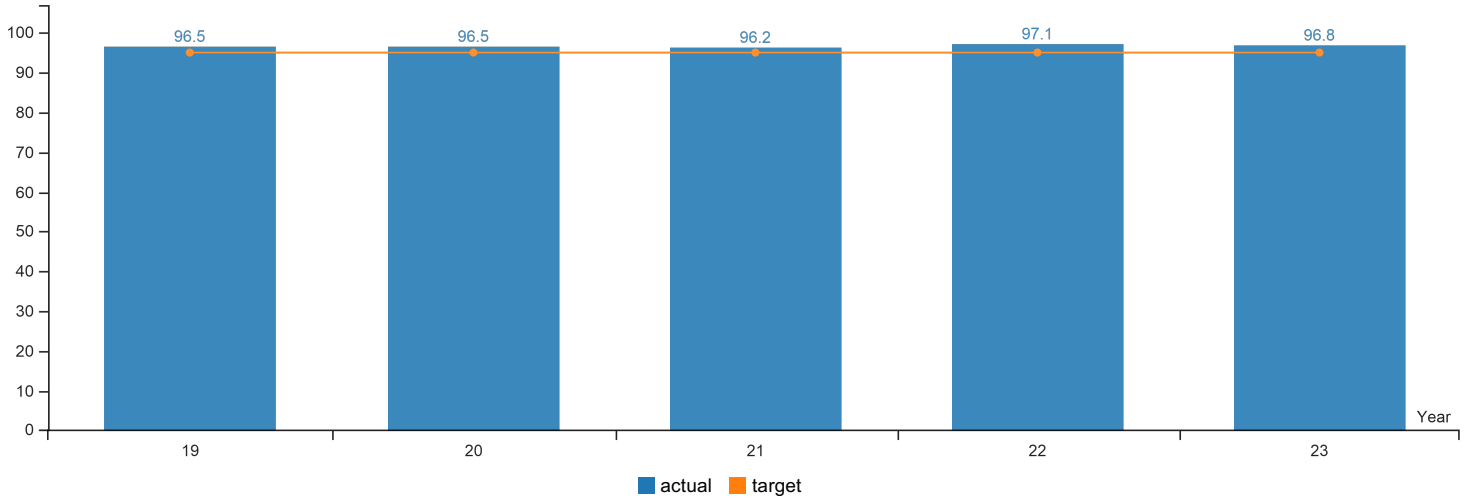
In fiscal year 2023, the department found 91 percent of the approximately 30,000 benefit payments audited by department were made to injured workers in a timely manner.

Factors Affecting Results

Education and enforcement efforts by the department can help further improve insurer performance. For example, when the Workers' Compensation Division (WCD) finds incorrect reporting of benefit payments or untimely payments during audits, we assess civil penalties for performance below standards, provide specific training to the insurer, and may conduct follow-up audits. Factors beyond the insurer's control can impact results as well, such when the employer delays notifying the insurer of an injury. When employers do not notify insurers in a timely fashion, this may lead to a late first benefit payment to the injured worker. To improve performance in this area, WCD continues to encourage insurers to educate their insured employers of the importance of notifying them of claims quickly to ensure workers receive their benefits on time.

KPM #5	ACCURATE WORKER BENEFITS - Percent of injured workers who receive accurate benefits from insurers.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Percent of Accurate Worker Benefits					
Actual	96.50%	96.50%	96.20%	97.10%	96.80%
Target	95%	95%	95%	95%	95%

How Are We Doing

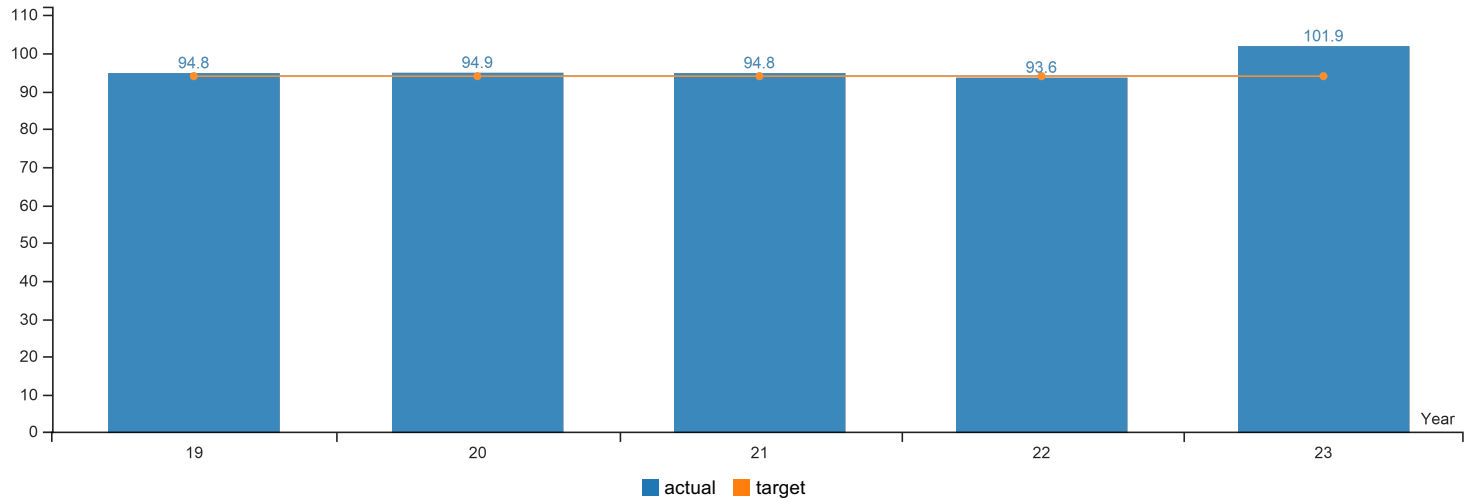
In fiscal year 2023, the department found 97 percent of the nearly 3,900 benefit payments audited by department were made to injured workers in an accurate manner.

Factors Affecting Results

The majority of factors that can impact results are within an insurer's control, such as its employees' knowledge and skills in calculating benefit payments. To improve insurer performance in this area, the Workers' Compensation Division (WCD) assesses civil penalties against insurers that do not meet performance standards, provides training on accurate benefit calculation and payment requirements for individual insurers, and may conduct follow-up audits. Additionally, WCD provides tools, such as a Web-based benefit calculator, to help companies ensure their benefit payments are accurate. With the implementation of a risk-based audit methodology, what and who WCD audits within the fiscal year may vary and can influence the results from year-to-year.

KPM #6	RE-EMPLOYMENT OF INJURED WORKERS - Difference in percentage from workers with disabling injuries from those without disabling injuries.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
RE-EMPLOYMENT OF INJURED WORKERS					
Actual	94.80%	94.90%	94.80%	93.60%	101.90%
Target	94%	94%	94%	94%	94%

How Are We Doing

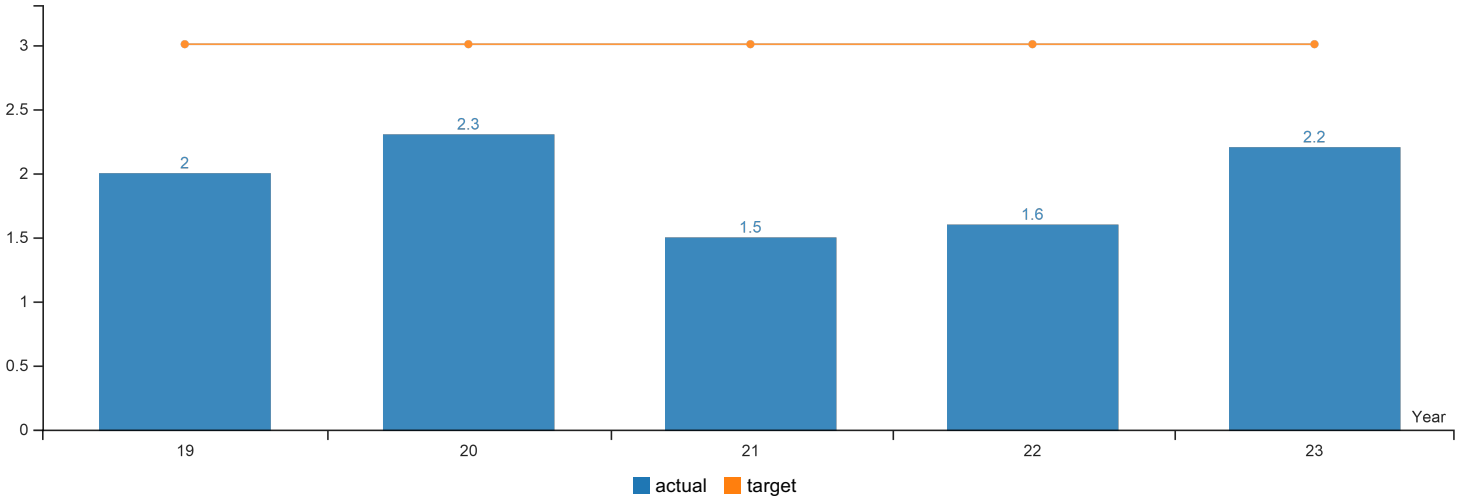
In fiscal year 2023, the rate that workers with disabling injuries were re-employed two years after their injury was 101.9 percentage points of the rate that injured workers with non-disabling injuries were re-employed. A target of 94 percentage points reflects the department's goal of getting injured workers back to regular employment quickly so they can become self-sufficient.

Factors Affecting Results

Changes in the Oregon economy or in business practices may affect this measure by reducing or increasing opportunities for job openings. Also, affecting results are changes in laws, rules, or department initiatives during the various times employees or employers trigger the use of return-to-work programs offered by the department. To see the effects department's efforts, it is necessary to track injured workers' employment over time. The data reported for fiscal year 2023 represents re-employment levels for workers who were injured in fiscal year 2020.

KPM #8	WORKERS' COMPENSATION COVERAGE - Number of claims against employers without workers' compensation coverage per 1,000 accepted disabling claims.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2019	2020	2021	2022	2023
Claims Against Employers w/o WC Coverage					
Actual	2	2.30	1.50	1.60	2.20
Target	3	3	3	3	3

How Are We Doing

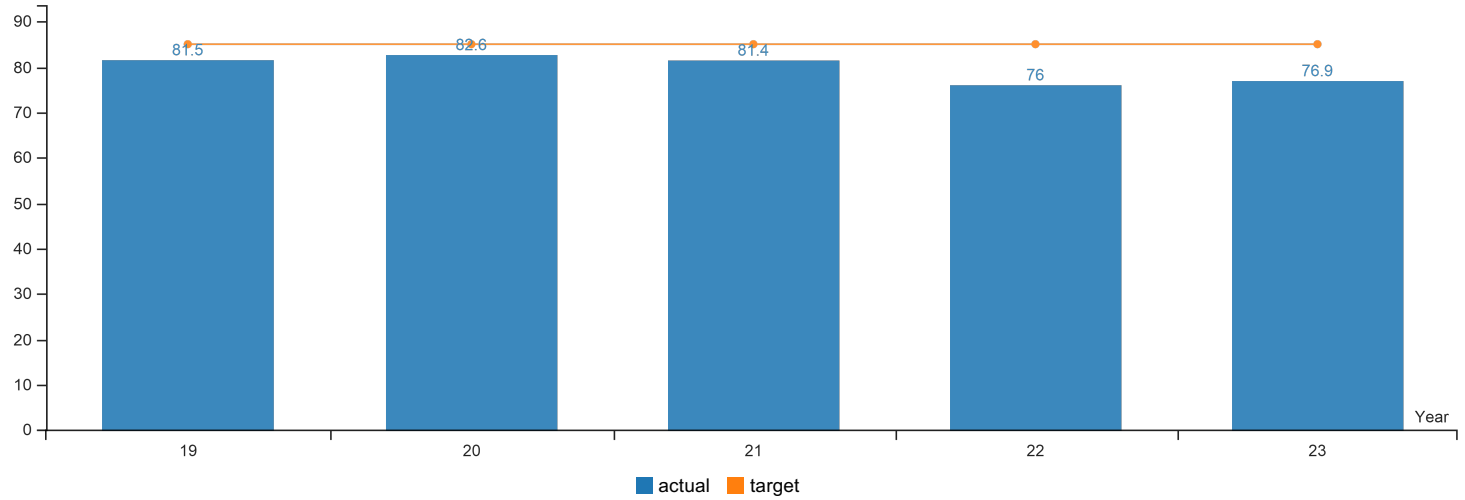
The department continues to achieve a high level of compliance with workers' compensation coverage laws, which protects both the employer and the employee in the event of a workplace injury. For fiscal year 2023, two out of every 1,000 accepted disabling injured worker claims were made against an employer without workers' compensation coverage. This indicates that, on average, 99.8 percent out of every 1,000 accepted disabling workers' compensation claims were filed by employees whose employers provided workers' compensation coverage.

Factors Affecting Results

Small changes in the number of noncomplying employer claims (claims from employers who do not provide workers' compensation insurance) can significantly alter the results since the number of noncomplying employer claims is so low. In the past three years, the department has recorded on average 24,140 accepted disabling claims annually, and of these less than 0.5 percent was from noncomplying employers. Also, changes in the Workers' Compensation Division (WCD) investigation processes or insurance coverage costs may affect results. Mandatory electronic reporting of workers' compensation insurance policies, which became effective July 1, 2009, gives WCD additional information that helps improve compliance of employers to purchase workers' compensation insurance coverage for Oregon workers.

KPM #9	WORKERS' COMPENSATION INSURER PERFORMANCE - Percentage of workers' compensation insurers meeting standards for benefit delivery and reporting.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Percent of Workers' Compensation Insurers Meeting Standards					
Actual	81.50%	82.60%	81.40%	76%	76.90%
Target	85%	85%	85%	85%	85%

How Are We Doing

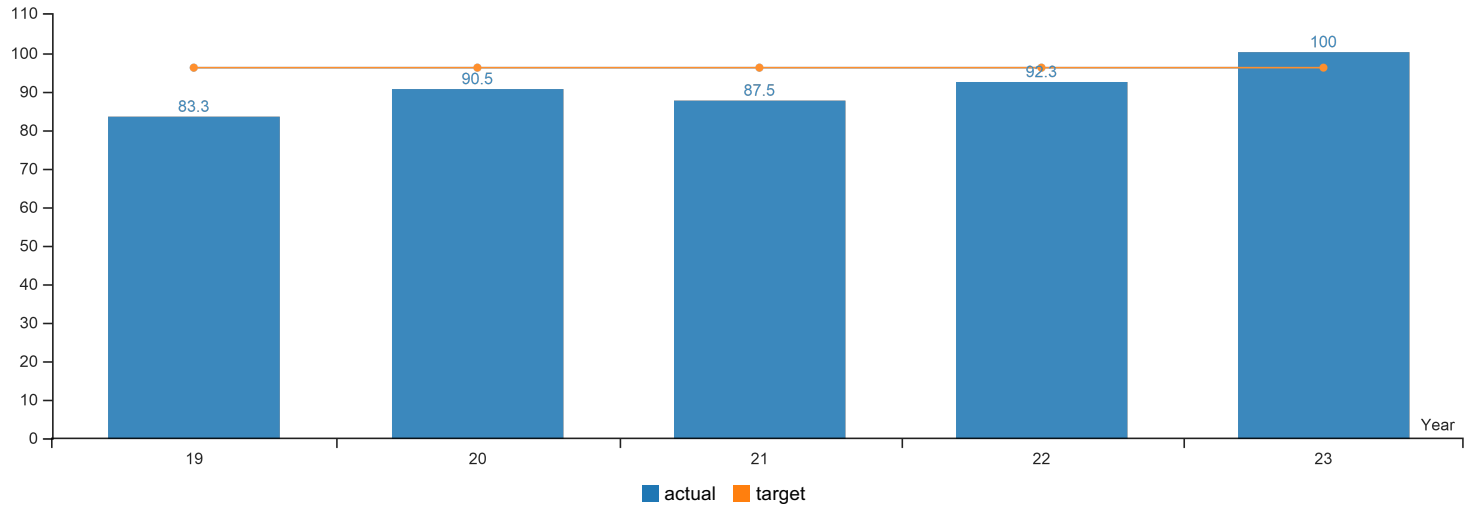
In 2006, the Workers' Compensation Division (WCD) increased its performance standards for insurers, requiring them to provide timely first benefit payments and acceptance/denial decisions at least 90 percent of the time instead of the former standard of 80 percent. To achieve increased protection for workers WCD focuses on thresholds of insurers' performance in three regulatory areas: 1) 90 percent of first payments to workers are paid timely; 2) 90 percent of decisions to accept or deny a claim are made timely; and 3) 80 percent of first-claim reports to the department are made timely. For fiscal year 2023, we found that 77 percent of workers' compensation insurers regulated by WCD were meeting performance standards in the three areas measured for this performance measure.

Factors Affecting Results

This data is self-reported by the insurers which mean the results could be influenced by an individual insurer's reporting. There is also the risk of incorrect reporting if not properly monitored. WCD verifies the accuracy of insurer reporting during the annual audit. Ongoing education, further clarification of standards, and focused auditing and enforcement should improve insurer compliance with requirements and use audit resources more efficiently over time.

KPM #10	UPHELD WORKERS' COMPENSATION DECISIONS - Percent of Workers' Compensation Board decisions affirmed on appeal to the Judiciary.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Percent of WCB Decisions Affirmed on Appeal					
Actual	83.30%	90.50%	87.50%	92.30%	100%
Target	96%	96%	96%	96%	96%

How Are We Doing

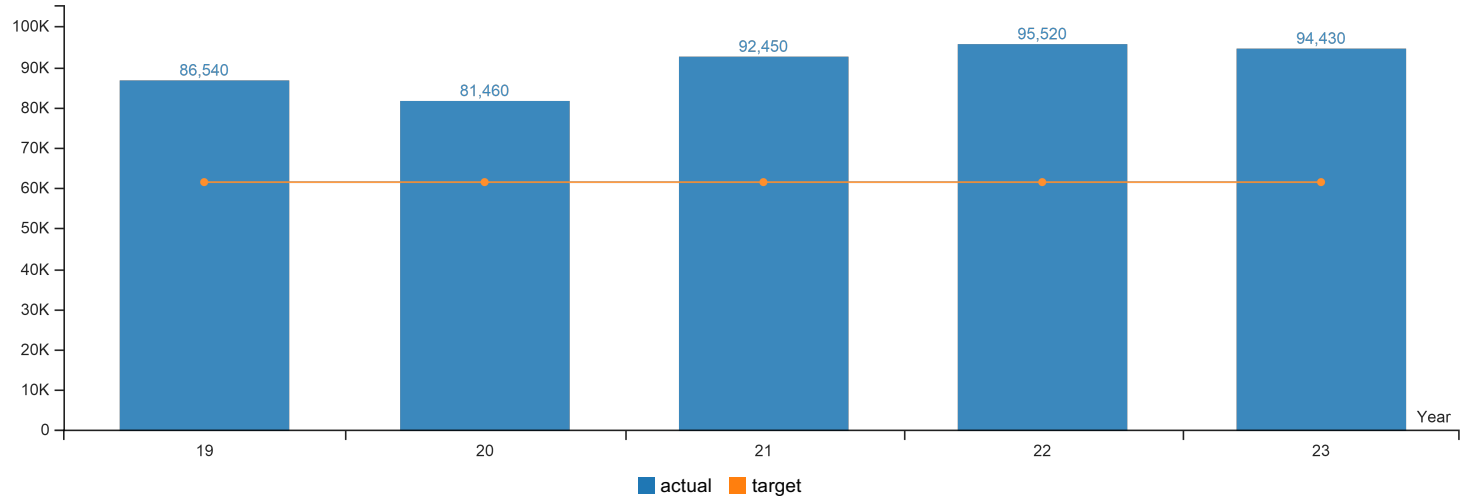
Of the six decisions issued by the court regarding Board orders in fiscal year 2023 there were zero reversals. The overall affirmation of 100 percent demonstrates that the Board is serving Oregon's workers' compensation system by consistently producing sound legal decisions.

Factors Affecting Results

Our goal is to achieve substantial justice by providing fair and impartial decisions that are legally sound. The Workers' Compensation Board, consisting of five members appointed by the Governor and confirmed by the Senate, provides timely and impartial resolution of disputes arising under the workers' compensation law. Over the past year, the Board has reviewed and resolved approximately 180 cases. That number does not include another 21 decisions regarding claim disputes arising under the Board's Own Motion authority pursuant to ORS 656.278. A Board decision may be appealed to the Court of Appeals if one of the parties believes the decision is not supported by substantial evidence or is in error as a matter of law.

KPM #11	PERMITS FOR MINOR CONSTRUCTION WORK - Number of building permits that can be used by contractors in multiple jurisdictions for minor construction work.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Number of Minor Label Permits Sold					
Actual	86,540	81,460	92,450	95,520	94,430
Target	61,450	61,450	61,450	61,450	61,450

How Are We Doing

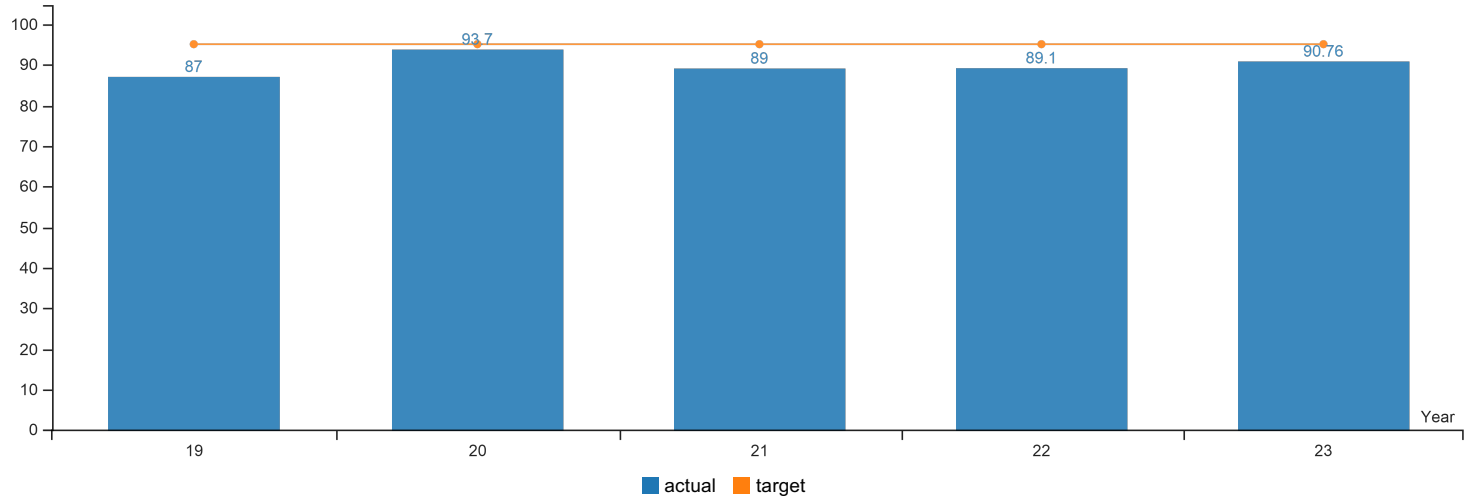
In fiscal year 2023, the total number of permits sold (94,430) was the second highest since the introduction of the program. Customers continue to report a great deal of satisfaction using this more efficient and less expensive process for purchasing permits for minor work. The program also reduces workload for building departments. The program has been expanded over the past years to include most elevator maintenance activities as well as electric vehicle charging unit work.

Factors Affecting Results

Construction activity has historically had a major impact on outcomes for this measure. Economic downturns and problems in the lending markets may cause the construction industry to slow during recessions. Construction activity is currently high and still responding to the building shortage resulting from the last economic slump. The high volume of minor label usage currently charting is likely attributable to the current construction activity boom. Stakeholders are currently exploring the potential for expansion of the minor label program. Should the scope of work that can be done through minor labels be expanded, we would expect an increase.

KPM #12	ON-TIME WORK - Percent of timelines for key department activities that are met.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Percent of DCBS Timelines Met					
Actual	87%	93.70%	89%	89.10%	90.76%
Target	95%	95%	95%	95%	95%

How Are We Doing

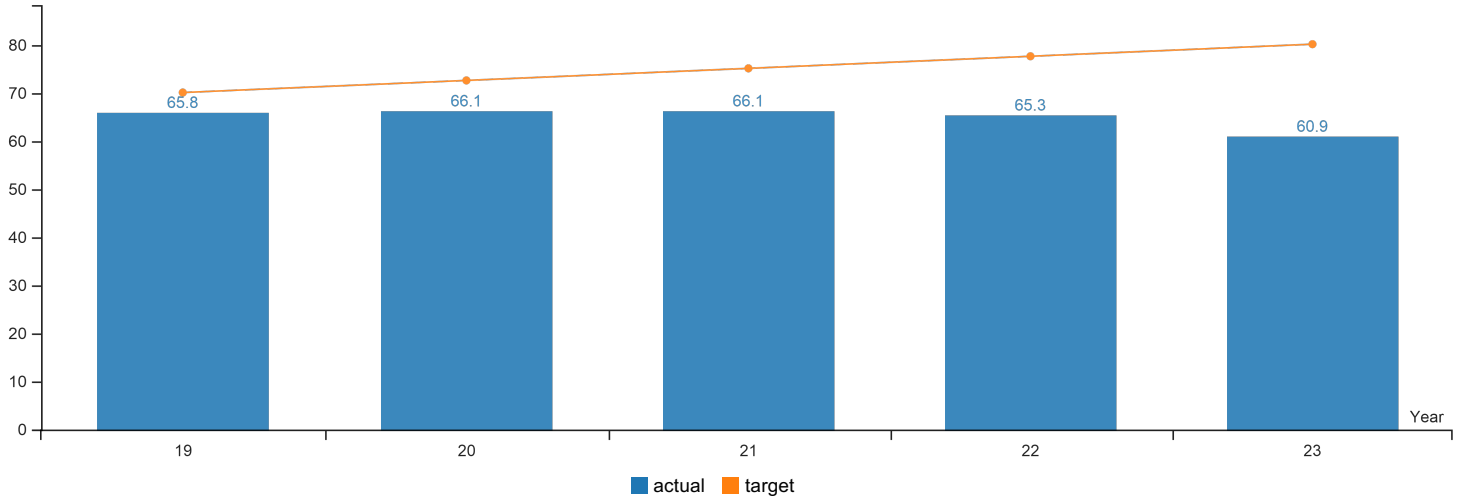
DCBS has maintained high performance levels by continuing to streamline processes and expand use of technology. In fiscal year 2023, we met our timelines for key department activities 91 percent of the time.

Factors Affecting Results

Reaching our targets can be challenging because in many cases we hold ourselves to a higher standard than what is required by law. There are many factors the department evaluates as a result of this data, such as staffing levels and available resources; clarity of our processes and ease of customer compliance; and customer completeness and follow-through. Regardless of the contributing factor, we strive to perform at high levels and take action to constantly improve our performance.

KPM #13	E-TRANSACTIONS FOR CUSTOMERS - Percent of customer transactions completed electronically.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Percent of Transactions Completed Electronically					
Actual	65.80%	66.10%	66.10%	65.30%	60.90%
Target	70%	72.50%	75%	77.50%	80%

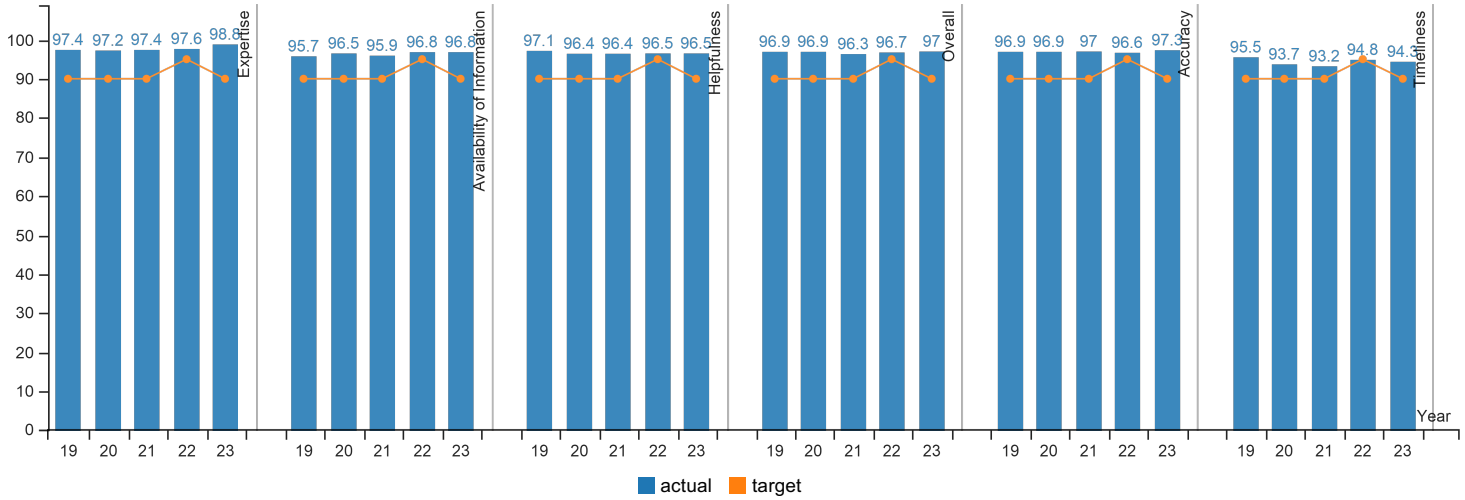
How Are We Doing

During fiscal year 2023, 61 percent of applicable transactions between businesses and consumers and DCBS were completed electronically. We continue to undertake projects to increase the types and numbers of electronic transactions for companies, workers, and other stakeholders, and we are continually expanding and improving existing systems. Many of our systems are equipped with built-in surveys and e-mail feedback to ensure they are user-friendly and meet changing needs.

Factors Affecting Results

The primary factor affecting results is customers' and businesses' willingness to conduct business electronically with DCBS. Customers' belief in the security of their online information, knowledge that services are available online, and preference for online vs. paper transactions affect the overall percent of transactions that are conducted electronically. When electronic systems are available, our customers tend to embrace them. We will continue to focus on making more services available electronically for business and consumers as funds are available to do so. With limited resources, we must balance the need to develop new electronic systems with other priorities, such as maintaining existing services.

KPM #14	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2019	2020	2021	2022	2023
Expertise					
Actual	97.40%	97.20%	97.40%	97.60%	98.80%
Target	90%	90%	90%	95%	90%
Availability of Information					
Actual	95.70%	96.50%	95.90%	96.80%	96.80%
Target	90%	90%	90%	95%	90%
Helpfulness					
Actual	97.10%	96.40%	96.40%	96.50%	96.50%
Target	90%	90%	90%	95%	90%
Overall					
Actual	96.90%	96.90%	96.30%	96.70%	97%
Target	90%	90%	90%	95%	90%
Accuracy					
Actual	96.90%	96.90%	97%	96.60%	97.30%
Target	90%	90%	90%	95%	90%
Timeliness					
Actual	95.50%	93.70%	93.20%	94.80%	94.30%
Target	90%	90%	90%	95%	90%

The department's overall rating of 97 percent in fiscal year 2023 is a strong performance, especially since many of our customers are entities we regulate, audit, or inspect. Our ongoing focus on customer satisfaction has resulted in high ratings that have consistently performed well compared to our target since measurement began in 2007. Three of the agency's divisions provided data for the measure, based on surveys of their customers. Participating divisions were Oregon OSHA, Workers' Compensation Division, and the Division of Finance Regulation. Data from each division are combined to give an agency-wide value reflecting the divisions' relative level of service to Oregonians and the customers being served. In fiscal year 2022, the agency target was misreported as 95%. For fiscal year 2023, it has been corrected to the original target of 90%.

Factors Affecting Results

Many of the customers we survey are entities that we regulate, which could affect our results. However, even though we have a regulatory relationship with many of our customers, we have continued to perform well on this measure. Further, many of our customers are individuals we are helping with complaints, and the outcome of the complaint can influence how the customer rates our service. We try to mitigate this effect by managing expectations and making it a priority to do everything we can to provide customers with a high level of service, even if the customer may not get the desired outcome. The response rate for these surveys can also impact results. We encourage our customers to provide us with feedback by responding to our surveys, but the percent of customers who respond to surveys is often low.

DCBS | Department of Consumer and Business Services

350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs

February 2, 2022

Amy John, Audit Manager
Secretary of State, Audits Division
255 Capitol St. NE, Suite 500
Salem, OR 97310

Dear Amy John,

This letter provides a written response to the Audits Division's final audit management letter for DCBS FY2021.

Audit Finding:

Significant Deficiency
Improve documentation to facilitate review
Department management is responsible for establishing and maintaining internal controls that provide reasonable assurance financial transactions are accurate and properly recorded. Transactions should be clearly documented, and the documentation readily available for examination.

Various divisions within the department assess fines and fees for noncompliance with state statutes. When an individual division is not successful in collecting amounts owed to the department, the responsibility for collection efforts is transferred to the department's Accounts Receivable (AR) Unit. The AR Unit maintains the subsidiary records for accounts receivable transferred from other divisions, and at year-end, uses the detailed information from their subsidiary system and individual divisions to manually calculate financial statement balances for current and noncurrent receivables and uncollectible amounts. The Central Accounting Unit is responsible for reviewing the information provided by the AR Unit and recording the necessary entries in the financial statements.

During the audit we noted the following:

- The documentation included to support the financial statement entries was comprised of insufficiently detailed summaries. When requested by auditors, the underlying detail to support the summaries was not readily available.

- The department did not document their processes for querying and filtering the subsidiary system data, obtaining division level receivable balances, or manually synthesizing the information for calculating amounts in the financial statements.

- The department has a documented methodology for determining the percentage of receivables that are uncollectible. However, their methodology to manually apply those percentages to outstanding receivable balances was not documented, nor was the underlying support readily available.

The department relies on supervisory review of their financial statement entries as the control to provide reasonable assurance entries are complete and accurate. Without sufficiently detailed and documented procedures and supporting documentation that is readily available, the department limits their ability to conduct effective reviews and to prevent, detect, or timely correct material misstatements. During our testing we identified errors in the manual application of the uncollectible

percentages that were not detected and corrected during supervisory review and resulted in a $40 million audit adjustment to the amount of receivables the department expects to collect.

We recommend department management ensure procedures for determining the accounts receivable balances are documented, including relevant data download requests and filters, and how uncollectible percentages are applied to outstanding balances. We also recommend the department ensure effective reviews are performed by maintaining documentation that is sufficiently detailed and readily available.

DCBS Response:

DCBS agrees with the audit's recommendation. The effective and efficient management of receivables continues to be a high priority for the agency. DCBS strives to have clear and concise documented methodologies, procedures, and accounting working papers. Transparency is an important value to DCBS, and all documentation is available for internal and external review.

DCBS will complete the following in relation to the audit recommendations:

1. Re-evaluate the methodology used for annual financial statement entries related to receivables. Document methodologies used, and create a procedure for the execution of the work by May 2022.

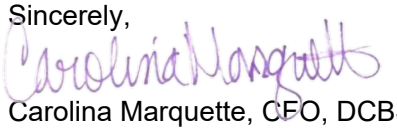
2. The DCBS Accounts Receivable Unit collects receivables data from many subsidiary systems within the agency programs. DCBS will document how subsidiary systems are queried and filtered to receive needed reporting data. DCBS will document methodologies used and procedures for receivables data that is manually entered. In addition, DCBS will document how all data is reviewed, and by whom, before reported in financial statement entries. This work will be complete by June 2022.

3. DCBS will create a written procedure for how the percentage of receivables that are uncollectible is calculated, documented, and reported in financial statement entries. This work will be complete by June 2022.

Finally, we are providing more context to the audit adjustment that is noted in the report. This figure refers to the calculation of an estimate of the amount of debt DCBS believes it expects to be able to collect. It is important to stress that the total amount of debt recorded by the department is accurately stated. Additionally, the revised uncollectable estimate and resulting audit adjustment did not affect our debt portfolio, did not result in a loss of funds, and has not impeded our legal ability or actions taken to collect all outstanding debt.

If you have any questions, please contact DCBS Accounting Services Manager Lane Foulger at lane.h.foulger@dcbs.oregon.gov.

Sincerely,



Carolina Marquette, CFO, DCBS

cc: Andrew Stolfi, Director
Mary Moller, Deputy Director
Michael Campbell, DCBS Internal Auditor
Rob Hamilton, SARS Manager, DAS

February 10, 2023

Andrew Stolfi, Director
Department of Consumer and Business Services
350 Winter Street NE
P.O. Box 14480
Salem, Oregon 97309-0405

Dear Andrew Stolfi:

We have completed audit work of selected financial accounts at your department for the year ended June 30, 2022. This audit work was not a comprehensive financial audit of the department, but was performed as part of our annual audit of the State of Oregon's financial statements. We audited accounts that we determined to be material to the State of Oregon's financial statements.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements of the State of Oregon as of and for the year ended June 30, 2022, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, we considered the department's internal control over financial reporting as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit the attention of those charged with governance.

Our consideration of internal control was for the limited purpose described above and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal

control we consider to be material weaknesses. However, as discussed below, we identified certain deficiencies in internal control that we consider to be significant deficiencies.

Significant Deficiency

Improve reconciliation controls over security deposits

Criteria: OAM 10.00.00.PO.102

Department management is responsible for ensuring internal controls provide reasonable assurance that security deposits are accurately and completely reported. The Division of Financial Regulation (DFR) is responsible for regulating insurance companies and ensuring insurance companies deposit securities to be held for the faithful performance of their obligations. The department contracts with a custodian to be the depository for these securities, and insurers can request to exchange securities with DFR approval. To ensure securities are completely recorded in the financial records, DFR is responsible for preparing quarterly reconciliations between department records and custodian statements.

During the fiscal year, DFR did not complete quarterly reconciliations between department records and custodian statements due to staff turnover and prolonged vacancies. When reconciliations are not performed there is the potential for amounts recorded in the financial records to be incorrect.

We recommend department management ensure reconciliations are performed.

Implement controls to ensure security deposits are properly valued and accurately and completely reported

Criteria: OAM 10.00.00.PO.102; GASB No. 31, paragraph 5; GASB No. 84, paragraph 23

Department management is responsible for ensuring internal controls provide reasonable assurance that security deposits are accurately and completely reported. The Division of Financial Regulation (DFR) regulates trust companies who deposit securities as a pledge for faithful conduct. DFR maintains a detailed listing of security deposits by trust company using quarterly statements provided by the trust companies. This listing provides the basis for determining whether trust companies are compliant with security deposit requirements, identifying the year-end balance for financial reporting, and calculating related inflows and outflows.

Financial reporting standards require these securities to be reported at book value and for all activity related to the securities, including withdrawals and exchanges, to be reported as inflows and outflows. During testing we noted the following errors:

1. DFR's securities listing is used for multiple purposes; therefore, it requires including book, market, and par values. However, DFR did not use the correct values for some securities for reporting purposes and security deposits were overstated by $1 million.
2. During the fiscal year, the Financial Services Unit changed their procedure from quarterly to monthly calculations of inflows and outflows. Trust company statements are only available quarterly, and documentation for detailed transactions is only provided when securities are

withdrawn. Creating monthly processes without the underlying statements resulted in inflows and outflows being overstated $24.2 million and $23.2 million, respectively.

We recommend the department develop internal controls and processes to ensure year-end balances and inflows and outflows activity are accurately and completely reported and supported by information readily available from trust companies.

Improve controls over prior period correcting entries

Criteria: OAM 10.00.00.PO.102

Department management is responsible for establishing internal controls to provide reasonable assurance regarding the reliability of financial reporting. The department was required to make two correcting entries during the current fiscal year, 2022, to correct errors identified during the fiscal year 2021 audit. The department did not consider the impact of these entries on the activities and balances of fiscal year 2022, resulting in the following errors:

- Performance deposits were overstated $2.3 million;
- Inflows were understated $218 million;
- Outflows were understated $220.2 million; and
- Healthcare provider taxes were overstated $507 thousand.

We recommend department management establish internal controls to ensure the impacts of correcting entries on fiscal years involved are understood and appropriately reported.

Other Matter

During the course of our audit, we became aware of the following matter that is considered an opportunity for strengthening internal controls. This matter does not require a written response from management.

Improve travel expenditure controls and documentation

The department is responsible for establishing controls to ensure that travel expenditures align with state and department policies, including maintaining adequate documentation. We reviewed 26 travel expenditures and noted several issues where policies were not followed. For example, incorrect reimbursement of private vehicle usage, incorrect reimbursement for personal travel, and incomplete and inadequate documentation of airfare purchases.

We recommend the department strengthen controls to ensure travel expenditures are adequately supported and align with state and department policies.

Prior Year Finding(s)

In prior fiscal years, we reported a material weakness and a significant deficiency. For the fiscal year ended June 30, 2021, see Secretary of State audit report number 2022-18; and for the fiscal year ended June 30, 2020, see Secretary of State audit report number 2021-13.

During fiscal year 2022, the department corrected these findings, and they will be reported in the Statewide Single Audit report for the fiscal year ended June 30, 2022, with a status of corrective action taken.

Finding Title	Prior Year Finding No.	Level of Finding
Strengthen controls to ensure complete implementation of new accounting standards	2020-004	Material weakness
Improve documentation to facilitate review	2021-002	Significant deficiency

The above significant deficiencies, along with your response for each finding, will be included in our Statewide Single Audit Report for the fiscal year ended June 30, 2022. Please prepare a response to each finding and include the following information as part of your corrective action plan:

1. Your agreement or disagreement with the finding. If you do not agree with the audit finding or believe corrective action is not required, include in your response an explanation and specific reasons for your position.
2. The corrective action planned.
3. The anticipated completion date.
4. The name(s) of the contact person(s) responsible for corrective action.

Please provide a response to Amy John by February 21, 2023, and provide Rob Hamilton, Statewide Accounting and Reporting Services (SARS) Manager, a copy of your Corrective Action Plan.

The purpose of this letter is solely to describe the scope of our testing of internal control and the result of that testing, and not to provide an opinion on the effectiveness of the department's internal control. This communication is an integral part of an audit performed in accordance with Government Auditing Standards in considering the department's internal control. Accordingly, this letter is not suitable for any other purpose.

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Amy John, Audit Manager or Shelly Cardenas, Principal Auditor at amy.john@sos.oregon.gov or shelly.l.cardenas@sos.oregon.gov.

Sincerely,

Office of the Secretary of State, Audits Division

cc: Mary Moller, Deputy Director
Blake Johnson, Business Operations Administrator
Carolina Marquette, Chief Financial Officer
Michael Campbell, Chief Audit Executive
Berri Leslie, Interim State Chief Operating Officer, Department of Administrative Services
Robert Hamilton, SARS Manager, Department of Administrative Services

DCBS | Department of Consumer and Business Services

350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs

February 21, 2023

Amy John, Audit Manager
Secretary of State, Audits Division
255 Capitol St. NE, Suite 500
Salem, OR 97310

Dear Amy John,

This letter provides a written response to the Audits Division's final audit management letter for DCBS FY2022 (Mgmt. Letter 440-2023-02-01).

Audit Finding:

Significant Deficiency

Improve reconciliation controls over security deposits
Criteria: OAM 10.00.00.PO.102

Department management is responsible for ensuring internal controls provide reasonable assurance that security deposits are accurately and completely reported. The Division of Financial Regulation (DFR) is responsible for regulating insurance companies and ensuring insurance companies deposit securities to be held for the faithful performance of their obligations. The department contracts with a custodian to be the depository for these securities, and insurers can request to exchange securities with DFR approval. To ensure securities are completely recorded in the financial records, DFR is responsible for preparing quarterly reconciliations between department records and custodian statements.

During the fiscal year, DFR did not complete quarterly reconciliations between department records and custodian statements due to staff turnover and prolonged vacancies. When reconciliations are not performed there is the potential for amounts recorded in the financial records to be incorrect.

We recommend department management ensure reconciliations are performed.

DCBS Response:

DCBS agrees with the audit's recommendation that "management ensure reconciliations are performed." The effective and efficient management of statutory deposits continues to be a high priority for the agency. DCBS aims to have clear and concise documented methodologies, procedures, and accounting working papers. Transparency is an important value to DCBS. Also, we aim to ensure that all documentation is available for internal and external review.

This deficiency did not result in a loss of funds, cause the program to be underfunded, or for DCBS to be at risk of being underfunded. There are other controls in place to ensure compliance from insurance companies.

DCBS will complete the following in relation to the audit recommendation and the values and aims noted above:

1. Re-evaluate the methodology used for annual financial statement entries and reports related to statutory deposits. DCBS will also document methodologies used and create a procedure for the execution of the work by May 2023.

2. Document methodologies used and procedures for statutory deposits data that is manually entered. In addition, DCBS will document how all data is reviewed, and by which personnel in what position, before it is reported in financial statements. This work will be complete by June 2023.

3. Create an individual training plan for the securities deposit position, including a plan for other staff to back up the securities deposit position by May 2023.

4. Create a succession plan for the securities deposit position by July 2023.

5. Develop detailed procedures for the securities deposit position that will require updating and maintaining, plus be easy to access for personnel backing up the position and oversight staff, with current draft due by July 2023.

6. Make sure that quarterly reconciliations are completed by designated staff with the appropriate accounting knowledge, with a list of eligible reviewers to be expanded and finalized, by July 2023.

7. Make sure reconciling entries are reviewed by staff with the appropriate accounting knowledge. Such reviews will be communicated to the securities deposit analyst and records will be corrected where needed. This work to be completed by July 2023.

Implement controls to ensure security deposits are properly valued and accurately and completely reported
Criteria: OAM 10.00.00.PO.102; GASB No. 31, paragraph 5; GASB No. 84, paragraph 23

Department management is responsible for ensuring internal controls provide reasonable assurance that security deposits are accurately and completely reported. The Division of Financial Regulation (DFR) regulates trust companies who deposit securities as a pledge for faithful conduct. DFR maintains a detailed listing of security deposits by trust company using quarterly statements provided by the trust companies. This listing provides the basis for determining whether trust companies are compliant with security deposit requirements, identifying the year-end balance for financial reporting, and calculating related inflows and outflows.

Financial reporting standards require these securities to be reported at book value and for all activity related to the securities, including withdrawals and exchanges, to be reported as inflows and outflows. During testing we noted the following errors:

1. DFR's securities listing is used for multiple purposes; therefore, it requires including book, market, and par values. However, DFR did not use the correct values for some securities for reporting purposes and security deposits were overstated by $1 million.
2. During the fiscal year, the Financial Services Unit changed their procedure from quarterly to monthly calculations of inflows and outflows. Trust company statements are only available quarterly, and documentation for detailed transactions is only provided when securities are withdrawn. Creating monthly processes without the underlying statements resulted in inflows and outflows being overstated $24.2 million and $23.2 million, respectively.

We recommend the department develop internal controls and processes to ensure year-end balances and inflows and outflows activity are accurately and completely reported and supported by information readily available from trust companies.

DCBS Response:

DCBS agrees with the audit's recommendation. Accurate and complete financial reporting is a high priority for the agency. DCBS strives for excellence in financial reporting.

DCBS will complete the following in relation to the audit recommendations:

1. DCBS will record trust company activities on a quarterly basis, in alignment with when the statements are available from trust companies. DCBS Financial Services will retain copies of the supporting quarterly statements. DCBS will update current procedures to reflect this change. This work will be complete by May 2023.

2. DCBS Financial Services will collaborate with the DCBS Division of Financial Regulation (DFR) to ensure the procedures for recording trust company activities are clear for all involved. DCBS will ensure multiple people are trained on the process to ensure these activities are recorded accurately and in a timely manner. This work will be complete by June 2023.

This deficiency was a reporting error, did not result in a loss of funds, and did not impede DCBS' ability to properly manage the Divisional of Financial Regulation's banking program.

Improve controls over prior period correcting entries
Criteria: OAM 10.00.00.PO.102

Department management is responsible for establishing internal controls to provide reasonable assurance regarding the reliability of financial reporting. The department was required to make two correcting entries during the current fiscal year, 2022, to correct errors identified during the fiscal year 2021 audit. The department did not consider the impact of these entries on the activities and balances of fiscal year 2022, resulting in the following errors:

- Performance deposits were overstated $2.3 million;
- Inflows were understated $218 million;
- Outflows were understated $220.2 million; and
- Healthcare provider taxes were overstated $507 thousand.

We recommend department management establish internal controls to ensure the impacts of correcting entries on fiscal years involved are understood and appropriately reported.

DCBS Response:

DCBS agrees with the audit's recommendation.

DCBS will complete the following in relation to the audit recommendations:

1. Collaborate with DAS SARS to ensure all post-closing adjustments are made and better understand the impact of these adjustments on the financial statements. This work will be complete by August 2023.

2. DCBS Financial Services will add a task to the end-of-year checklist to ensure all correcting entries have been resolved from previous fiscal years. DCBS will ensure multiple accountants are trained on this process. This will be complete by August 2023.

3. DCBS Financial Services will provide additional training to staff on the Oregon Reinsurance Program (ORP) and the related health care provider taxes. Multiple accountants will be trained on the ORP and DCBS will ensure the accounting activities are completed, reviewed, and released by staff with the proper training. This work will be complete by August 2023.

None of the prior period correcting entries resulted in a loss of funds. To assist in tracking audit recommendations and needed adjustments, DCBS Financial Services hired an operations and policy analyst 3 in October 2022. This was a newly created position to assist in the important work done in Financial Services, and reflects DCBS' level of commitment to efficient and accurate financial reporting.

Other Matter

During the course of our audit, we became aware of the following matter that is considered an opportunity for strengthening internal controls. This matter does not require a written response from management.

Improve travel expenditure controls and documentation

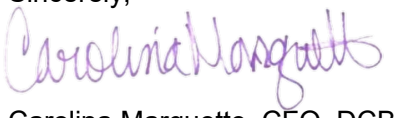
The department is responsible for establishing controls to ensure that travel expenditures align with state and department policies, including maintaining adequate documentation. We reviewed 26 travel expenditures and noted several issues where policies were not followed. For example, incorrect reimbursement of private vehicle usage, incorrect reimbursement for personal travel, and incomplete and inadequate documentation of airfare purchases.
We recommend the department strengthen controls to ensure travel expenditures are adequately supported and align with state and department policies.

DCBS Response:

DCBS acknowledges this Other Matter and appreciates the work of the Secretary of State, Audits Division.

If you have any questions, please contact DCBS Accounting Services Manager Lane Foulger at lane.h.foulger@dcbs.oregon.gov.

Sincerely,



Carolina Marquette, CFO, DCBS

cc: Andrew Stolfi, Director
Mary Moller, Deputy Director
Michael Campbell, DCBS Internal Auditor
Rob Hamilton, SARS Manager, DAS

LaVonne Griffin-Valade Secretary of State
Cheryl Myers Deputy Secretary of State, Tribal Liaison
Kip Memmott Audits Director

January 4, 2024

Andrew Stolfi, Director
Department of Consumer Business Services
350 Winter Street NE
Salem, Oregon 97309

Dear Andrew Stolfi:

We have completed audit work of selected financial accounts at your department for the year ended June 30, 2023. This audit work was not a comprehensive financial audit of the department, but was performed as part of our annual audit of the State of Oregon's financial statements. We audited accounts that we determined to be material to the State of Oregon's financial statements.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements of the State of Oregon as of and for the year ended June 30, 2023, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards,* we considered the department's internal control over financial reporting as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit the attention of those charged with governance.

Our consideration of internal control was for the limited purpose described above and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control we consider to be material weaknesses.

Other Issue

During the course of our audit, we became aware of the following matter that is considered an opportunity for strengthening internal controls. This matter does not require a written response from management.

Department management is responsible for establishing internal controls to provide reasonable assurance regarding the reliability of financial reporting and ensuring the proper accounting and reporting of agency operations in accordance with Generally Accepted Accounting Principles and the Oregon Accounting Manual. During our audit we reviewed the department's estimate of Insurance Premium Tax refunds. The estimate appeared reasonable and identified $68.5 million in payables to be recorded at year end. The agency posted $40.1 million which represented the current portion of the payable; $28.4 million was not recorded resulting in an understatement of the agency's liability.

We recommend department management establish internal controls and processes to ensure complete and reliable financial reporting.

The purpose of this letter is solely to describe the scope of our testing of internal control and the result of that testing, and not to provide an opinion on the effectiveness of the department's internal control. This communication is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the department's internal control. Accordingly, this letter is not suitable for any other purpose.

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Amy John, Audit Manager or Synthea Russell, Senior Auditor.

Sincerely,

Office of the Secretary of State, Audits Division

cc: Sean O'Day, Deputy Director
Blake Johnson, Business Operations Administrator
Lane Foulger, Chief Financial Officer
Thomas Poon, Accounting Manager
Michael Campbell, Internal Auditor
Berri Leslie, Director, Department of Administrative Services
Robert Hamilton, SARS Manager, Department of Administrative Services

Shemia Fagan Secretary of State
Cheryl Myers Deputy Secretary of State, Tribal Liaison
Kip Memmott Audits Director

January 19, 2022

Andrew Stolfi, Director
Department of Consumer and Business Services
350 Winter Street NE
Salem, Oregon 97301

Dear Andrew Stolfi:

We have completed audit work of selected financial accounts at the department for the year ended June 30, 2021. This audit work was not a comprehensive financial audit of the department, but was performed as part of our annual audit of the State of Oregon's financial statements. We audited accounts that we determined to be material to the State of Oregon's financial statements.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements of the State of Oregon as of and for the year ended June 30, 2021, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, we considered the department's internal control over financial reporting as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit the attention of those charged with governance.

Our consideration of internal control was for the limited purpose described above and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. However, as discussed below, we identified certain deficiencies in internal control that we consider to be material weaknesses or significant deficiencies.

Significant Deficiency

Improve documentation to facilitate review

Department management is responsible for establishing and maintaining internal controls that provide reasonable assurance financial transactions are accurate and properly recorded. Transactions should be clearly documented, and the documentation readily available for examination.

Various divisions within the department assess fines and fees for noncompliance with state statutes. When an individual division is not successful in collecting amounts owed to the department, the responsibility for collection efforts is transferred to the department's Accounts Receivable (AR) Unit. The AR Unit maintains the subsidiary records for accounts receivable transferred from other divisions, and at year-end, uses the detailed information from their subsidiary system and individual divisions to manually calculate financial statement balances for current and noncurrent receivables and uncollectible amounts. The Central Accounting Unit is responsible for reviewing the information provided by the AR Unit and recording the necessary entries in the financial statements.

During the audit we noted the following:

- The documentation included to support the financial statement entries was comprised of insufficiently detailed summaries. When requested by auditors, the underlying detail to support the summaries was not readily available.
- The department did not document their processes for querying and filtering the subsidiary system data, obtaining division level receivable balances, or manually synthesizing the information for calculating amounts in the financial statements.
- The department has a documented methodology for determining the percentage of receivables that are uncollectible. However, their methodology to manually apply those percentages to outstanding receivable balances was not documented, nor was the underlying support readily available.

The department relies on supervisory review of their financial statement entries as the control to provide reasonable assurance entries are complete and accurate. Without sufficiently detailed and documented procedures and supporting documentation that is readily available, the department limits their ability to conduct effective reviews and to prevent, detect, or timely correct material misstatements. During our testing we identified errors in the manual application of the uncollectible percentages that were not detected and corrected during supervisory review and resulted in a $40 million audit adjustment to the amount of receivables the department expects to collect.

We recommend department management ensure procedures for determining the accounts receivable balances are documented, including relevant data download requests and filters, and how uncollectible percentages are applied to outstanding balances. We also recommend the department ensure effective reviews are performed by maintaining documentation that is sufficiently detailed and readily available.

Prior Year Finding

In the prior fiscal year, we reported a material weakness related to the department's implementation of the new accounting standard related to fiduciary activities in a letter dated February 12, 2021. This

finding can also be found in the Statewide Single Audit Report for the fiscal year ended June 30, 2020, see Secretary of State audit report number 2021-13, finding number 2020-004. During fiscal year 2021, the department partially corrected the finding by implementing procedures to record this activity. This finding will be reported in the Statewide Single Audit Report for the fiscal year ended June 30, 2021, with a status of Partial Corrective Action Taken.

The above significant deficiency, along with your response for the finding, will be included in our Statewide Single Audit Report for the fiscal year ended June 30, 2021. Please prepare a response to the finding and include the following information as part of your corrective action plan:

1. Your agreement or disagreement with the finding. If you do not agree with the audit finding or believe corrective action is not required, include in your response an explanation and specific reasons for your position.
2. The corrective action planned.
3. The anticipated completion date.
4. The name(s) of the contact person(s) responsible for corrective action.

Please provide a response to Amy John by February 2, 2022 and provide Rob Hamilton, Statewide Accounting and Reporting Services (SARS) Manager, a copy of your Corrective Action Plan.

The purpose of this letter is solely to describe the scope of our testing of internal control and the result of that testing, and not to provide an opinion on the effectiveness of the department's internal control. This communication is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the department's internal control. Accordingly, this letter is not suitable for any other purpose.

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Amy John, Audit Manager or Shelly Cardenas, Principal Auditor at (503) 986-2255.

Sincerely,

Office of the Secretary of State, Audits Division

cc: Mary Moller, Deputy Director
Blake Johnson, Central Services Division Administrator
Carolina Marquette, Fiscal Services Manager
Michael Campbell, Chief Audit Executive
Katy Coba, Director, Department of Administrative Services
Robert Hamilton, SARS Manager, Department of Administrative Services

LaVonne Griffin-Valade Secretary of State
Cheryl Myers Deputy Secretary of State, Tribal Liaison
Kip Memmott Audits Director

March 20, 2024

Andrew Stolfi, Director
Department of Consumer and Business Services
350 Winter Street NE
Salem, OR 97309

Dear Director Stolfi:

We have completed audit work of a selected federal program at the Department of Consumer and Business Services (department) for the year ended June 30, 2023.

Assistance Listing Number	Program Name	Audit Amount
93.423	1332 State Innovation Waivers	$ 60,262,446

For the year ended June 30, 2023, we performed procedures to determine whether the department substantially complied with the compliance requirements referred to in Appendix A relevant to the federal program under audit. Based on the audit procedures performed, we did not identify any reportable findings.

This audit work was not a comprehensive audit of your federal program. We performed this federal compliance audit as part of our annual Statewide Single Audit, a very specific and discrete set of tests to determine compliance with federal funding requirements, and does not conclude on general efficiency, effectiveness, or state-specific compliance. The Office of Management and Budget (OMB) Compliance Supplement identifies internal control and compliance requirements for federal programs. Auditors review and test internal controls over compliance for all federal programs selected for audit and perform specific audit procedures only for those compliance requirements that could have a direct and material effect on the federal program under audit.

We are required to be independent of the department and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. Our audit does not provide a legal determination of the department's compliance with the compliance requirements referred to in Appendix A.

Responsibilities of Management for Compliance

Department management is responsible for compliance with the requirements referred to in Appendix A, and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the federal program referred to above.

Auditor's Responsibilities

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to in Appendix A occurred, whether due to fraud or error, and express an opinion on the department's compliance based on our audit work. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirement referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgement made by a reasonable user of the report on compliance about the department's compliance with the federal program.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we

- exercise professional judgment and maintain professional skepticism throughout the audit.
- identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the department's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- obtain an understanding of the department's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of department's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Internal Control Over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over*

compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this communication is solely for the information and use of management and others within the organization to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this communication is not suitable for any other purpose.

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Tracey Gates at tracey.gates@sos.oregon.gov or Amy John amy.john@sos.oregon.gov .

Sincerely,

Office of the Secretary of State, Audits Division

cc: Sean O'Day, Deputy Director
Kirsten Anderson, Deputy Administrator, DFR
Blake Johnson, Business Operations Manager
Lane Foulger, Chief Financial Officer
Michael Campbell, Chief Internal Auditor
Joel Payton, ORP Manager
Berri Leslie, Director and Chief Operating Officer, Department of Administrative Services
Rob Hamilton, SARS Manager, Department of Administrative Services

Compliance Requirement	General Summary of Audit Procedures Performed
Activities Allowed or Unallowed	Determined whether federal awards were expended only for allowable activities.
Allowable Costs/Cost Principles	Determined whether charges to federal awards were for allowable costs and that indirect costs were appropriately allocated.
Cash Management	Confirmed program costs were paid for before federal reimbursement was requested, or federal cash drawn in advance was for an immediate need, and applicable interest was reported/remitted.
Procurement and Suspension and Debarment	Determined whether procurements were made in compliance with state procurement requirements and verified that contractors were not suspended, debarred, or otherwise excluded from receiving federal funds.
Reporting	Verified the department submitted financial and performance reports to the federal government in accordance with the grant agreement and that those financial reports were supported by the accounting records.



Oregon Health Insurance Marketplace Fiscal Year 2021 Compliance

Department of Consumer and Business Services

April 2022
Report 2022-14

OREGON SOS
Secretary of State
Shemia Fagan

OREGON AUDITS DIVISION
Audits Director
Kip Memmott

Introduction

Background

In March 2015, Senate Bill 1 designated the Department of Consumer and Business Services to operate Oregon's health insurance exchange — an online marketplace that enables individuals and employers to shop, compare plans, and access financial assistance to help pay for insurance coverage.

The Oregon Health Insurance Marketplace (OHIM) is one of only three[1] state-based exchanges that uses the federal marketplace platform for eligibility and enrollment (referred to as a SBE-FP).

Complying with the Code of Federal Regulations (CFR) is important to ensure state health exchanges are functioning to allow eligible citizens to enroll in qualified health plans.

Under the terms of the SBE-FP agreement, OHIM is responsible for educating consumers, working with agents and community partners providing consumer assistance, certifying qualified health plans, and maintaining the integrity of data and the security of personal information.

Audit Objectives, Scope, and Methodology

Objectives

The objectives of this audit were to conduct the following for the fiscal year ended June 30, 2021:

- Verify OHIM's compliance with programmatic requirements set forth by 45 CFR part 155;
- Report on compliance as directed by the Centers for Medicare & Medicaid Services (CMS); and
- Fulfill the requirements of a performance audit as directed in Oregon Revised Statute 741.220.

Scope

We performed this audit of the state fiscal year ended June 30, 2021, in accordance with the requirements of 45 CFR part 155 as directed by CMS and clarified by the SBE-FP agreement. Because Oregon utilizes the federal platform for enrollment and eligibility, our scope was limited to verifying compliance with those sections of 45 CFR part 155 applicable to the structure of OHIM as a SBE-FP as follows:

Subpart C — General Functions of an Exchange

[1] As of November1, 2021, per CMS.gov

.205 Consumer assistance tools and programs of an Exchange

.210 Navigator program standards

.220 Ability of States to permit agents and brokers to assist qualified individuals, qualified employers, or qualified employees enrolling in Qualified Health Plans (QHPs)

.225 Certified application counselors

.260 Privacy and security of personally identifiable information

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.1000 Certification standards for QHPs

.1010 Certification process for QHPs

.1020 QHP issuer rate and benefit information

.1030 QHP certification standards related to advance payments of the premium tax credit and cost-sharing reductions

.1040 Transparency in coverage

.1045 Accreditation timeline

.1050 Establishment of Exchange network adequacy standards

.1055 Service area of a QHP

.1065 Stand-alone dental plans

.1075 Recertification of QHPs

.1080 Decertification of QHPs

Methodology

We performed our audit of OHIM's performance by comparing actual operations, practices, and results against the stated requirements of 45 CFR part 155, subparts C and K, and the federal platform agreement with CMS, identifying the specific exchange functions for which Oregon is responsible. We interviewed OHIM personnel and reviewed customer and community partner resources on OHIM's website. We performed a review and analysis of OHIM documentation including contracts, agreements, and policies and procedures applicable to the compliance objectives.

We conducted this audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Auditors from our office, not involved with the audit, reviewed our report for accuracy, checking facts and conclusions against our supporting evidence.

Audit Results

General Functions of an Exchange (Subpart C)

Consumer Assistance Programs

Criteria: OHIM is required, under 45 CFR part 155.205, to establish a toll-free telephone hotline, an up-to-date website, accessibility for individuals with disabilities and those with limited English proficiency, consumer assistance performed by trained assisters, and outreach and education.

Methodology: We reviewed information posted on OHIM's website, the operation of the toll-free telephone hotline, accessibility, training of assisters, and outreach and educational activities.

Navigator Program

Criteria: OHIM is required, under 45 CFR part 155.210(a), to establish a navigator program through which it awards grants to eligible entities or individuals. OHIM has established community partner and agent partner programs that provide grants to nonprofit and community organizations and insurance agencies to provide education, outreach, enrollment, and marketing activities. As a SBE-FP, OHIM must ensure that navigators and partners complete required training and comply with rules of conduct and applicable statutory and regulatory requirements, including consumer assistance, outreach and education, and privacy and security requirements.

Methodology: We reviewed community partner grant contracts to ensure they included required training for key personnel and required privacy and security of personally identifiable and health information. Grantees and partners provide metric reports to OHIM on the outcome of outreach, education, and enrollment activities. We reviewed a selection of these metric reports to ensure they verified participation in these activities.

Agents and Brokers

Criteria: Agents and brokers who assist with enrollment in QHPs must obtain training and register with the federal exchange in advance of providing assistance with enrollment. In accordance with 45 CFR part 155.220, OHIM must limit information provided on its website to include only licensed agents and brokers who have completed training and are registered with CMS.

Methodology: We reviewed a sample of 25 agents and brokers listed on OHIM's "Find Local Help" website for compliance with training and registration requirements.

Certified Application Counselor Program

Criteria: OHIM must have a certified application counselor (CAC) program that complies with 45 CFR part 155.225, and may designate an organization to ensure staff members and volunteers

are certified to act as CACs. OHIM has designated the Oregon Health Authority (OHA) to assist with administering the community partner program and overseeing CACs.

Under this program, volunteers and staff at local nonprofits or other organizations provide assistance with enrollment. These individuals must complete the required training and certification to perform this function.

Methodology: We reviewed the contract executed between OHIM and OHA for inclusion of federal requirements to train and certify the volunteers and staff of community partners as CACs before providing assistance with QHP applications.

Privacy and Security Safeguards

Criteria: OHIM must establish and implement privacy and security standards and safeguards for personally identifiable information (PII) that are consistent with the principles listed in 45 CFR part 155.260.

Methodology: We reviewed the types of PII OHIM receives, reviewed OHIM policies and procedures, data sharing agreements with partner agencies and CMS, contract agreements, and agency-wide security measures put in place to safeguard unauthorized access to PII.

Conclusion

Based on our review of operations during fiscal year ended June 30, 2021, OHIM complied with requirements applicable to state-based marketplaces using a federal platform under 45 CFR part 155, subsection C.

Exchange Functions: Certification of Qualified Health Plans (Subpart K)

Certification, Recertification, and Decertification of Qualified Health Plans

Criteria: OHIM must establish procedures to certify, recertify, and decertify QHPs consistent with 45 CFR part 155.1000-.1080. OHIM must certify the plans prior to the beginning of open enrollment. If a carrier is no longer in compliance with exchange participation requirements, OHIM may decertify a carrier's plans.

Methodology: We reviewed OHIM's procedures for certifying, recertifying, and decertifying QHPs and insurance carriers. We reviewed the filings of the six carriers offering plans in OHIM for plan year 2021 to verify the carrier's plans were certified prior to open enrollment, and the carrier was licensed to sell insurance in Oregon. No plans were decertified for plan year 2021.

QHP Issuer Justification for Rate Increases

Criteria: OHIM must ensure that QHP issuers submit justification for rate increases in accordance with 45 CFR part 155.1020 prior to increasing rates. OHIM must review and approve the rate increase and provide access to the justification on its website.

Methodology: We reviewed rate increase justifications submitted by the six QHP carriers in OHIM to ensure OHIM reviewed the increases and made the justifications available on their website as required.

Conclusion

Based on our review of operations during fiscal year ended June 30, 2021, OHIM complied with requirements applicable to state-based marketplaces using a federal platform under 45 CFR part 155, subsection K.

About the Audit

The courtesies and cooperation extended by officials and employees of the Department of Consumer and Business Services during the course of this engagement were commendable and sincerely appreciated.

Audit team

Mary Wenger, CPA, Deputy Director

Sarah Anderson, CPA, Audit Manager

Synthea Russell, CPA, Senior Auditor

About the Secretary of State Audits Division

The Oregon Constitution provides that the Secretary of State shall be, by virtue of the office, Auditor of Public Accounts. The Audits Division performs this duty. The division reports to the elected Secretary of State and is independent of other agencies within the Executive, Legislative, and Judicial branches of Oregon government. The division has constitutional authority to audit all state officers, agencies, boards and commissions as well as administer municipal audit law.



OREGON SOS
Secretary of State
Shemia Fagan

OREGON AUDITS DIVISION
Audits Director
Kip Memmott

This report is intended to promote the best possible management of public resources.
Copies may be obtained from:

Oregon Audits Division
255 Capitol St NE, Suite 180
Salem OR 97310

(503) 986-2255
audits.sos@oregon.gov
sos.oregon.gov/audits



Oregon Health Insurance Marketplace

FINANCIAL STATEMENTS
For the Fiscal Year Ended June 30, 2021



Department of Consumer and Business Services
350 Winter St. NE
Salem, OR 97309

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Shemia Fagan Secretary of State
Cheryl Myers Deputy Secretary of State, Tribal Liaison
Kip Memmott Audits Director

Independent Auditor's Report

The Honorable Kate Brown
Governor of Oregon

Andrew Stolfi
Director, Oregon Department of Consumer and Business Services

Report on the Financial Statements

We have audited the accompanying financial statements of the Oregon Health Insurance Marketplace, a governmental fund of the State of Oregon, Department of Consumer and Business Services, as of and for the year ended June 30, 2021, and the related notes to the financial statements, as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also

includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Oregon Health Insurance Marketplace, a governmental fund of the State of Oregon, Department of Consumer and Business Services, as of June 30, 2021, and the respective changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 1, the financial statements present only the Oregon Health Insurance Marketplace a governmental fund of the State of Oregon, Department of Consumer and Business Services, and do not purport to, and do not, present fairly the financial position of the State of Oregon or the Department of Consumer and Business Services as of June 30, 2021, or the changes in its financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated April 28, 2022, on our consideration of the Department of Consumer and Business Services' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Department of Consumer and Business Services' internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Oregon Health Insurance Marketplace's internal control over financial reporting and compliance.

Office of the Secretary of State, Audits Division

State of Oregon
April 28, 2022

THE OREGON HEALTH INSURANCE MARKETPLACE (OHIM)

Balance Sheet
Governmental Fund
June 30, 2021

		2021
ASSETS		
Cash and Cash Equivalents	$	5,767,246
Accounts Receivable		299,688
Total Assets	$	6,066,934
LIABILITIES AND FUND BALANCE		
Liabilities:		
Accounts Payable	$	25,150
Due to Other Funds		100,965
Other Current Liabilities		166,779
Total Liabilities		292,894
Fund Balance:		
Restricted for Health Insurance Marketplace		5,774,040
Total Fund Balance		5,774,040
Total Liabilities, and Fund Balance	$	6,066,934

The notes to the financial statements are an integral part of this statement.

THE OREGON HEALTH INSURANCE MARKETPLACE (OHIM)

Statement of Revenues, Expenditures and Changes in Fund Balance
Governmental Fund
For the Year Ended June 30, 2021

		2021
Revenues:		
Assessments	$	6,326,278
Interest and Investments		70,841
Federal Revenue		31,569
Total Revenues		6,428,688
Expenditures:		
Current:		
Salaries and Wages		2,353,076
Services and Supplies		2,375,843
Special Payments		656,664
Total Expenditures		5,385,583
Excess (Deficiency) of Revenues Over (Under) Expenditures		1,043,105
Other Financing Sources (Uses):		
Transfer to General Fund (Note 7)		(3,800,000)
Total Other Financing Sources (Uses):		(3,800,000)
Net Change in Fund Balance		(2,756,895)
Fund Balances - Beginning		8,480,199
Prior Period Adjustment (Note 9)		50,736
Fund Balances - Adjusted		8,530,935
Fund Balances - Ending	$	5,774,040

The notes to the financial statements are an integral part of this statement.

Note 1 – Summary of Significant Accounting Policies

A – Purpose of Organization

The Patient Protection and Affordable Care Act (ACA) of 2010 required each state to establish a health insurance marketplace, an online marketplace that enables individuals and employers to shop, compare plans, and access financial assistance to help pay for insurance coverage. States were permitted to implement their own marketplaces (referred to as state-based marketplaces or SBMs), choose to have a hybrid marketplace (referred to as state-based marketplaces using the federal platform or SBM-FPs), or states could elect to participate in the federal marketplace (referred to as the federally facilitated marketplace or FFM). Oregon first elected to implement a state-based marketplace to meet the unique needs of Oregonians and its insurance market. In late 2014, Oregon transitioned into a SBM-FP.

In 2011, Senate Bill 99 established the Oregon Health Insurance Exchange Corporation (Cover Oregon) as a public corporation to be governed by a board of directors. Upon implementation, Cover Oregon was fully dependent on federal grant funding for its operational expenditures through Dec. 31, 2014, and partially thereafter.

In 2015, SB 1 abolished Cover Oregon and its board of directors, and transferred its duties, functions, and powers to the Department of Consumer and Business Services (DCBS), an existing state agency. The SBM-FP, within DCBS – Oregon Health Insurance Marketplace (OHIM) – currently is fully self-funded, using per-member-per-month (PMPM) assessments for operations. These financial statements are representative of OHIM only, a program within DCBS.

SB 1 also established the Health Insurance Exchange Fund, also known as the Marketplace Fund. Oregon Revised Statute 741 restricts the use of these funds to the operation of OHIM. The Marketplace Fund is a special revenue fund that is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The activities of this fund are rolled up into the Consumer Protection special revenue fund for the statewide financial reporting purposes.

B – Basis of Accounting

The accompanying financial statements of the Oregon Health Insurance Marketplace are reported using the current financial resources measurement focus and the modified accrual basis of accounting. These financial statements have been prepared in conformity with Generally Accepted Accounting Principles (GAAP) in the United States of America for governmental funds.

Revenues are recognized when they are both measurable and available. Revenues are considered available when they are collectible within the current year or soon enough thereafter to pay liabilities existing at the end of the year. For this purpose, revenues are considered available if they are collected within 90 days of the end of the current fiscal year. Expenditures

generally are recognized when a liability is incurred, as under accrual accounting. Revenues for OHIM come from PMPM assessments from insurance carriers that participate in the OHIM program.

Accordingly, revenues are recorded when earned, and expenditures are recorded when a liability is incurred, regardless of when cash was received or paid.

C – Deposits and Investments

Cash deposits that are held in a cash management or investment pool are classified as cash and cash equivalents when the pool has the general characteristics of a demand deposit account. Cash and cash equivalents consist of cash and investments held by the office of the State Treasurer in the Oregon Short Term Fund (OSTF). Additional information about the OSTF can be found in the OSTF financial statements at https://www.oregon.gov/treasury/public-financial-services/oregon-short-term-funds/pages/default.aspx

D – Receivables & Payables

Receivables consist of revenues earned or accrued in the current period and are shown net of estimated uncollectable accounts. Payables consist of amounts owed to vendors for operational expenditures and other state agencies for services received.

E – Use of Estimates

OHIM used estimates and assumptions in preparing financial statements in accordance with GAAP. The preparation of the financial statements required management to make certain estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures during the reporting period. As such, actual results could differ from the estimates included in the accompanying financial statements.

F – Fund Balance

The difference between assets and liabilities, plus deferred inflows of resources, is labeled “Fund Balance” on the financial statements. The Health Insurance Exchange Fund balance is restricted. Restricted fund balances are the result of constraints imposed by the law through constitutional provisions or enabling legislation or by parties outside state government, such as creditors, grantors, contributions, or laws or regulations of other governments.

Note 2 – Deposits and Investments

OHIM Participation in the Oregon Short-Term Fund Held at Treasury

The Oregon State Treasury maintains the Oregon Short-Term Fund (OSTF), a cash and investment pool that is available for use by the Marketplace Fund. Because the pool operates as a demand deposit account, the Marketplace Fund portion of the OSTF is classified on the financial statements as cash and cash equivalents.

Custodial Credit Risk for Deposits

The custodial credit risk for deposits is the risk that, in the event of a depository financial institution failure, OHIM will not be able to recover deposits that are in the possession of an outside party. OHIM does not hold any deposits or investments outside of the Oregon State Treasury. Deposits held by the Oregon State Treasury are either insured or collateralized under the Public Funds Collateralization Program. For more information, refer to the Oregon State Treasury website at https://www.oregon.gov/treasury/public-financial-services/public-depository-information/pages/default.aspx. Banking regulations and Oregon law establish the insurance and collateral requirements for deposits in the OSTF.

The OHIM bank balance at the Oregon State Treasury was $4,939,724 as of June 30, 2021.

Investments

OHIM has investments only in OSTF held by the Oregon State Treasury.

Note 3 – Receivables and Payables

Receivables
The following table disaggregates receivable balances reported in the financial statements as accounts and other receivables at June 30, 2021.

Receivables		Accounts	Other	
Governmental Activities		Receivable	Receivable	Total
Insurer assessment receivable	$	290,688	166,046	456,734
Allowance for doubtful accounts			(166,046)	(166,046)
McGuireWoods Reimbursement		9,000		9,000
Total Receivable, net	$	299,688	-	299,688

Payables
The following table disaggregates payable balances reported in the financial statements as accounts payable and other current liabilities at June 30, 2021.

Payables Governmental Activities		Accounts Payable	Other Current Liabilities	Total
General Operation	$	7,162	131,622	138,784
Special Payment		17,988	35,157	53,145
Total Payable	$	25,150	166,779	191,927

Note 4 – Risk Management

OHIM is subject to the risk of loss from various events, including, but not limited to, natural disasters, destruction of assets, errors, omission, and injuries to employees. To mitigate the risk of loss from various events, OHIM participates in and is covered under the State of Oregon's self-insurance and commercial insurance program as administered by the Department of Administration Services (DAS) Enterprise Goods and Services Division, Risk Management Section. As such, OHIM is responsible to provide updated property, equipment, and fixture values to DAS Risk Management.

Note 5 – Assessment Revenue

Each year by March 31, the per-member-per-month medical and dental assessment rates need to be set for qualified health plans sold through the federal exchange. The rates are set to cover OHIM's planned expenditures for that plan year. There is a risk to assessment revenues from federal or legal actions that may reduce enrollment in qualified health plans. For calendar year 2020 and 2021, the rates will remain at $5.50 for medical and 36 cents for dental. For calendar year 2022, the rates will remain at $5.50 for medical and 36 cents for dental.

Note 6 – Insurance Providers Rebate

Oregon Revised Statute (ORS) 741.105(3)(b) limits OHIM's fund balance to six months of expenditures. Anything beyond six months of expenditures will be credited to insurers in a manner described in Oregon Administrative Rule (OAR) 945-030-0020. The distribution of the credit is based on the billing date and billed amounts during the 2017-19 biennium for firms that were offering plans through the end of the biennium. The monthly credit is the total rebate, per insurer, divided over 12 months. The 2019-21 biennium total rebate for insurance providers is $4,163,015. Of the total 2019-21 biennium rebate, $2,081,501 was for July through December 2020. The rebates have been applied to insurers' monthly invoices.

Note 7 – Fund Sweep

In 2019, the Oregon Legislature passed House Bill 2377. Section 5 of HB 2377 requires OHIM to transfer $3,800,000 to the State of Oregon General Fund on May 31, 2021. This was completed by the program as directed in the bill.

Note 8 – Transfer of OHIM program to the Oregon Health Authority (OHA)

During the 2021 legislative session, Senate Bill 65 passed. This bill directed the transfer of the OHIM program, including its resources and liabilities, to the Oregon Health Authority (OHA). OHIM program staff expenses were transferred to OHA on July 1, 2021. DCBS and OHA entered an interagency agreement (IAA) for DCBS to continue administrative services to support OHIM during the 2021-2023 biennium to facilitate a smooth transition while ensuring that OHIM is able to complete a successful open enrollment season.

Note 9 – Prior Period Adjustment

Expenditure adjustments were made as part of the OHIM chargeback in fiscal year 2021. Some of the adjustments were for chargeback expenditures related to the prior fiscal year.

OHIM received Federal Coronavirus Relief Fund (CRF) reimbursement in fiscal year 2021. Some of the reimbursement was for fiscal year 2020 expenditures, and these were considered prior period adjustments for fiscal year 2021.

Chargeback Correction	(9,120)
CRF Reimbursement	59,856
	50,736

Shemia Fagan Secretary of State
Cheryl Myers Deputy Secretary of State, Tribal Liaison
Kip Memmott Audits Director

Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

The Honorable Kate Brown, Governor of Oregon
Andrew Stolfi, Director, Oregon Department of Consumer and Business Services

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Oregon Health Insurance Marketplace (OHIM), a governmental fund of the State of Oregon, Department of Consumer and Business Services (the department), as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise OHIM's basic financial statements, and have issued our report thereon dated April 28, 2022.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the department's internal control over financial reporting (internal control) related to OHIM as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any

deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the department's financial statements of the OHIM are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

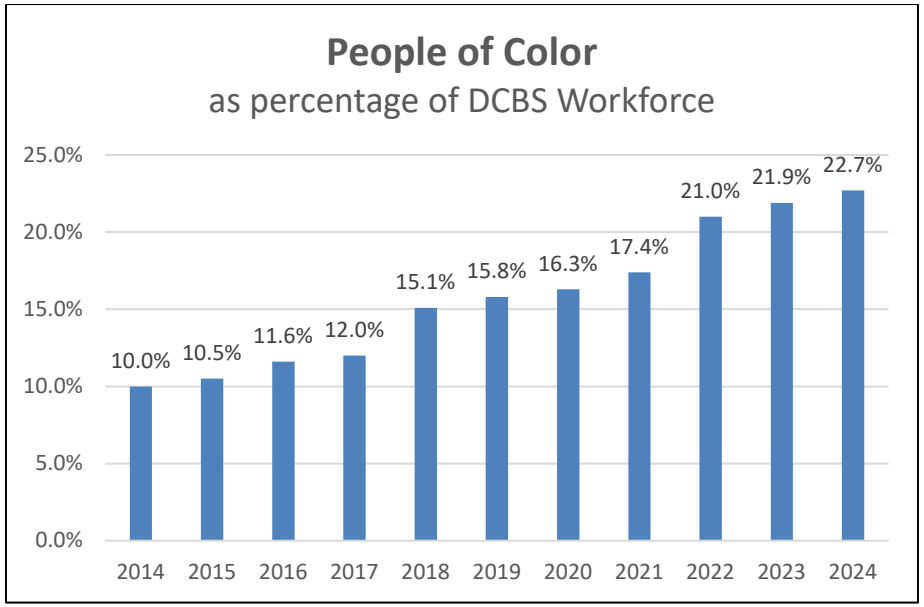
The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Office of the Secretary of State, Audits Division

State of Oregon
April 28, 2022

People of Color

At DCBS, the 10-year trend shows that our workforce representation of people of color continues to increase every year with people of color representing 22.8 percent of the workforce as of June 30, 2024.

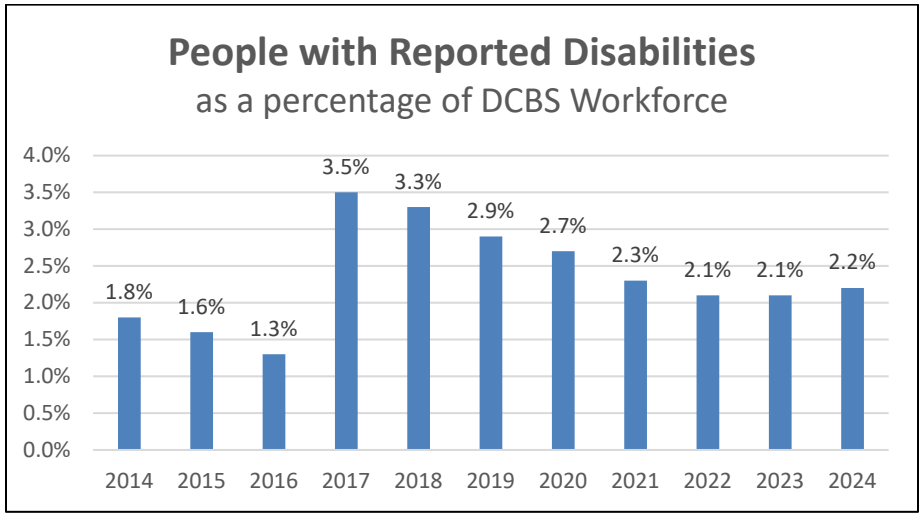


Veterans

As an agency, we have acknowledged that to promote diversity, equity and inclusion, and intersectionality of people, we must recognize the mental and economical challenges our veterans face. Because of this, we are including veterans in this and future reports on workforce demographic data. As of June 30, 2024, 8.1 percent of DCBS employees have served in the military.

Persons with Disabilities

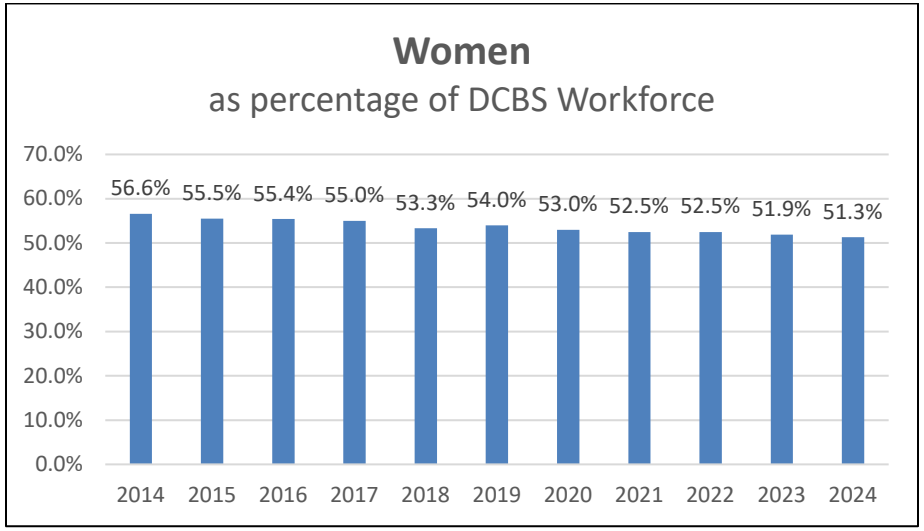
For applicants and employees who may still be struggling with accepting their disabilities, choosing to disclose them can be overwhelming. They could be facing challenges as understanding their impairments and determining what types of accommodations are available, because some impairments might not be visible. Since disclosure of disabilities is voluntary for employees, this continues to be underreported. The Family and Medical Leave Act coordinator attends each onboarding, but the numbers continue to decrease, which is challenging for the agency. The 2024 numbers were at 2.3 percent in comparison to 3.5 percent as of December 2017.



Women

The agency continues to have higher women representation at 50.8% which is above the population representation of the State and the

United States, based on the US Census of 50.4% and 50.8% respectively.



Major initiatives

The Office of Equity will work across DCBS' divisions to help us be dynamic and culturally responsive, moving us towards the goal of being racially justice internally and in the community by listening to voice's objectives of those underserved and underrepresented in our workforce and community (race, color, religion or creed, national origin or ancestry, sex, age, physical or mental disability, veteran status, genetic information, and citizenship).

In the 2025-27 biennium, the Office of Equity plans to do the following:

- Update the DCBS DEI Action Plan to create actionable and measurable goals and objectives, improve linkages with the statewide DEI action plan, and concurrently develop a communications plan.
- Update the DEI Council charter to provide more guidance and focus on achieving DCBS' DEI-related objectives.
- Develop a management evaluation program to assess individual manager performance on effectiveness in achieving affirmative action and DEI objectives.
- Review and refresh agency position descriptions to incorporate affirmative action and DEI responsibilities and expectations.
- Revise the agency's succession plan with a DEI lens to better achieve the affirmative action goals.

DCBS | Department of Consumer and Business Services

350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs

Affirmative Action Plan 2023-2025

Department of Consumer and Business Services

State of Oregon

440-5410 (9/22/COM)

August 29, 2022

Juliet Valdez
Affirmative Action Manager
Office of Cultural Change
Department of Administrative Services
155 Cottage St NE # U90, Salem, OR 97301

Re: DCBS 2023-25 Affirmative Action Plan

Dear Juliet,

Enclosed is the Department of Consumer and Business Services 2023-25 Affirmative Action Plan. The plan highlights our accomplishments in diversity, equity, inclusion, and community engagement, as well as our goals for continuing to attract and maintain a diverse workforce.

Our accomplishments in the 2021-23 biennium include networking with our diverse community partners and organizations to disseminate information about the services we provide to residents, available job openings, career services help we offer to applicants, and resources and educational opportunities available to underserved and underrepresented communities.

For 2023-25, we are committed to implementing the affirmative action policies, programs, and procedures in this plan to ensure employment practices are free of bias. Employment practices include community engagement, recruitment advertising, screening, pay equity compensation, hiring, promotion, transfer, termination, and selection for training, including internship opportunities.

Our efforts focus on creating an environment that promotes employees' job and career development and job seekers' assistance by providing informational interviews, mock interviews, and application help to people of color, people with disabilities, veterans, and women, as well as employees at DCBS who want to further their career. In addition to our commitment to having a diverse workforce and a welcoming environment, we continue to support and assist the work of the Racial Justice Council and DAS-Office of Culture Change.

If you have questions about the plan or want more information, please contact me at 503-947-7872 or Veronica Murray, our agency diversity, equity, and inclusion manager, at 503-947-7283.

Sincerely,

Andrew R. Stolfi,
DCBS Director

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I. Department of Consumer and Business Services Description

A. Our mission

To protect and serve Oregon's consumers and workers while supporting a positive business climate.

Who we are

The Department of Consumer and Business Services is Oregon's largest consumer protection and business regulatory agency. The department administers state laws and rules to protect consumers and workers in the areas of workers' compensation, occupational safety and health, financial services, insurance, and building codes.

DCBS staff members are committed to carrying out the department's statutory responsibilities and fulfilling our mission and goals in a manner that serves the needs of both the public and the businesses and professionals we regulate.

We value

- Respect
- Integrity
- Service
- Excellence

Additionally, we recognize the importance of diversity and inclusion, expertise, personal responsibility, collaboration, effectiveness, accountability, customer service, and effective communication in accomplishing our mission.

Our goals

DCBS has three fundamental goals to advance its mission for the next three years and beyond:

- Protect consumers and workers in Oregon.
- Regulate in a manner that supports a positive business climate.
- Be accountable to the public we serve, with excellent service to our customers.

Strategies to achieve these goals

Our approach to workplace cultural change and community engagement includes two strategies:

1. Inform and Empower: Inform underserved and underrepresented communities of their rights and opportunities, as well as empower them to tell us of their specific needs and challenges as staff, workers, consumers, or business owners.

2. Consult and involve: Consult and involve staff, community leaders, community partners, and others that are active influencers in their communities.

To do this, we will:

- Support innovation and help people from underserved and underrepresented communities enter the market, grow their business, or obtain a license
- Promote choices and access for Oregon consumers and businesses by supporting the success of industries in the economic sectors we regulate
- Use a variety of approaches (regulation, enforcement, education, consultation, direct service delivery, etc.) in the most appropriate combinations to achieve results.
- Use technology and other tools to exchange information easily and conduct business
- Measure results achieved by our programs and approaches and re-evaluate the programs and approaches to find further improvements
- Continually improve our cost-effectiveness and ensure that our services provide value to consumers, workers, and businesses
- Evaluate, develop, and maintain appropriate levels of human, organizational, financial, and other resources necessary to carry out our responsibilities
- Continue to improve the organizational culture and employee engagement of the agency
- Never be satisfied with the status quo
- Seek input from staff, stakeholders and the public to identify areas of greatest concern to our workforce, consumers, workers, and the businesses we regulate
- Provide tools that allow our employees, stakeholders, and communities to use and visualize DCBS data and chart progress toward equitable outcomes which is crucial for strengthening accountability and credibility.

DCBS contact information

B. DCBS Director
Andrew R. Stolfi
350 Winter St. NE
P.O. Box 14480
Salem, OR 97309-0405
503-947-7871

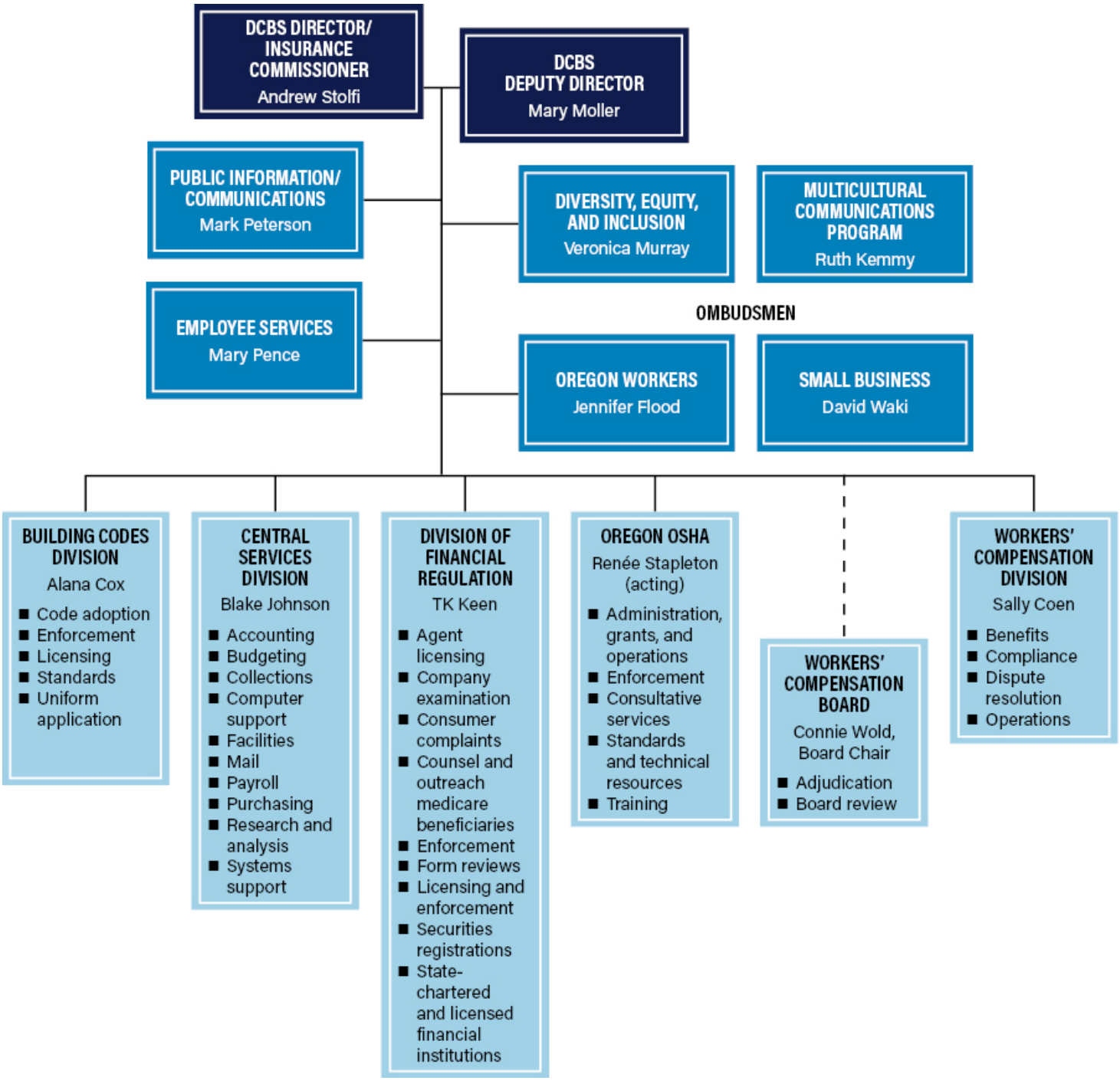
C. Governor's Policy Advisors
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Ryan Deibert
State Capitol
Salem, OR 97301
503-678-6169

D. Affirmative Action Representative Diversity, Equity, and Inclusion
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E. Multicultural Communications Program
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Operations Manager/Designated Procurement Officer
350 Winter St. NE
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503-947-7513

F. Organizational Chart by Division



II. Affirmation Action Plan

A. Agency Affirmative Action Policy

PER-27

Department of Consumer and Business Services **Affirmative Action - Policy PER-27**	
Division: Director's Office, Employee Services **Owner:** HR Director, Employee Services	**Effective Date:** 2/1/2013
Approved by: Mary Moller 08/10/2022	**Review Date:** 08/10/2024

Applies to:

This policy applies to all of the Department of Consumer and Business Services (DCBS) divisions and the Workers' Compensation Board.

Purpose:

It is the policy of the department to provide equitable access to services and equal employment opportunities.

Policy:

The agency's ability to achieve its mission depends on equitable processes to attract people. Every effort will be made to engage with communities for a broader applicant pool, and to make all employment decisions based on a person's relevant education, training and experience, and suitability relative to a position, without regard to race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status. In addition to active recruiting efforts, DCBS recognizes the value of investing in employees as the best way to ensure the agency maintains a skilled and proficient workforce.

A welcoming work environment is an important part in maintaining a diverse workforce. DCBS is committed to a zero-tolerance of any form of discrimination or harassment and all employees are accountable for creating and promoting a work environment that is free from any kind of hostility or unwelcome behavior.

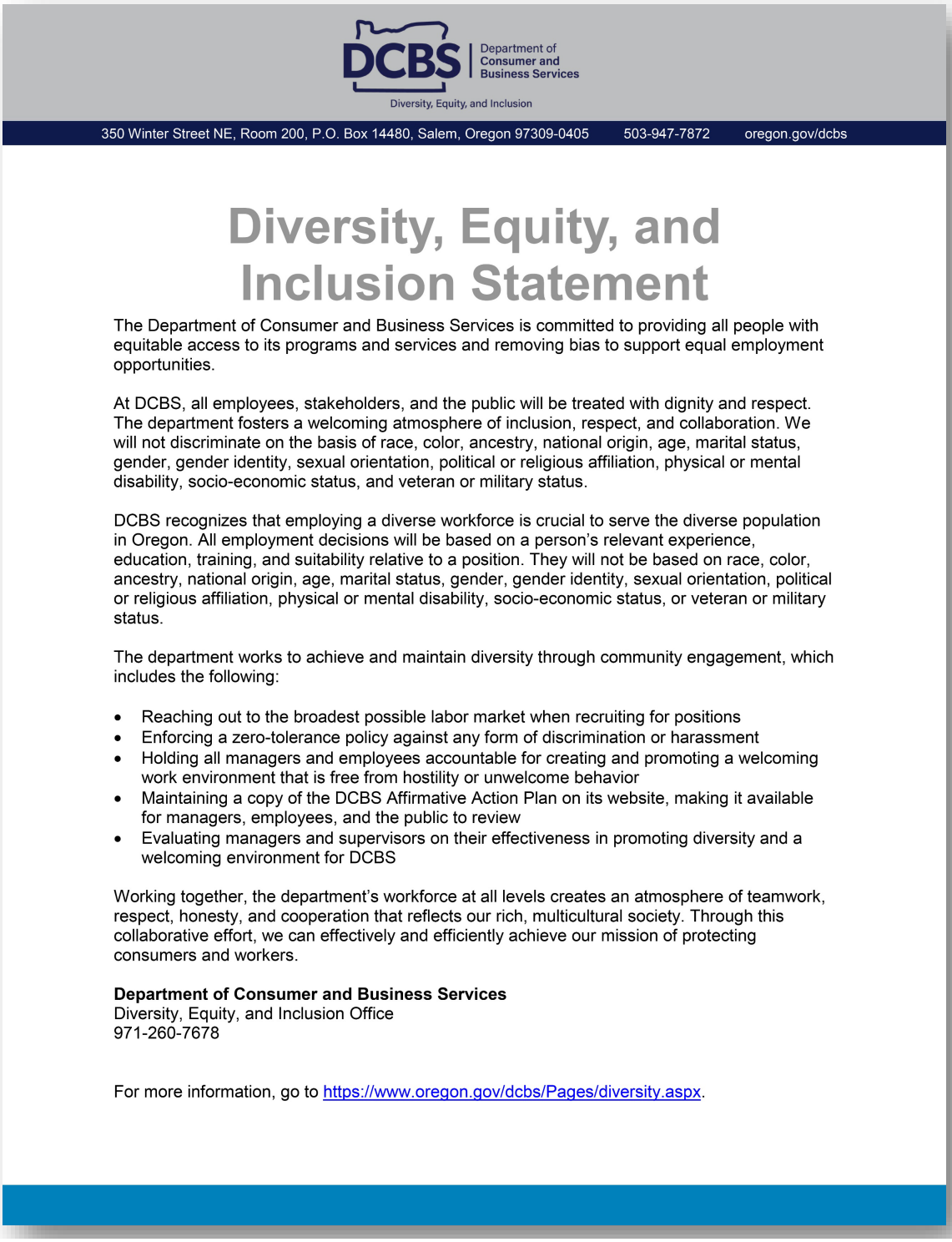
The department maintains a copy of the agency Affirmative Action Plan on the internal and external DCBS websites for employees to review. Agency leadership will participate and encourage all employees to participate in activities designed to promote affirmative action.

Agency employees will foster an atmosphere of inclusion, respect, and collaboration, which will reflect our commitment to represent our diverse community. Through this collaborative effort, the agency can achieve successfully its mission of protecting consumers and workers.

References:
ORS 243.305-243.315
ORS 659A.012-659A.030
DAS OAR 105-040-001
EO 22-11 Relating to Affirmative Action, Equal Employment Opportunity and Diversity, Equity and Inclusion
Title VII, Civil Rights Act of 1964
DCBS Affirmative Action Plan

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B. Diversity, Equity, and Inclusion Statement



DCBS Department of Consumer and Business Services
Diversity, Equity, and Inclusion

350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs

Diversity, Equity, and Inclusion Statement

The Department of Consumer and Business Services is committed to providing all people with equitable access to its programs and services and removing bias to support equal employment opportunities.

At DCBS, all employees, stakeholders, and the public will be treated with dignity and respect. The department fosters a welcoming atmosphere of inclusion, respect, and collaboration. We will not discriminate on the basis of race, color, ancestry, national origin, age, marital status, gender, gender identity, sexual orientation, political or religious affiliation, physical or mental disability, socio-economic status, and veteran or military status.

DCBS recognizes that employing a diverse workforce is crucial to serve the diverse population in Oregon. All employment decisions will be based on a person's relevant experience, education, training, and suitability relative to a position. They will not be based on race, color, ancestry, national origin, age, marital status, gender, gender identity, sexual orientation, political or religious affiliation, physical or mental disability, socio-economic status, or veteran or military status.

The department works to achieve and maintain diversity through community engagement, which includes the following:

- Reaching out to the broadest possible labor market when recruiting for positions
- Enforcing a zero-tolerance policy against any form of discrimination or harassment
- Holding all managers and employees accountable for creating and promoting a welcoming work environment that is free from hostility or unwelcome behavior
- Maintaining a copy of the DCBS Affirmative Action Plan on its website, making it available for managers, employees, and the public to review
- Evaluating managers and supervisors on their effectiveness in promoting diversity and a welcoming environment for DCBS

Working together, the department's workforce at all levels creates an atmosphere of teamwork, respect, honesty, and cooperation that reflects our rich, multicultural society. Through this collaborative effort, we can effectively and efficiently achieve our mission of protecting consumers and workers.

Department of Consumer and Business Services
Diversity, Equity, and Inclusion Office
971-260-7678

For more information, go to https://www.oregon.gov/dcbs/Pages/diversity.aspx.

C. Training, Education, and Development

i. Employees

The agency provides training and education to all employees involved in any way with the recruitment, selection, disciplinary actions, promotions, and related processes to underserved and underrepresented people, people with disabilities, women, or veterans to ensure commitment to the agency's stated affirmative goals.

During the 2021-2023 biennium, we encountered challenges due to the impact of the pandemic to our employees, stakeholders, and specially members of underserved and underrepresented communities.

DCBS's training plan for the 2023-2025 biennium includes training designed to reinforce the mission and values of DCBS and will take the opportunity to improve the hiring, retention, and development of applicants and employees.

The agency is contracting with the Chemeketa Center for Business and Industry to offer trainings ror managers on difficult conversations, coaching employees, leading remote teams, and managing team conflict. DCBS is actively working to increase the training opportunities based on division needs, including resuming classes in technology and writing to help employees on their career decisions. In anticipation of the launching of Workday Payroll at the end of 2022, the agency is in the process of creating internal Workday trainings that will be offered to employees and managers that cover the basics of system functionality and responsibilities/expectations.

The agency is also creating a training library that will be searchable by topic and course format (webinar, self-paced, in-person) and will include links to currently available trainings in Workday Learning all in one place, including recorded diversity, equity, and inclusion events. DCBS does not use volunteers. Currently, the agency is looking into contractors/vendors for information security training. It has not been made available yet, due to system limitations in Workday related to access.

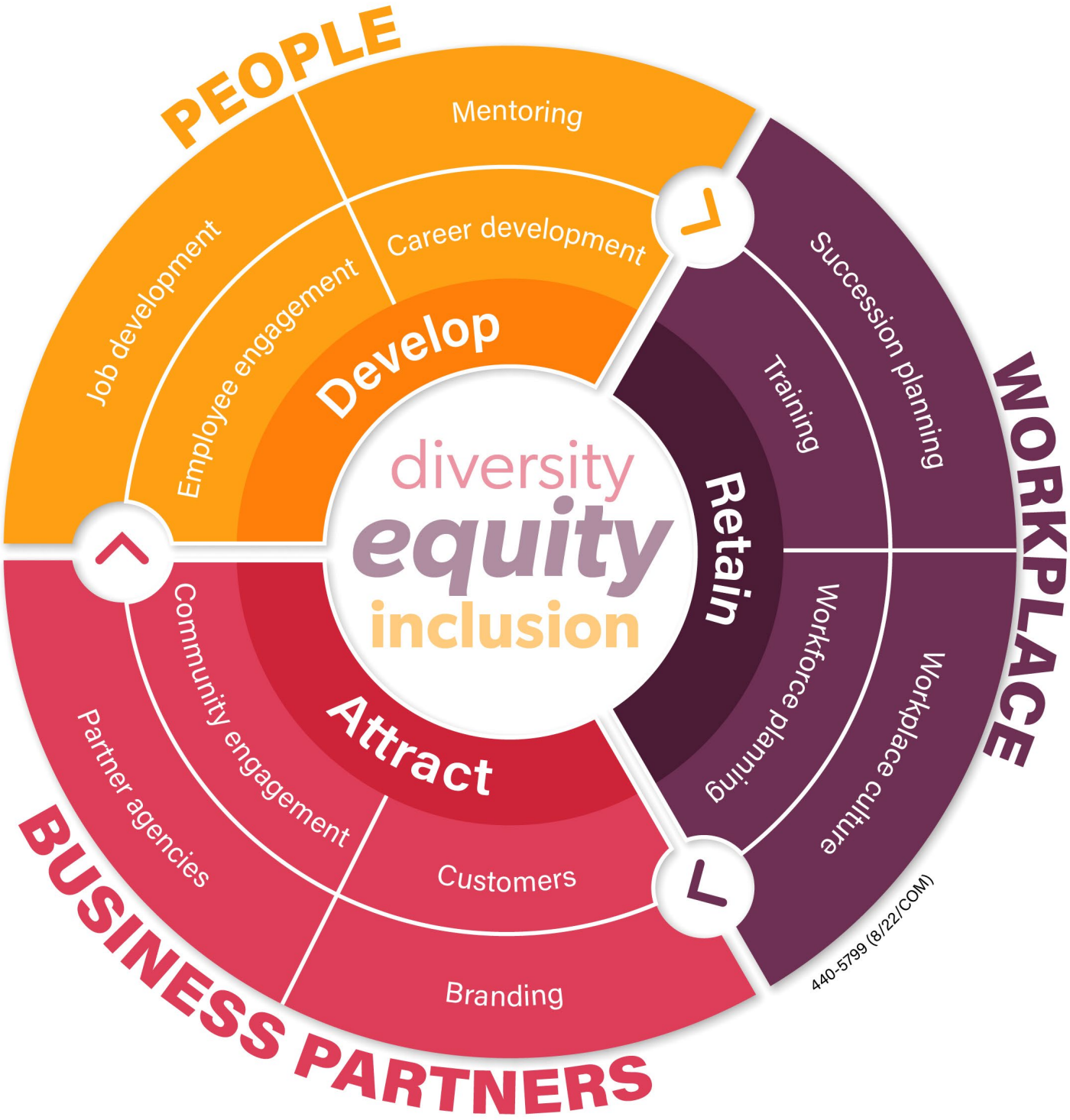
For the development and education of current managers, DCBS holds leadership forums for all agency management. The forums focus on addressing a variety of topics required by the Department of Administrative Services Chief Human Resources Office or on an as-needed basis. Also, senior HR employees regularly present short trainings at division management meetings on topics such as coaching and counseling; union contract updates; trial service; and the disciplinary process. Plus, we require all managers to complete Performance, Accountability, and Feedback trainings offered by DAS.

The agency is committed to ensuring training opportunities are available to both managers and employees by gathering available division-specific training and the latest self-paced trainings from multiple sources, and including them in the Oregon State Library or a searchable database. These include management and leadership trainings offered by DAS, trainings from O'Reilly, and agency-specific content. For future possible trainings for all employees, we are having conversations with Chemeketa Community College in Salem.

D. Programs

At the Department of Consumer and Business Services, diversity, equity, and inclusion (DEI) are taken to heart. When it comes to the work of DEI, leaders genuinely believe in the initiatives and expectations they present to their teams by backing it up with action of listening to all the voices from employees, stakeholders, and community partners; holding people accountable for their behavior; diversity, equity, and inclusion in the workplace; encouraging employees to participate and refer their own connections; strengthening community relationships; and showcasing our brand.

Who We Are


PEOPLE
Mentoring
Career development
Job development
Employee engagement
Develop
WORKPLACE
Succession planning
Training
Retain
Workforce planning
Workplace culture
BUSINESS PARTNERS
Community engagement
Partner agencies
Attract
Customers
Branding
diversity
equity
inclusion
440-5799 (8/22/COM)

i. Internship Programs

In 2022, DCBS relaunched our internship program that was put on hold due to the pandemic. The internship program is used by DCBS management on an as-needed basis. Divisions can request an intern through Employee Services, which will provide help recruiting the intern.

ii. Mentorship Programs

DCBS does not have a formal mentorship program. Informal efforts are being made through succession planning and the talent management program.

iii. Community Outreach Programs

In 2021-23, DCBS successfully established and maintained connections with women, LGBTQ+, people with disabilities, people of color, veterans, and minority-owned businesses.

Broadening the range of suppliers often brings unique perspectives and skillsets to our work. Building relationships with all communities enhances the agency's strategic sourcing goals, cost savings, and risk management. Working together, we are able to contribute toward economic development, job creation, and stronger communities.

DCBS continues to collaborate with underserved and underrepresented communities and attends events and activities of local and out-of-state partners such as:

- Western Oregon University
- WorkSource Oregon
- Oregon State University
- Oregon Association for Minority Entrepreneurs
- Oregon Native American Chamber Oregon (Working Inter-agency Network for Guardian Services)
- NAACP Keizer and Albany Chapter
- Partners in Diversity
- PEBB Member Advisory Committee
- Poder (Oregon Latino Leadership Network)
- Philippine American Chamber of Commerce of Oregon
- Human Services Coalition of Oregon
- Age+ Board of Directors
- Asian Pacific American Network of Oregon;
- Legislative Conference (Legislative Commission on Indian Services)
- Latino Business Alliance
- National Association of Insurance Commissioners
- Mexican Consulate
- Hispanic Metropolitan Chamber
- And more included in our community engagement.

DCBS has collaborated with the Multicultural Institute at World Beat, which provided agency employees and Director Andrew Stolfi with the opportunity of networking with people from more than 60 countries and communities of color. The agency also collaborates with members of the enterprise and community partners in conducting inclusive employment interviews.

In addition to the diverse communities listed above, Employee Services sends appropriate job announcements to colleges, universities, and alumni in and out of Oregon providing information about careers at DCBS and the enterprise. Also, Employee Services participated in multiple hybrid career fairs around the state for students and veterans. Those career fairs included ones hosted by U.S. Department of Labor, Veterans Employment and Training Service, and the Southern Oregon Trade Careers Expo hosted by ODOT.

DCBS continues to participate in hybrid sessions hosted by community partners.

During the 2023-25 biennium, DCBS will ensure no barriers to employment exist and maintain and increase the number of organizations with which we network. DCBS is committed to engaging in best practices in the search and hiring of applicants. In terms of community engagement to potential applicants, the agency bears in mind reviews that are inclusive of language on all publicly viewed documents and seeks input from employees and the community.

DCBS participates in affirmative action and DEI meetings coordinated by the DAS Office of Cultural Change. As a result of these, DCBS continues to build stronger relationships with other members of the enterprise and its representatives. These relationships allow DCBS and other agencies to mutually benefit from sharing expertise and best practices in affirmative action plan development, analysis of workforce representation statistics, diversity and inclusion idea sharing, career planning help for employees among agencies, and building stronger relationships between the HR offices throughout the enterprise.

iv. Community Engagement

In 2021, the Oregon Legislature passed and Gov. Kate Brown signed House Bill 2167 – the Racial Justice Council Codification bill. This bill directed DCBS and other state agencies to take racial equity considerations in their plans and actions to promote and practice social justice and fairness for underserved and underrepresented communities.

Each community needs individualized approaches that include listening and shared values. DCBS understands that it may not get things correct the first time, but it is committed to listening to the community voices and going back make it better. Due to the nature of agency regulatory business, not all programs allow public participation in our decisions; however, we strive to promote positive relationships between the divisions and all of Oregon's communities.

When building collaborative relationships, the Department of Consumer and Business Services believes it is important to know a community's most urgent needs so they can be prioritized. Our engagement is intended to:

- Strengthen our accountability to all communities
- Enhance the delivery of DCBS services to underserved and underrepresented communities
- Empower local communities to be part of our decision making
- Build social cohesion with common causes and issues
- Improve the effectiveness of public services in tune with underserved people's needs (e.g., agricultural housing)
- Create more collective action with underserved and underrepresented communities and community organizations
- Continue to empower underserved and underrepresented communities to have a platform and the chance to speak in their own voices

As part of the agency community engagement, the Multicultural Communications Program provides statewide interpretation services over the phone through "conference call." Interpreters collectively speak more than 240 languages and dialects. Currently, the program maintains a Volunteer Resource Language Bank and provides all employees with an interpretation card to help and support employees working in the field.

v. Diversity Awareness Programs

a. Agencywide Diversity, Equity, and Inclusion Council

The DCBS DEI Council serves as a supportive advisory body and has actively works to become a leading change agent within the agency. Also, it serves as a forum for its members to collaborate to discuss diversity issues, help facilitate events, support employee development, help with community relationships; and provide recommendations to agency leadership regarding how to best allocate agency resources in achieving diversity, equity, and inclusion goals.

The council reflects an inclusive cross section of the DCBS workplace. The DEI Council is represented by 15 employees, including management; the DCBS director serves as the chairperson. The DEI Council continues to collaborate with the DEI Office by helping with monthly educational articles published in the agency newsletter in a section titled Diversity Corner. The agency is committed in supporting the Diversity, Equity, and Inclusion Council to further its DEI goals. (See Page 20.)

b. Diversity presentations, training, and activities

At DCBS, diversity training, presentations, and activities can take many forms, including training offered in-house by guest speakers and training provided by an external vendor. Currently, we have developed and facilitated numerous customized sessions in response to division requests and employees' needs. Due to the impact of COVID-19, community and employee engagement was limited to virtual, email, and phone. Guest speakers presented on diverse topics in virtual training sessions in which employees, stakeholders, and community partners were invited to attend. As DCBS recognizes the importance of lowering its environmental footprint, the virtual trainings were of low-cost, increased attendance, and boosted employees' experience.

These session topics included: bias, understanding and communicating with underserved and underrepresented communities, LGBTQ concepts, intersectionality, diversity, and gender and race in Oregon. Canopy Employee Assistance Program facilitated sessions on mental health during the pandemic and the impact of this to frontline employees and management, intersectionality, veteran services awareness, disability, and integrating workplace differences. These sessions aim to build cultural responsiveness, resulting in cultural and social awareness among peers and toward cultivating an inclusive workplace where everyone feels valued.

As a result of the success of these training sessions, the agency implemented Crucial Conversations meetings after each speaking engagement and training session. Crucial Conversations provides employees with the opportunity to engage in an open and honest Conversations about, race, gender, ethnicity, culture, veterans' experiences, disability, identity, and issues affecting a specific community. These sessions have resulted in providing feedback to agency leadership.

Crucial conversations is another initiative used for employee training and development. In the spirit of creating a safe and inclusive environment, employees are invited to attend or participate at whatever level they feel comfortable. Also, the divisions have started to implement these conversations among their teams.

Hosting virtual learning activities has demonstrated to be successful and beneficial to employees, stakeholders, and community partners attending. Because of the positive response, attendance, and requests, DCBS plans to continue offering sessions.

DCBS is currently hosting quarterly virtual career fairs. At these sessions, applicants are invited to a workshop to learn about the process and steps to follow when pursuing careers in state government. Attendees are invited to request a follow-up meeting for individualized help, if needed. On Sept. 16, 2022, an in-person career fair is scheduled to take place at the main DCBS office in Salem.

To encourage employees and management to engage in regular diversity, equity, and inclusion conversations among teams, the DEI office sends a weekly email to employees called The Weekly Wrap-up. It has a section named Manager's Toolbox that provides educational articles and training opportunities.

The agency sent out a survey to all employees to measure the agency's understanding and implementation of diversity, equity and inclusion, and cultural intelligence. This survey was sent in August 2018 and March 2021. Another survey is planned for 2022. As a result of the DEI survey and feedback from Crucial Conversations sessions, the courses below are planned to be offered:

- How to be an Ally
- More LBGTQ+ concepts
- Intersectionality
- Diversity in the Hiring Process
- Tokenism
- Religion in the Workplace
- Racism/Antiracism
- Microaggression/Bias
- Engaging Across Differences
- Community Engagement

The DEI Office strongly believes that multicultural awareness and training are essential for succeeding in today's ever-evolving global environment. DCBS leadership knows how to harness the inherent creativity, innovation, and strength of a diverse workforce, and is capable of offering DEI and culturally competency training for tomorrow's leaders. Also, DCBS believes that by learning about other cultures and their methods of interacting, expectations, and beliefs, it will foster an engaged workforce, improve customer relations, provide stronger support, and increase the possibility of partnerships.

For the 2023-2025 biennium, the agency is committed to our values of honoring and respecting the differences inherent to a multicultural, multigenerational, and multi-able-bodied workforce. In order to be effective, all courses presented by DCBS will be conducted using adult learning theory and learning style methodology.

vi. Leadership Development/Training Programs

DCBS is trying to alleviate the risk and inherent loss of institutional knowledge by developing our workforce through management training programs and our succession planning initiatives.

a. Equal Employment Opportunity (EEO) Data of trainees

For the development and education of current managers, DCBS holds quarterly Leadership Forums for all agency management. They focus on addressing a variety of topics required by Department of Administrative Services Chief Human Resources Office or on as-needed basis. Also, senior HR staff regularly present short trainings at division management meetings on

topics such as coaching and counseling; union contract updates; trial service; and the disciplinary process. Plus, we require all managers to complete Performance, Accountability, and Feedback trainings offered by the Department of Administrative Services Chief Human Resources Office.

The following is learning data captured from Workday from June 30, 2021, through Aug. 25, 2022:

- **RightStart:** The agency's onboarding program there were 142 new employees that completed. At these events the agency's Director, FMLA/OFLA Coordinator and the DEI manager joined other Employee Services staff in welcoming everyone.
- **Living Customer Service:** Required training for new employees to be completed within the first year of employment. It has been completed by 91 employees.
- **Hybrid World Digital Classes:** There are 11 training offering. These have been created to support employees and management while working virtually, there were 6120 total completions with an average of 556 employees per course.
- **DCBS Panelist Guide to Effective and Inclusive Interviews:** In understanding the benefits of a diverse workforce, this self-paced training was implemented in 2022 to which 55 employees completed the course.
- **Leadership Forum:** For the development and education of current managers, DCBS holds Leadership Forums for all agency management. They focus on addressing a variety of topics on an as-needed basis. Also, senior HR staff regularly present short trainings at division management meetings on topics such as coaching and counseling; union contract updates; trial service; and the disciplinary process. Plus, we require all managers to complete Performance, Accountability, and Feedback trainings offered by the Department of Administrative Services Chief Human Resources Office. In June 2022 Resistance Management Training was facilitated and all management and executive service employees attended a total of 148 employees.

The agency is committed to ensuring training opportunities are available to both managers and employees by gathering available divisions specific training, latest self-paced trainings from multiple sources and including them within the Oregon State Library or one searchable database. These include management and leadership trainings offered by DAS, trainings from O'Reilly, and agency-specific content. For future possible trainings for all staff, we are having conversations with Chemeketa Community College.

E. Executive Order 22-11

i. Statewide Diversity, Equity, and Inclusion Action Plan (see Appendix A)

F. Status of Contracts to Minority Businesses (ORS 659A.015 and Executive Order No. 22-15)

DCBS is using the OregonBuys eProcurement System to place purchase orders and process procurement-related purchasing activities. Suppliers must have an OregonBuys supplier account to continue doing business with us.

Division's representatives and community engagement core team have done significant vendor outreach while attending events to businesses of underserved and underrepresented communities not already tied to solicitations or having direct award contracts. DCBS' main vendor outreach has been the annual Governor's Marketplace, which has been on hiatus since COVID. DCBS will be looking to DAS for additional guidance and training as DCBS implements the Governor's Executive Order No. 22-15 to improve equity in state procurements.

DCBS held an agency procurement training Nov. 17, 2021, which included a presentation on the DAS statewide COBID policy 107-009-003 and the related procedures. DCBS Central Services procurement staff provided an explanation of what the policy required, how to meet the requirements, provided examples of how to search for COBID firms, and generally encouraged division use of COBID vendors.

The number of contracts with COBID-certified firms continue to be low with no significant gains. Most of DCBS' purchases are made off of DAS price agreements and most of the solicitations are for professional services for which only a few COBID firms ever bid. DCBS continues to include the broadest National Institute of Governmental Purchasings' Commodity/Services categories possible in solicitations of potential COBID proposers as identified in the COBID system.

DCBS already has regular agencywide procurement meetings and reminds divisions to look at COBID firms in considering potential vendors before making purchases. Additional information will be shared throughout the agency as DCBS implements this latest governor's order to improve outreach and engagement with eligible firms.

III. Roles for Implementation of Affirmative Action Plan

A. Responsibilities and accountability

DCBS adheres to the programs and policies that have been adopted by DAS and approved by the governor.

The DCBS director is responsible for the implementation and administration of the affirmative action plan. As the chief administrator of the plan, the director has delegated responsibility to division administrators, managers, supervisors, affirmative action manager, and employees to carry out this plan at each corresponding level. Each of these people are expected to commit to the plan's success and to perform their job duties in a manner that promotes inclusivity and respect.

Director/Executive Team

Responsibilities

- Ensure compliance with the agency's affirmative action plan and promote equal employment opportunity for all employees and applicants; effectively communicate on a regular basis.
- Encourage commitment to a diverse workplace free of discrimination and harassment and discuss with division administrators their contribution to the agency's affirmative action goals and inclusive workplace.
- Share ORS 659A.012 (state agencies to carry out policy against discrimination in employment) and other relevant federal, state, and DCBS policies to subordinates.
- Provide project opportunities to make contract awards to COBID firms. Promote notifying DCBS contractors and subcontractors of the agency affirmative action responsibilities.
- Participate as the chairperson of DCBS Diversity, Equity, and Inclusion Council and encourage other executive and employee participation.

- Collaborate with Employee Services staff members on attending and presenting at onboarding, as requested.
- Encourage subordinates, administrators, managers, and employees to participate in and support diversity, equity, and inclusion education and celebrations, such as the statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events in which the agency promotes and participates.
- Meet monthly/weekly with Employee Services director and Diversity, Equity, and Inclusion manager to review workforce representation statistics from Workday, as well as a weekly update regarding community engagement progress.
- Assess the performance of administrators in the effectiveness of their efforts to promote a welcoming and respectful workplace and help achieve affirmative action plan goals and objectives by completing annual performance appraisal on Workday.
- Discuss the managers' familiarity with the department's workforce representation reports and affirmative action plan and knowledge of which classifications under their control are underrepresented.

Managers/supervisors

Responsibilities

- Foster and promote to subordinate employees the importance of a diverse, respectful, and discrimination-free and harassment-free workplace.
- Review of department employees engaging in any type of harassment; must follow the procedures outlined in DAS 50.010.01, Discrimination and Harassment Free Workplace and contact Employee Services.
- Ensure that all subordinates receive an orientation on the department's affirmative action goals and responsibilities and understand their own responsibilities for helping attain the goals in the agency and division.
- Collaborate and recommend strategies with Employee Services and the DEI manager to increase the percentage of people of color, people with disabilities, LGBTQ, women, and veterans who are invited for an interview. Uphold State of Oregon procedures and rules in filling vacancies, recruitment planning strategies, resources available, and promotion consideration.
- Evaluate how well employees demonstrate and act in concert with agency values and policies by prompt and appropriate crucial conversations in any situation, which may create a respectful workplace.
- Collaborate with the DEI manager and agency Diversity, Equity, and Inclusion Council on their participation in division monthly staff meetings.
- Strive to have ethnically diverse representation of the interview panel members during interviews and have all panel members attend the diversity and inclusion training titled "Conducting an Effective and Inclusive Interview."
- Attend and encourage subordinates, administrators, managers, and employees to participate in and support diversity, equity, and inclusion education and celebrations, such as the Statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.

Employees

Responsibilities

- All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and affirmative action policies and this plan.

- Participate in the Diversity, Equity, and Inclusion Council as a member or volunteer in support of diversity, equity, and inclusion education and celebrations, such as the statewide Diversity, Equity, and Inclusion Conference, crucial conversations, multicultural education, and celebration events the agency promotes.
- Create and promote a work environment free from any kind of hostility or unwelcome behavior. Exhibit an attitude of respect, courtesy, and cooperation toward all employees and the public.
- Recognize and respect the value of human differences among superiors, stakeholders, customers, and other employees. Exhibit an attitude of respect, courtesy, and cooperation towards all employees and the public we serve.
- Have a working knowledge of their roles and responsibilities to ensure that the agency mission is continued.
- Report to an immediate supervisor any behavior or action against the agency and DAS policy outlined in ORS 659A.012 (state agencies to carry out policy against discrimination in employment).

Diversity, Equity, and Inclusion manager

Responsibilities

- Team up with administrators and subordinates and Employee Services to ensure they understand their responsibilities in promoting a respectful, diverse, and inclusive workforce environment and attaining the goals of the agency affirmative action plan.
- Provide initiative, inspiration, and services that promote diversity education, cultural awareness, and leadership development among employees through a variety of progressive personal and technological outlets.
- Engage employees in crucial conversations that are intended to create a safe space where diversity issues can be explored and discussed openly and respectfully. Through authentic personal exchanges, participants help to advance diversity and cultural competency within the agency.
- Make sure recruitments include engagement with diverse organizations such as people of color, people with disabilities, LGBTQ, veterans, and women; partner agencies; statewide announcements; and schools and emphasize the department's support of equal employment opportunity and a diverse workforce.
- Share with leadership, management, and employees the importance of inclusive language and the timely accessibility of translated materials.
- Confirm the affirmative action plan is maintained on the DCBS internal and external websites so it can be accessed by all employees and the community; inform employees where it can be found.
- Collaborate with the Information Technology and Research Section to collect, analyze, and report Workday data to include the number of people of color, people with disabilities, veterans, and women applied, interviewed, hired, promoted, and exited the workplace; and recommend strategies to remove barriers to employment to increase the percentage hires and promotions. Share this information with the director, executives, and all staff.
- Include articles in the agency's internal newsletter, "Connections," and the email Weekly Wrap-Up that express the agency's commitment to promoting diversity, equity, and inclusion in the workplace and building collaboration among all the communities DCBS serves.
- Attend onboarding sessions to share with new employees the agency commitment to AA/EEO/DEI to maintain an environment free of harassment and free of discrimination against any person because of age, race, color, ancestry, national origin, sex, sexual orientation, gender, perceived gender, gender identity, physical or mental disability,

religion, creed, service in the uniformed services (as defined in state and federal law), veteran status, marital or family status, pregnancy, pregnancy-related conditions, genetic information, or political ideas.
- Collaborate with the Governor's Racial Justice Council to ensure everyone receives equitable services and resources.
- Continue to engage in building relationships with the different underserved and underrepresented communities.
- Participate as a planning committee member for the statewide Diversity, Equity, and Inclusion Conference.
- Inform the progress of affirmative action and equal employment opportunity and report any potential concerns within the organization to the agency director and Employee Services director.
- Identify sources of inclusion, align inclusion to improve employee engagement, and determine methods to assess the effectiveness of inclusion initiative.

Accountability

- The director is accountable to the governor for the implementation of the affirmative action plan. As the director is accountable to the governor, the administrators, managers, DEI manager, and employees are accountable for carrying out this plan at each corresponding level. Everyone is expected to commit to the plan's success; also, must inform on progress and report potential concerns within the organization through regular reports. The above personnel is responsible to inform on progress and report potential concerns within the organization through regular reports.
- The agency is accountable to provide assessments of roles to enhance the transparency of DCBS and the responsibility of employees to fully understand the laws and policies about civil rights, affirmative action, equal employment opportunity, and diversity, equity, and inclusion. The agency will evaluate its efforts monthly, quarterly, and annually in promoting equal opportunity and achieving affirmative action objectives. In addition, the agency expects all employees to perform their job duties in a manner that promotes inclusivity, equality, belonging, and respect.

IV. July 1, 2021 – June 30, 2023

A. Accomplishments

All DCBS staff from leadership, managers, and all employees are responsible for achieving the agency's affirmative action, equal employment opportunity, and diversity, equity, and inclusion goals. The agency has continued to see changes in its workforce demographic every biennium. Yet, it understands that today's workforce is changing dramatically with baby boomers retiring. This means knowledge and skillsets are going out the door. The agency continues to practice creative strategies to engage with possible employees. During the 2021-23 biennium, DCBS set two goals: workforce diversity and workplace inclusion. The actions accomplished toward these goals are described below.

Goal 1

Workforce diversity

Becoming a diverse workforce has been the result of collaboration of management, Employee Services, and the DEI manager with the many underrepresented/underserved communities,

colleges, and universities. We continue to assess and recognize that it requires a dedicated and ongoing effort to remove barriers to employment for possible applicants. This includes a broader range of skills and experience, improve operational excellence, increase efficiencies and reduce risk, and develop succession and strategic plans with learning and development opportunities that appeal to all generations.

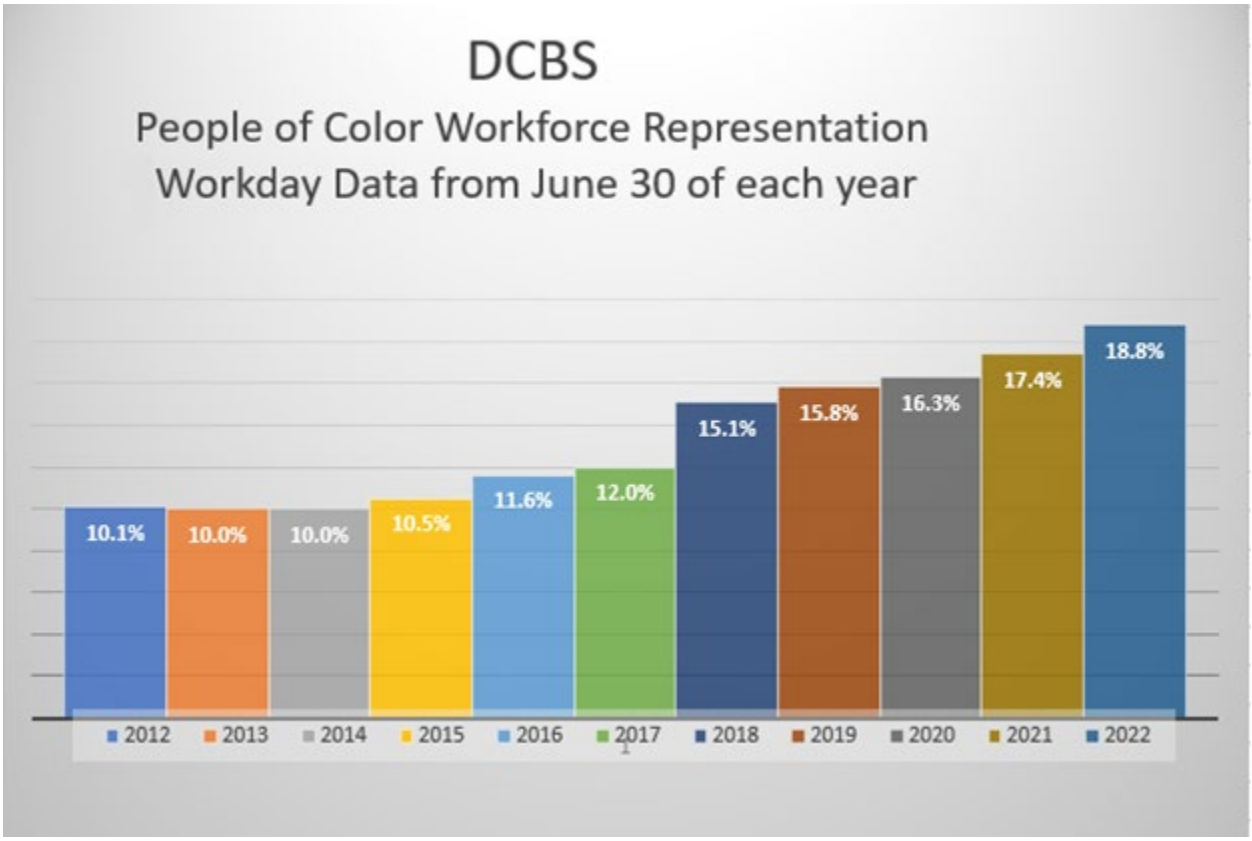
Accomplishments

- DCBS leadership, divisions, and Communications, in response to feedback from our stakeholders, implemented a larger social media campaign to engage with underserved and underrepresented communities, but also target sourcing where diverse candidates congregate and where we can engage in conversations and share the DCBS brand. Targeted employment opportunities are posted in different languages and to pages in those languages that are the five most commonly used non-English languages in Oregon (Spanish, Russian, Chinese, Vietnamese, and Somali).
- Provided equitable help to possible applicants and employees requesting career coaching, application review, and mock interviews. This enables employees to move forward on their individual development plans and allowed the agency to recruit skilled new employees from all segments of our diverse community, increasing the percentage of people of color, people with disabilities, women, and veterans in our workforce. These are both part of the succession plan. The agency continues to encourage applicants and employees to request a reasonable accommodation when needed.
- Assessed barriers to employment, creating an equity lens to deliberately be an inclusive agency. DCBS actively inserted racial equity into its decision making and uses the State's Diversity, Equity, and Inclusion Plan – A Roadmap to Racial Equity and Belonging. We shared this with management and employees.
- Encouraged interviewing panels to be at least one-third diverse and for all interview panel members to complete the online training DCBS Panelist Guide to Effective and Inclusive Interviews. This training addresses conscious and unconscious bias that could occur during an interview. When the training is completed, it is recorded in Workday.
- Launched a succession planning program in which highly critical positions were identified. Using Workday, succession plans were created for all highly critical positions.
- Implemented an inclusive language guideline to promote the use of neutral words related to gender, sexual orientation, and other distinguishing qualities. By using inclusive language, employees are likely to feel they belong and can be their authentic self.
- Collaboration by DEI manager and partner agencies for a panel at the Chief Audit Executive Council on developing process/resources for equity when auditing. Participated in a monthly meeting with the agency's auditor for DEI risk assessment.
- Engaged virtually on strategic partnerships with major partners, who have a strong presence in traditionally underrepresented communities for grant assistance, address discrimination, and increase diversity, equity, and inclusion competency.
- Review of the employee performance appraisal process and practice to ensure tools and procedures are free from bias toward women, LGBTQ, people of color, veterans, and people with disabilities.
- Partnered with chambers of commerce and U.S. Department of Labor's Veterans' Employment & Training Service (VETS) for a diversity job fair. Agencies servicing veterans and companies hiring veterans were invited.

Demographic trend

The DCBS workforce representation over the past decade increased due to well-targeted outreach and community engagement, creative recruitment strategies, and training that resulted

in gains in the percentage of people of color. The data presented on the trend below has been collected from State of Oregon's Workday DEI Dashboard. The trend doesn't contain a parity data. Parity is defined as the ultimate goal of affirmative action programming (women, people with disabilities, people of color, and veterans are represented in every job category of a workforce in the same proportion they are available in the total workforce). DCBS will include a parity analysis for the next affirmative action plan period of 2025-27.



The department continues to experience a low number of employees self-disclosing disabilities. The statistics used in this report are from the Department of Administrative Services quarterly affirmative action statistics. The charts below identify trends for quarters ending June 30, 2012, through June 30, 2022.

People of color: The percentage of DCBS employees who are people of color ranged from 10.1 percent in 2012 to 18.8 percent in 2022. From 2012 to 2015, the percentage increased only 0.4 percentage points, from 10.1 percent to 10.5 percent. This encouraged us to determine what other steps we can take to increase the percentage of people of color represented in the agency. To implement changes, the department created a new position to address diversity, equity, and inclusion in the workplace and its community engagement efforts. The agency continues to use targeted recruiting and training on diversity topics to emphasize its priority of an inclusive and belonging atmosphere.

People with disabilities: Since disclosure of disabilities is voluntary for employees, the data historically has been underreported. The workforce representation on people with disabilities has been consistently at 2 percent. DCBS will make reasonable accommodations to people with physical and mental disabilities of an otherwise qualified person, unless the accommodation would impose an undue hardship on the operation of its business.

Women: At DCBS, women are encouraged to seek promotional opportunities, including management. The percentage of women in the workplace at all levels continues to be more than 50 percent.

Veterans: All branches of the military train service members to understand how to manage behaviors for results. Veterans have learned leadership dynamics as part of both hierarchical and peer structures. They also tend to learn those skills earlier than most other employees. DCBS continues to collaborate with organizations that support employment of veterans statewide. Veterans workforce representation is currently at 7.1 percent, 11 percent higher than last year.

Goal 2

Workplace inclusion

DCBS believes educating all employees on how to work effectively in an inclusive workplace helps prevent discrimination and promotes diversity. Effectively managing diversity in the workplace can contribute to increased employee retention and productivity. It can also improve the agency's ability to manage workforce changes and promote the participation of all its employees.

Accomplishments

- Supported the continuation of conducting crucial conversations sessions in which employees can safely discuss diversity, equity, and inclusion. These discussions will help everyone understand, address, and rectify biases to understand cultural humility and apply culturally competency.
- Continued to develop diversity, equity, and inclusion workshops in which employees can interact with speakers, colleagues, stakeholders, and agencies/community partners to share best practices, brainstorm, and find solutions to issues.
- Implemented a Meet and Great initiative in which all employees representing underserved and underrepresented communities can collaborate and be helped with career development as part of the agency's succession planning.
- Ensured that diverse hires who are vocal champions of diversity, equity, and inclusion are at all levels, including leadership, by collecting and analyzing data from the Workday application process, as well as from hires, promotions, and separations with guidance from the Governor's Office Racial Justice Council and DAS Office of Cultural Change.
- Continued RightStart (onboarding) sessions with participation from the agency director, FMLA/OFLA coordinator, and DEI manager to share policies/rules, available benefits, and the agency's commitment to diversity, equity, and inclusion.
- Focused on teaming up with the Organizational Culture and Employee Engagement director on employee retention and creating an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation, and life experience. Surveyed and monitored to improve employee engagement throughout the agency, paying close attention to the needs of our diverse workforce.
- The Diversity, Equity, and Inclusion Council collaborated with the DEI office to achieve the agency's DEI initiatives, business needs, and effective culture change through sponsoring/sharing events among all team members in their divisions.
- Shared training opportunities to all Executive Team members, managers/supervisors, and employees on principles of racial equity, cultural competency, unconscious bias, and developing crucial conversations.

- Continued to offer “lunch ’n learn” events in which speakers from various communities can provide employees with the opportunity to get involved in open and honest conversations.
- Encouraged the attendance to career fairs and events from underrepresented communities throughout the state by division representatives, Employee Services, DEI Council members, and agency managers.
- Provided periodic guidance and training in compliance with state and federal law on diversity, equity, and inclusion, preventing discrimination and harassment, and cultural diversity.
- Management and Employee Services took appropriate action when employees behaved inappropriately toward other employees or agency customers, stakeholders, or visitors.

B. Progress made or lost since previous biennium

Gain: For this biennium, DCBS has the opportunity to host multiple sessions for engaging with members of the community and listen to feedback on policies, processes, and more.

Lost: During the 2021-23 biennium, we encountered challenges due to the impact of the pandemic on our employees, stakeholders, and community members, especially groups representing underserved and underrepresented communities. The pandemic, as well as the wildfires throughout the state, some initiatives were affected in allocating resources to meet the needs of employees, stakeholders, and communities. Due to community health concerns, the following were affected:

a. The agency’s internship program that provides opportunities to high school and college students.
b. In-person participation at community partner-sponsored events.

V. July 1, 2023 – June 30, 2025

A. Affirmative action plan goals

At DCBS, it is integral to remember that diversity and inclusion in the workplace go beyond gender and race. By adding equity to diversity and inclusion in the workplace, it is the perfect combination to support equal employment opportunities for both employees and applicants on the basis of individual merit to be determined through equitable and practical methods of selection and promotion. It is the presence of employees and applicants who all bring unique identities that represent an intersection of ethnicities, race, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations and much more. It is the purpose of the affirmative action goals to outline and implement measures to effectively maximize the use of the agency’s available resources.

DCBS holds everyone accountable toward the progress of the plan and will review and report any available statistical data reflective of agency workforce representation.

In the 2023-25 biennium, DCBS is pursuing the following goals:

Community engagement

Goal 1

The Oregon Legislature passed, and Gov. Brown signed House Bill 2167 – the Racial Justice Council Codification bill. The bill directs state agencies to take racial equity considerations in

their plans and actions to promote and practice social justice and fairness for underserved and underrepresented communities. The bill will be used to enhance the agency's engagement with a larger number of applicants while building collaborative relationships. See the agency Community Engagement Plan: https://www.oregon.gov/dcbs/Documents/community-engagement/DCBS-community-engagement-plan.pdf

The Department of Consumer and Business Services believes it is important to know a community's most urgent needs so it can be prioritized. The approach to community engagement includes two strategies:

1. Inform and Empower: Inform underserved and underrepresented communities of their rights and opportunities, as well as empower them to tell us of their specific needs and challenges as workers, consumers, or business owners.
2. Consult and involve: Consult and involve community leaders, community partners, and others that are active influencers in their communities.

To support trusted partners in delivering financial education to consumers in underserved and underrepresented communities, we have developed a sponsorship program. The program will help empower consumers to make decisions about insurance and other financial services that are best for them and to help raise awareness of free services and resources offered by the agency's Division of Financial Regulation.

Workforce diversity

Goal 2

DCBS believes that making profound shifts in the makeup of the agency's workforce is not something it can force overnight. The agency will continue to spend the time to find qualified talent for the proper need of its divisions, and to place people in the spaces where they can do the best for their own career development and the agency. We will conduct a diversity audit of current practices, find metrics needed to improve, and encourage the use of the social and professional networks of its diverse employees to find new candidates.

B. Strategies and timelines for achieving DCBS goals

Workforce diversity

- Continue sending notices of employment opportunities to partners and members of communities of color and enhance engagement with current community organizations that are likely to refer women, people of color, veterans, and people with disabilities to our job postings. Use social media to engage with a wider range of possible applicants. Provide content and continue collaboration with communications support attracting members of communities of color.
- Partner strategically with stakeholders, members of the enterprise, and community partners, who have a strong presence in traditionally underrepresented communities, to address discrimination or increase diversity, equity, and inclusion competency.
- Assess the barriers to entry and what can be done to break them down, particularly management positions. Encourage hiring managers to address any possible issues in the hiring process and continue using DCBS Rapid Response Recruitment methodology (RRRM) to help speed up the hiring process.
- Continue to encourage all interview panels to be at least one-third diverse and all interview panel members to complete the online training "Conducting an Effective and Inclusive Interview."

- Help jobseekers requesting assistance to career services, including career exploration, informational interviews, application material review, mock interviews, and information about the state's online application process (Workday).
- Boost collaboration among division representatives; Diversity, Equity, and Inclusion Council members; and the DEI manager to attend career fairs and community partner events throughout the state.
- Inspire all employees to read the DEI Weekly Wrap-up. The wrap-up is an email with current topics for possible conversations and a section called Manager's Toolbox that provides resources and best practices for managers.
- Help divisions develop internship positions to support students on becoming qualified and job ready as part of succession and strategic planning.
- Review employee performance appraisal process and practice to ensure tools and procedures are equitable and bias-free toward women, LGBTQ, people of color, veterans, and people with disabilities.
- Continue to collaborate and help veterans services organizations, as well as Oregon Vocational Rehabilitation and others providing services to people with disabilities.

Workplace Inclusion

Goal 3

As all agencies refine their approaches to diversity, equity, and inclusion for the current workplace environment, at DCBS, it is integral to remember that the diversity of its workplace goes beyond gender and race. This is the result of equitable practices. It is the presence of employees who all bring unique identities that represent an intersection of ethnicities, race, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations, and much more. Because of this, we are looking at what voices are or are consistently heard—and which voices were or are not heard.

- Recognizing the current diversity of the agency, continue to invite employees representing underserved and underrepresented communities to engage in conversations on opportunities for agency support, provide recommendations on allocation or resources and effectible understanding, and collaborate with diverse employees, stakeholders, and communities.
- Support the continuation of crucial conversations sessions in which current topics, issues affecting underserved communities, and agency challenges are discussed in a safe environment. At these sessions, employees have an opportunity to interact, ask questions, brainstorm solutions, share best practices, and submit recommendations to agency leadership.
- Use the Diversity, Equity, and Inclusion Council to develop new ideas and identify best practices that will help us accurately reflect the cultures, values, and diversity of the state to increase the number of people of color, veterans, women, and people with disabilities working at DCBS.
- Continue to collaborate with the Multicultural Communications Program manager for equitable cultural and linguistic services and resources.
- Provide training opportunities in the next biennium to all Executive Team members, managers/supervisors, and staff members on principles of racial equity, community engagement, cultural competency, unconscious bias, and allyship.
- Collect and analyze data from Workday at levels on hires, promotions, and separations with guidance from the Governor's Office and DAS-Office of Cultural Change. Collect and report data of those attending DEI events.
- Continue participation of agency director, FMLA/OFLA coordinator, and DEI manager at onboarding to share agency commitment to diversity, equity, and inclusion, and be available to provide resources.

- Focus on retaining employees and creating an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation, and life experience, by collaborating with Employee Engagement director and Employee Services and continuing to measure and monitor.
- The Diversity, Equity, and Inclusion Council will continue to collaborate with the DEI manager to advise and promote achieving the agency's DEI initiatives, business needs, and effective culture change through sponsoring crucial conversations among all employees.
- Encourage the attendance by division representatives, Employee Services staff, and the DEI manager to career fairs and events hosted by underrepresented communities throughout the state.
- Provide periodic guidance and training in compliance with state and federal law on diversity, equity, and inclusion; Affirmative Action and Equal Employment Opportunity; preventing discrimination and harassment; and cultural diversity.
- All employees are responsible for their actions, behaviors, performance, and decisions and Employee Services will take appropriate action when employees behave inappropriately toward other employees, customers/visitors, stakeholders, or community partners.
- Help divisions develop a successful internship program by 2025. This will help students become more qualified and be job ready. Also, this can benefit the agency's succession planning.

VI. Appendix A – State Policy Documentation

A. ADA and Reasonable Accommodation Policy (Statewide policy 50.020.10)
B. Discrimination and Harassment Free Workplace (Statewide policy 50.010.01)
C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide policy 50.045.01)
D. References:
E. Duties of Administrator (ORS 240.145)
F. Rules Applicable to Management Services (ORS 240.250)
G. Recruitment and Selection (Statewide policy 40.010.02)
H. Veterans Preference in Public Employment (ORS 408.230)
I. Equal Opportunity and Affirmative Action Rule (105.040.0001)
J. Executive Order 22-11

VII. Appendix B – Federal Documentation

A. Age Discrimination in Employment Act of 1967 (ADEA)
B. Disability Discrimination Title I of the Americans with Disability Act of 1990
C. Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
D. Equal Pay and Compensation Discrimination Equal Pay Act of 1963
E. Title VII of the Civil Rights Act of 1964
    a. National Origin Discrimination
    b. Discrimination
    c. Race/Color Discrimination
    d. Religious Discrimination

e. Sex-Based Discrimination
f. Sexual Harassment

F. Retaliation Title VII of Civil Agency Affirmative Action Policy

VIII. Appendix C – DCBS documentation in support of its Affirmative Action Plan

All of the Department of Consumer and Business Services policies and procedures are available and accessible to employees on the internal website. The Gender Policy is also available on the external website.

A. Gender Policy

Department of Consumer and Business Services **Gender Policy – Policy EMP-12**	
Division: Director's Office, Employee Services **Owner:** Employee Services Administrator	**Effective Date:** 06/28/2019
Approved by: Mary Moller 2/17/2022	**Review Date:** 2/17/2024

***Applies to*:**
This policy applies to all divisions of the Department of Consumer and Business Services (DCBS) including the Workers' Compensation Board.

***Purpose*:**
This policy is designed to create a safe and productive workplace for all DCBS employees. It is the department's policy to not discriminate in any way against any individual based on an individual's gender, gender identity, gender expression, or sexual orientation.

This policy provides guidelines to address the needs of transgender, non-binary, transitioning, and gender non-conforming employees. It clarifies how to implement the policy in situations when questions may arise.

This policy does not anticipate every situation that might occur with respect to transgender, non-binary, transitioning, and gender non-conforming employees. The needs of an individual employee must be assessed on a case-by-case basis. In all cases, the goal is to ensure a safe, healthy, respectful, and inclusive work environment for all DCBS employees.

***Definitions*:**

Gender identity – A person's deeply-felt sense of being male, female, or non-binary, regardless of the sex they were assigned at birth.

Gender expression – An individual's characteristics and behaviors (such as appearance, dress, mannerisms, speech patterns, and social interactions) that may be perceived as masculine, feminine, or being associated with being male or female.

Transgender – A person whose gender identity and/or expression is different from their sex assigned at birth, for example:

- A person whose sex assigned at birth was female, but who identifies as male is a transgender man (also known as female-to-male transgender person).
- A person whose sex assigned at birth was male, but who identifies as female is a transgender woman (also known as male-to-female transgender person).

Cisgender – A person whose sense of personal identity and gender corresponds with their birth sex.

Gender non-conforming – A person who has, or is perceived to have, gender characteristics and/or behaviors that do not conform to traditional or societal expectations. These expectations vary across cultures and change over time.

B. Affirmative Action Policy

PER-27

Department of Consumer and Business Services **Affirmative Action - Policy PER-27**	
Division: Director's Office, Employee Services **Owner:** HR Director, Employee Services	**Effective Date:** 2/1/2013
Approved by: Mary Moller 08/10/2022	**Review Date:** 08/10/2024

Applies to:

This policy applies to all of the Department of Consumer and Business Services (DCBS) divisions and the Workers' Compensation Board.

Purpose:

It is the policy of the department to provide equitable access to services and equal employment opportunities.

Policy:

The agency's ability to achieve its mission depends on equitable processes to attract people. Every effort will be made to engage with communities for a broader applicant pool, and to make all employment decisions based on a person's relevant education, training and experience, and suitability relative to a position, without regard to race, ethnicity, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socio-economic status, veteran status, and immigration status. In addition to active recruiting efforts, DCBS recognizes the value of investing in employees as the best way to ensure the agency maintains a skilled and proficient workforce.

A welcoming work environment is an important part in maintaining a diverse workforce. DCBS is committed to a zero-tolerance of any form of discrimination or harassment and all employees are accountable for creating and promoting a work environment that is free from any kind of hostility or unwelcome behavior.

The department maintains a copy of the agency Affirmative Action Plan on the internal and external DCBS websites for employees to review. Agency leadership will participate and encourage all employees to participate in activities designed to promote affirmative action.

Agency employees will foster an atmosphere of inclusion, respect, and collaboration, which will reflect our commitment to represent our diverse community. Through this collaborative effort, the agency can achieve successfully its mission of protecting consumers and workers.

References:
ORS 243.305-243.315
ORS 659A.012-659A.030
DAS OAR 105-040-001
EO 22-11 Relating to Affirmative Action, Equal Employment Opportunity and Diversity, Equity and Inclusion
Title VII, Civil Rights Act of 1964
DCBS Affirmative Action Plan

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C. Diversity, Equity and Inclusion Council

In support of AA/EEO/DEI, the agency has created an Inclusive Language guide and an equity lens, to create an equitable and inclusive community in which everyone feels valued and recognized, it is necessary to exercise the usage of inclusive language in our everyday communication such as in person interaction, emails, letters, marketing material, websites, social media, and other forms of communication.

EMP-02

Department of Consumer and Business Services **Diversity, Equity, & Inclusion Council – Policy EMP-02**	
Division: Director's Office/Employee Services **Owner:** HR Director, Employee Services	**Effective Date:** 08/03/2016
Approved by: Date: 3/29/2022	**Review Date:** 3/29/2024

Applicability:

This policy applies to all Department of Business and Consumer Services (DCBS) employees and the Workers' Compensation Board.

Purpose:

The Department of Consumer and Business Services Diversity, Equity, and Inclusion Council is an advisory body that promotes achieving the agency's diversity, equity, and inclusion initiative and business needs through effective culture change strategies.

Policy:

It is the policy that the Diversity, Equity, and Inclusion Council is a forum to share diversity information, events, and ideas; discuss diversity issues; collaborate and recommend implementation of diversity initiatives; and make recommendations regarding how to best use agency resources to achieve diversity, equity, and inclusion goals.

The council reflects an inclusive cross-section of the DCBS workforce: 15 staff, including management (classification level, racial, ethnicity, generation, organization, function, gender, sexual orientation, physical ability, location, religion, and socio-economic status).

The role of the Diversity, Equity, and Inclusion Council includes:

- Identifying critical diversity issues for leadership and staff
- Providing recommendations concerning diversity, equity, and inclusion initiatives
- Communicating the benefits of a diverse workforce
- Being familiar with the racial equity vision
- Working with the diversity, equity, and inclusion program manager to foster partnerships with stakeholders and community organizations
- Strengthening community engagement to develop external credibility and cultivating trust with the public we serve
- Promoting an environment that is inclusive
- Serving as role models to promote a cultural change (change agents)

The following are responsibilities of the Diversity, Equity, and Inclusion Council:

A. Reviewing and providing feedback on programs, initiatives, and policies as they relate to workforce, strategic plans, and services to consumers, and making recommendations to the DCBS director, agency leadership, and Employee Services administrator.

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D. Inclusive Language

Purpose:

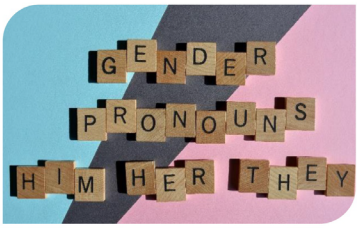
We have created this document to be supportive of the diverse communities in Oregon. Specific and careful use of language respects and honors our diverse communities in Oregon. Inclusive language is communication that actively uses words, phrases, and expressions that are welcoming to everyone. When possible, avoid assumptions and stereotypes that may exclude people one way or another.

DCBS | Department of Consumer and Business Services
Diversity, Equity, and Inclusion

350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs/dei

DCBS Inclusive Language

Specific and careful use of language respects and honors our diverse communities in Oregon.



Inclusive language is communication that actively uses words, phrases, and expressions that are welcoming to everyone. When possible, avoid assumptions and stereotypes that may exclude people one way or another. The exclusion may be inadvertent, but it can have a negative effect on people. To create an equitable and inclusive community in which everyone feels valued and recognized, it is necessary to exercise the usage of inclusive language in our everyday communication such as in person interaction, emails, letters, marketing material, websites, social media, and other forms of communication.

The current DEI Action Plan by the Governor's Office defines historically and currently underserved and underrepresented communities. These include Oregon residents that identify as:

- Native American, members of Oregon's nine federally recognized tribes, American Indian, Alaska Natives
- Black, African, African American
- Latina, Latino, Latinx, Hispanic
- Asian
- Pacific Islander (including Compact of Free Association citizens)
- Immigrants, refugees, asylum-seekers, deferred status holders, temporary protected status
- Undocumented, Deferred Action for Childhood Arrivals (DACA) recipients, "dreamers," nonimmigrant visa holders
- Linguistically diverse, English language learners (ELL)
- Economically disadvantaged
- People with disabilities
- LGBTQIA2S+
- Farmworkers, migrant seasonal workers

State of Oregon's Definition of Diversity, Equity, Inclusion

Diversity is 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 and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Equity acknowledges that not all people or all communities are starting from the same place due to historic and current systems of oppression. Equity is

440-5770 (6/22/COM)

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E. Equity Lens

DCBS Department of Consumer and Business Services
Diversity, Equity, and Inclusion

350 Winter Street NE, Room 200, P.O. Box 14480, Salem, Oregon 97309-0405 503-947-7872 oregon.gov/dcbs



DCBS: Race Equity Lens

Equity is important and engaging in equity work requires us to move away from the historical ways we engage with our communities towards a model that understands and prioritizes their needs, particularly those most affected by inequity. To become equitable, the work of equity must be understood.

At DCBS, a crucial component of collective leadership is to value, respect, and celebrate diversity in its many forms: race, ethnicity, national origin, ability, class, faith, age, gender identity, sexual orientation, and experience.

To accomplish this, we must apply an equity lens that allows us to see and understand the existing structures of racism and conditions that create inequities, as well as the changes that are necessary to create more equitable procedures, policies, and actions.

Changing these systems and achieving our mission will happen only if we act with explicit intent. With that in mind, DCBS has begun a journey of critically examining and improving our culture, norms, and stakeholders-facing approaches by creating this diversity, equity, and inclusion lens.

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F. Diversity Equity and Inclusion Strategic Plan 2023 - 2025

DCBS | Department of Consumer and Business Services

Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion Strategic Plan 2023 - 2025



IX. Appendix D – Additional Federal Documentation Executive Order 11246 (OFCCP regulations)

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
005-00-00-00000	Workers Compensation NL Accts	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	021	0	Phase-in	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	040	0	Mandated Caseload	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	050	0	Fundshifts	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	060	0	Technical Adjustments	Essential Packages
005-00-00-00000	Workers Compensation NL Accts	070	0	Revenue Shortfalls	Policy Packages
005-00-00-00000	Workers Compensation NL Accts	081	0	May 2024 Emergency Board	Policy Packages
005-00-00-00000	Workers Compensation NL Accts	120	23	Technical Adjustment - Reclasses	Policy Packages
005-00-00-00000	Workers Compensation NL Accts	504	0	DFR Insurance Risk Pool	Policy Packages
006-00-00-00000	Workers' Benefit Fund	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
006-00-00-00000	Workers' Benefit Fund	021	0	Phase-in	Essential Packages
006-00-00-00000	Workers' Benefit Fund	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	Workers' Benefit Fund	031	0	Standard Inflation	Essential Packages
006-00-00-00000	Workers' Benefit Fund	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	Workers' Benefit Fund	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	Workers' Benefit Fund	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	Workers' Benefit Fund	050	0	Fundshifts	Essential Packages
006-00-00-00000	Workers' Benefit Fund	060	0	Technical Adjustments	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	Workers' Benefit Fund	070	0	Revenue Shortfalls	Policy Packages
006-00-00-00000	Workers' Benefit Fund	081	0	May 2024 Emergency Board	Policy Packages
006-00-00-00000	Workers' Benefit Fund	120	23	Technical Adjustment - Reclasses	Policy Packages
006-00-00-00000	Workers' Benefit Fund	504	0	DFR Insurance Risk Pool	Policy Packages
011-12-00-00000	Workers' Comp Board	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
011-12-00-00000	Workers' Comp Board	021	0	Phase-in	Essential Packages
011-12-00-00000	Workers' Comp Board	022	0	Phase-out Pgm & One-time Costs	Essential Packages
011-12-00-00000	Workers' Comp Board	031	0	Standard Inflation	Essential Packages
011-12-00-00000	Workers' Comp Board	032	0	Above Standard Inflation	Essential Packages
011-12-00-00000	Workers' Comp Board	033	0	Exceptional Inflation	Essential Packages
011-12-00-00000	Workers' Comp Board	040	0	Mandated Caseload	Essential Packages
011-12-00-00000	Workers' Comp Board	050	0	Fundshifts	Essential Packages
011-12-00-00000	Workers' Comp Board	060	0	Technical Adjustments	Essential Packages
011-12-00-00000	Workers' Comp Board	070	0	Revenue Shortfalls	Policy Packages
011-12-00-00000	Workers' Comp Board	081	0	May 2024 Emergency Board	Policy Packages
011-12-00-00000	Workers' Comp Board	101	5	WCB Modernization	Policy Packages
011-12-00-00000	Workers' Comp Board	120	23	Technical Adjustment - Reclasses	Policy Packages
011-12-00-00000	Workers' Comp Board	504	0	DFR Insurance Risk Pool	Policy Packages
011-13-00-00000	Workers’ Compensation Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
011-13-00-00000	Workers’ Compensation Programs	021	0	Phase-in	Essential Packages
011-13-00-00000	Workers’ Compensation Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
011-13-00-00000	Workers’ Compensation Programs	031	0	Standard Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
011-13-00-00000	Workers' Compensation Programs	032	0	Above Standard Inflation	Essential Packages
011-13-00-00000	Workers' Compensation Programs	033	0	Exceptional Inflation	Essential Packages
011-13-00-00000	Workers' Compensation Programs	040	0	Mandated Caseload	Essential Packages
011-13-00-00000	Workers' Compensation Programs	050	0	Fundshifts	Essential Packages
011-13-00-00000	Workers' Compensation Programs	060	0	Technical Adjustments	Essential Packages
011-13-00-00000	Workers' Compensation Programs	070	0	Revenue Shortfalls	Policy Packages
011-13-00-00000	Workers' Compensation Programs	081	0	May 2024 Emergency Board	Policy Packages
011-13-00-00000	Workers' Compensation Programs	102	1	WCD Modernization	Policy Packages
011-13-00-00000	Workers' Compensation Programs	103	15	Ombudsman Outreach	Policy Packages
011-13-00-00000	Workers' Compensation Programs	120	23	Technical Adjustment - Reclasses	Policy Packages
011-13-00-00000	Workers' Compensation Programs	504	0	DFR Insurance Risk Pool	Policy Packages
011-15-00-00000	OR - OSHA	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
011-15-00-00000	OR - OSHA	021	0	Phase-in	Essential Packages
011-15-00-00000	OR - OSHA	022	0	Phase-out Pgm & One-time Costs	Essential Packages
011-15-00-00000	OR - OSHA	031	0	Standard Inflation	Essential Packages
011-15-00-00000	OR - OSHA	032	0	Above Standard Inflation	Essential Packages
011-15-00-00000	OR - OSHA	033	0	Exceptional Inflation	Essential Packages
011-15-00-00000	OR - OSHA	040	0	Mandated Caseload	Essential Packages
011-15-00-00000	OR - OSHA	050	0	Fundshifts	Essential Packages
011-15-00-00000	OR - OSHA	060	0	Technical Adjustments	Essential Packages
011-15-00-00000	OR - OSHA	070	0	Revenue Shortfalls	Policy Packages
011-15-00-00000	OR - OSHA	081	0	May 2024 Emergency Board	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
011-15-00-00000	OR - OSHA	104	3	OSHA Ag. Labor Housing Compliance	Policy Packages
011-15-00-00000	OR - OSHA	105	6	OSHA Outreach	Policy Packages
011-15-00-00000	OR - OSHA	106	11	OSHA OTIS/ORCA Support	Policy Packages
011-15-00-00000	OR - OSHA	120	23	Technical Adjustment - Reclasses	Policy Packages
011-15-00-00000	OR - OSHA	121	24	OSHA Revenue Shortfall Addback	Policy Packages
011-15-00-00000	OR - OSHA	504	0	DFR Insurance Risk Pool	Policy Packages
014-00-00-00000	Insurance	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
014-00-00-00000	Insurance	021	0	Phase-in	Essential Packages
014-00-00-00000	Insurance	022	0	Phase-out Pgm & One-time Costs	Essential Packages
014-00-00-00000	Insurance	031	0	Standard Inflation	Essential Packages
014-00-00-00000	Insurance	032	0	Above Standard Inflation	Essential Packages
014-00-00-00000	Insurance	033	0	Exceptional Inflation	Essential Packages
014-00-00-00000	Insurance	040	0	Mandated Caseload	Essential Packages
014-00-00-00000	Insurance	050	0	Fundshifts	Essential Packages
014-00-00-00000	Insurance	060	0	Technical Adjustments	Essential Packages
014-00-00-00000	Insurance	070	0	Revenue Shortfalls	Policy Packages
014-00-00-00000	Insurance	081	0	May 2024 Emergency Board	Policy Packages
014-00-00-00000	Insurance	120	23	Technical Adjustment - Reclasses	Policy Packages
014-00-00-00000	Insurance	504	0	DFR Insurance Risk Pool	Policy Packages
015-00-00-00000	Health Insurance Marketplace	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
015-00-00-00000	Health Insurance Marketplace	021	0	Phase-in	Essential Packages
015-00-00-00000	Health Insurance Marketplace	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
015-00-00-00000	Health Insurance Marketplace	031	0	Standard Inflation	Essential Packages
015-00-00-00000	Health Insurance Marketplace	032	0	Above Standard Inflation	Essential Packages
015-00-00-00000	Health Insurance Marketplace	033	0	Exceptional Inflation	Essential Packages
015-00-00-00000	Health Insurance Marketplace	040	0	Mandated Caseload	Essential Packages
015-00-00-00000	Health Insurance Marketplace	050	0	Fundshifts	Essential Packages
015-00-00-00000	Health Insurance Marketplace	060	0	Technical Adjustments	Essential Packages
015-00-00-00000	Health Insurance Marketplace	070	0	Revenue Shortfalls	Policy Packages
015-00-00-00000	Health Insurance Marketplace	081	0	May 2024 Emergency Board	Policy Packages
015-00-00-00000	Health Insurance Marketplace	120	23	Technical Adjustment - Reclasses	Policy Packages
015-00-00-00000	Health Insurance Marketplace	504	0	DFR Insurance Risk Pool	Policy Packages
016-00-00-00000	Finance and Corp Securities	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
016-00-00-00000	Finance and Corp Securities	021	0	Phase-in	Essential Packages
016-00-00-00000	Finance and Corp Securities	022	0	Phase-out Pgm & One-time Costs	Essential Packages
016-00-00-00000	Finance and Corp Securities	031	0	Standard Inflation	Essential Packages
016-00-00-00000	Finance and Corp Securities	032	0	Above Standard Inflation	Essential Packages
016-00-00-00000	Finance and Corp Securities	033	0	Exceptional Inflation	Essential Packages
016-00-00-00000	Finance and Corp Securities	040	0	Mandated Caseload	Essential Packages
016-00-00-00000	Finance and Corp Securities	050	0	Fundshifts	Essential Packages
016-00-00-00000	Finance and Corp Securities	060	0	Technical Adjustments	Essential Packages
016-00-00-00000	Finance and Corp Securities	070	0	Revenue Shortfalls	Policy Packages
016-00-00-00000	Finance and Corp Securities	081	0	May 2024 Emergency Board	Policy Packages
016-00-00-00000	Finance and Corp Securities	120	23	Technical Adjustment - Reclasses	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
016-00-00-00000	Finance and Corp Securities	504	0	DFR Insurance Risk Pool	Policy Packages
017-00-00-00000	Central Services Division	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
017-00-00-00000	Central Services Division	021	0	Phase-in	Essential Packages
017-00-00-00000	Central Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
017-00-00-00000	Central Services Division	031	0	Standard Inflation	Essential Packages
017-00-00-00000	Central Services Division	032	0	Above Standard Inflation	Essential Packages
017-00-00-00000	Central Services Division	033	0	Exceptional Inflation	Essential Packages
017-00-00-00000	Central Services Division	040	0	Mandated Caseload	Essential Packages
017-00-00-00000	Central Services Division	050	0	Fundshifts	Essential Packages
017-00-00-00000	Central Services Division	060	0	Technical Adjustments	Essential Packages
017-00-00-00000	Central Services Division	070	0	Revenue Shortfalls	Policy Packages
017-00-00-00000	Central Services Division	081	0	May 2024 Emergency Board	Policy Packages
017-00-00-00000	Central Services Division	107	9	FS Workday Support	Policy Packages
017-00-00-00000	Central Services Division	108	16	FS Assessments Support	Policy Packages
017-00-00-00000	Central Services Division	109	17	FS Account Support	Policy Packages
017-00-00-00000	Central Services Division	110	12	ES Agency Classification Review	Policy Packages
017-00-00-00000	Central Services Division	111	13	DO Legislative & Strategic Planing Coord.	Policy Packages
017-00-00-00000	Central Services Division	120	23	Technical Adjustment - Reclasses	Policy Packages
017-00-00-00000	Central Services Division	122	25	IT&R Revenue Shortfall Addback	Policy Packages
017-00-00-00000	Central Services Division	504	0	DFR Insurance Risk Pool	Policy Packages
018-00-00-00000	Division of Financial Regulation	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
018-00-00-00000	Division of Financial Regulation	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
018-00-00-00000	Division of Financial Regulation	022	0	Phase-out Pgm & One-time Costs	Essential Packages
018-00-00-00000	Division of Financial Regulation	031	0	Standard Inflation	Essential Packages
018-00-00-00000	Division of Financial Regulation	032	0	Above Standard Inflation	Essential Packages
018-00-00-00000	Division of Financial Regulation	033	0	Exceptional Inflation	Essential Packages
018-00-00-00000	Division of Financial Regulation	040	0	Mandated Caseload	Essential Packages
018-00-00-00000	Division of Financial Regulation	050	0	Fundshifts	Essential Packages
018-00-00-00000	Division of Financial Regulation	060	0	Technical Adjustments	Essential Packages
018-00-00-00000	Division of Financial Regulation	070	0	Revenue Shortfalls	Policy Packages
018-00-00-00000	Division of Financial Regulation	081	0	May 2024 Emergency Board	Policy Packages
018-00-00-00000	Division of Financial Regulation	112	2	Oregon Reinsurance Program	Policy Packages
018-00-00-00000	Division of Financial Regulation	113	10	DFR Auto Rating Study	Policy Packages
018-00-00-00000	Division of Financial Regulation	114	14	DFR Contractual Exam Services	Policy Packages
018-00-00-00000	Division of Financial Regulation	115	18	DFR Advocacy	Policy Packages
018-00-00-00000	Division of Financial Regulation	116	19	DFR Market Analysis	Policy Packages
018-00-00-00000	Division of Financial Regulation	117	20	DFR Credit Unions	Policy Packages
018-00-00-00000	Division of Financial Regulation	118	21	DFR Enforcement	Policy Packages
018-00-00-00000	Division of Financial Regulation	119	22	DFR Settlement Funds	Policy Packages
018-00-00-00000	Division of Financial Regulation	120	23	Technical Adjustment - Reclasses	Policy Packages
018-00-00-00000	Division of Financial Regulation	504	0	DFR Insurance Risk Pool	Policy Packages
019-00-00-00000	Building Codes Division	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
019-00-00-00000	Building Codes Division	021	0	Phase-in	Essential Packages
019-00-00-00000	Building Codes Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
019-00-00-00000	Building Codes Division	031	0	Standard Inflation	Essential Packages
019-00-00-00000	Building Codes Division	032	0	Above Standard Inflation	Essential Packages
019-00-00-00000	Building Codes Division	033	0	Exceptional Inflation	Essential Packages
019-00-00-00000	Building Codes Division	040	0	Mandated Caseload	Essential Packages
019-00-00-00000	Building Codes Division	050	0	Fundshifts	Essential Packages
019-00-00-00000	Building Codes Division	060	0	Technical Adjustments	Essential Packages
019-00-00-00000	Building Codes Division	070	0	Revenue Shortfalls	Policy Packages
019-00-00-00000	Building Codes Division	081	0	May 2024 Emergency Board	Policy Packages
019-00-00-00000	Building Codes Division	120	23	Technical Adjustment - Reclasses	Policy Packages
019-00-00-00000	Building Codes Division	123	26	BCD Revenue Shortfall Addback	Policy Packages
019-00-00-00000	Building Codes Division	501	7	BCD Learning Management System Technology	Policy Packages
019-00-00-00000	Building Codes Division	502	8	BCD Permitting & Billing Technology	Policy Packages
019-00-00-00000	Building Codes Division	503	4	BCD State Plans Examiners	Policy Packages
019-00-00-00000	Building Codes Division	504	0	DFR Insurance Risk Pool	Policy Packages
020-00-00-00000	Universal Health Plan Governance Board	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	021	0	Phase-in	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	022	0	Phase-out Pgm & One-time Costs	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	031	0	Standard Inflation	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	032	0	Above Standard Inflation	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	033	0	Exceptional Inflation	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	040	0	Mandated Caseload	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	050	0	Fundshifts	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
020-00-00-00000	Universal Health Plan Governance Board	060	0	Technical Adjustments	Essential Packages
020-00-00-00000	Universal Health Plan Governance Board	070	0	Revenue Shortfalls	Policy Packages
020-00-00-00000	Universal Health Plan Governance Board	081	0	May 2024 Emergency Board	Policy Packages
020-00-00-00000	Universal Health Plan Governance Board	120	23	Technical Adjustment - Reclasses	Policy Packages
020-00-00-00000	Universal Health Plan Governance Board	504	0	DFR Insurance Risk Pool	Policy Packages

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	005-00-00-00000	Workers Compensation NL Accts
			006-00-00-00000	Workers' Benefit Fund
			011-12-00-00000	Workers' Comp Board
			011-13-00-00000	Workers’ Compensation Programs
			011-15-00-00000	OR - OSHA
			014-00-00-00000	Insurance
			015-00-00-00000	Health Insurance Marketplace
			016-00-00-00000	Finance and Corp Securities
			017-00-00-00000	Central Services Division
			018-00-00-00000	Division of Financial Regulation
			019-00-00-00000	Building Codes Division
			020-00-00-00000	Universal Health Plan Governance Board
	081	May 2024 Emergency Board	005-00-00-00000	Workers Compensation NL Accts
			006-00-00-00000	Workers' Benefit Fund
			011-12-00-00000	Workers' Comp Board
			011-13-00-00000	Workers’ Compensation Programs
			011-15-00-00000	OR - OSHA
			014-00-00-00000	Insurance
			015-00-00-00000	Health Insurance Marketplace
			016-00-00-00000	Finance and Corp Securities
			017-00-00-00000	Central Services Division
			018-00-00-00000	Division of Financial Regulation
			019-00-00-00000	Building Codes Division

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	081	May 2024 Emergency Board	020-00-00-00000	Universal Health Plan Governance Board
	504	DFR Insurance Risk Pool	005-00-00-00000	Workers Compensation NL Accts
			006-00-00-00000	Workers' Benefit Fund
			011-12-00-00000	Workers' Comp Board
			011-13-00-00000	Workers' Compensation Programs
			011-15-00-00000	OR - OSHA
			014-00-00-00000	Insurance
			015-00-00-00000	Health Insurance Marketplace
			016-00-00-00000	Finance and Corp Securities
			017-00-00-00000	Central Services Division
			018-00-00-00000	Division of Financial Regulation
			019-00-00-00000	Building Codes Division
			020-00-00-00000	Universal Health Plan Governance Board
1	102	WCD Modernization	011-13-00-00000	Workers' Compensation Programs
2	112	Oregon Reinsurance Program	018-00-00-00000	Division of Financial Regulation
3	104	OSHA Ag. Labor Housing Compliance	011-15-00-00000	OR - OSHA
4	503	BCD State Plans Examiners	019-00-00-00000	Building Codes Division
5	101	WCB Modernization	011-12-00-00000	Workers' Comp Board
6	105	OSHA Outreach	011-15-00-00000	OR - OSHA
7	501	BCD Learning Management System Technolo	019-00-00-00000	Building Codes Division
8	502	BCD Permitting & Billing Technology	019-00-00-00000	Building Codes Division
9	107	FS Workday Support	017-00-00-00000	Central Services Division
10	113	DFR Auto Rating Study	018-00-00-00000	Division of Financial Regulation

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
11	106	OSHA OTIS/ORCA Support	011-15-00-00000	OR - OSHA
12	110	ES Agency Classification Review	017-00-00-00000	Central Services Division
13	111	DO Legislative & Strategic Planing Coord.	017-00-00-00000	Central Services Division
14	114	DFR Contractual Exam Services	018-00-00-00000	Division of Financial Regulation
15	103	Ombudsman Outreach	011-13-00-00000	Workers' Compensation Programs
16	108	FS Assessments Support	017-00-00-00000	Central Services Division
17	109	FS Account Support	017-00-00-00000	Central Services Division
18	115	DFR Advocacy	018-00-00-00000	Division of Financial Regulation
19	116	DFR Market Analysis	018-00-00-00000	Division of Financial Regulation
20	117	DFR Credit Unions	018-00-00-00000	Division of Financial Regulation
21	118	DFR Enforcement	018-00-00-00000	Division of Financial Regulation
22	119	DFR Settlement Funds	018-00-00-00000	Division of Financial Regulation
23	120	Technical Adjustment - Reclasses	005-00-00-00000	Workers Compensation NL Accts
			006-00-00-00000	Workers' Benefit Fund
			011-12-00-00000	Workers' Comp Board
			011-13-00-00000	Workers' Compensation Programs
			011-15-00-00000	OR - OSHA
			014-00-00-00000	Insurance
			015-00-00-00000	Health Insurance Marketplace
			016-00-00-00000	Finance and Corp Securities
			017-00-00-00000	Central Services Division
			018-00-00-00000	Division of Financial Regulation
			019-00-00-00000	Building Codes Division

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
23	120	Technical Adjustment - Reclasses	020-00-00-00000	Universal Health Plan Governance Board
24	121	OSHA Revenue Shortfall Addback	011-15-00-00000	OR - OSHA
25	122	IT&R Revenue Shortfall Addback	017-00-00-00000	Central Services Division
26	123	BCD Revenue Shortfall Addback	019-00-00-00000	Building Codes Division

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	159,305,017	159,623,438	-	159,623,438	159,623,438	159,623,438
3400 Other Funds Ltd	273,828,699	222,123,541	-	222,123,541	222,123,541	222,123,541
6400 Federal Funds Ltd	1,351,012	-	-	-	-	-
All Funds	434,484,728	381,746,979	-	381,746,979	381,746,979	381,746,979
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	-	(4,724,677)	-	(4,724,677)	(4,344,251)	(4,344,251)
3400 Other Funds Ltd	-	111,453,169	-	111,453,169	249,575,113	249,575,113
All Funds	-	106,728,492	-	106,728,492	245,230,862	245,230,862
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	159,305,017	154,898,761	-	154,898,761	155,279,187	155,279,187
3400 Other Funds Ltd	273,828,699	333,576,710	-	333,576,710	471,698,654	471,698,654
6400 Federal Funds Ltd	1,351,012	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$434,484,728**	**$488,475,471**	**-**	**$488,475,471**	**$626,977,841**	**$626,977,841**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,557,108	12,742,576	60,862	12,803,438	13,147,376	1,904,174
TAXES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
0125 Workers Comp Insurance Taxes						
3200 Other Funds Non-Ltd	285,531	265,115	-	265,115	254,558	254,558
3400 Other Funds Ltd	185,792,395	196,930,574	-	196,930,574	174,780,659	174,780,659
All Funds	186,077,926	197,195,689	-	197,195,689	175,035,217	175,035,217
0130 Other Employer -Employee Taxes						
3200 Other Funds Non-Ltd	139,164,462	142,132,088	-	142,132,088	130,705,172	130,705,172
3400 Other Funds Ltd	50	-	-	-	-	-
All Funds	139,164,512	142,132,088	-	142,132,088	130,705,172	130,705,172
0150 Insurance Taxes						
3400 Other Funds Ltd	-	746,561,307	-	746,561,307	680,760,313	680,760,313
8800 General Fund Revenue	164,366,355	144,102,008	-	144,102,008	191,962,323	191,962,323
All Funds	164,366,355	890,663,315	-	890,663,315	872,722,636	872,722,636
0190 Other Selective Taxes						
3400 Other Funds Ltd	293,956,640	-	-	-	-	-
8800 General Fund Revenue	1,307,820	-	-	-	-	-
All Funds	295,264,460	-	-	-	-	-
TOTAL TAXES						
3200 Other Funds Non-Ltd	139,449,993	142,397,203	-	142,397,203	130,959,730	130,959,730
3400 Other Funds Ltd	479,749,085	943,491,881	-	943,491,881	855,540,972	855,540,972
8800 General Fund Revenue	165,674,175	144,102,008	-	144,102,008	191,962,323	191,962,323

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL TAXES	**$784,873,253**	**$1,229,991,092**	**-**	**$1,229,991,092**	**$1,178,463,025**	**$1,178,463,025**
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	125,374,866	125,897,734	-	125,897,734	134,109,526	134,109,526
8800 General Fund Revenue	29,061,853	31,760,538	-	31,760,538	29,555,685	29,555,685
All Funds	154,436,719	157,658,272	-	157,658,272	163,665,211	163,665,211
0250 Fire Marshal Fees						
3400 Other Funds Ltd	36,800,954	40,605,352	-	40,605,352	43,715,700	43,715,700
8800 General Fund Revenue	(352)	-	-	-	-	-
All Funds	36,800,602	40,605,352	-	40,605,352	43,715,700	43,715,700
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	162,175,820	166,503,086	-	166,503,086	177,825,226	177,825,226
8800 General Fund Revenue	29,061,501	31,760,538	-	31,760,538	29,555,685	29,555,685
TOTAL LICENSES AND FEES	**$191,237,321**	**$198,263,624**	**-**	**$198,263,624**	**$207,380,911**	**$207,380,911**
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,370,890	1,875,717	-	1,875,717	1,986,814	1,986,814
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	3,748,449	3,435,499	-	3,435,499	3,354,391	3,354,391
3400 Other Funds Ltd	680,441	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	4,428,890	3,435,499	-	3,435,499	3,354,391	3,354,391
TOTAL CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	3,748,449	3,435,499	-	3,435,499	3,354,391	3,354,391
3400 Other Funds Ltd	2,051,331	1,875,717	-	1,875,717	1,986,814	1,986,814
TOTAL CHARGES FOR SERVICES	**$5,799,780**	**$5,311,216**	**-**	**$5,311,216**	**$5,341,205**	**$5,341,205**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	6,339,900	5,545,296	-	5,545,296	6,245,011	6,245,011
3400 Other Funds Ltd	3,992,492	4,627,636	-	4,627,636	5,465,884	5,465,884
8800 General Fund Revenue	1,177,695	1,176,024	-	1,176,024	1,802,909	1,802,909
All Funds	11,510,087	11,348,956	-	11,348,956	13,513,804	13,513,804
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	4,539,451	10,315,929	-	10,315,929	8,950,500	8,950,500
3400 Other Funds Ltd	10,458,707	4,362,725	-	4,362,725	17,760,912	17,760,912
8800 General Fund Revenue	592,140	331,272	-	331,272	606,146	606,146
All Funds	15,590,298	15,009,926	-	15,009,926	27,317,558	27,317,558
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	5,842	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	661,673	1,422,233	-	1,422,233	1,186,001	1,186,001
3400 Other Funds Ltd	296,863	708,443	-	708,443	761,493	761,493
8800 General Fund Revenue	3	-	-	-	-	-
All Funds	958,539	2,130,676	-	2,130,676	1,947,494	1,947,494
0980 Loan Proceeds						
3400 Other Funds Ltd	5,842	-	-	-	-	-
TOTAL OTHER						
3200 Other Funds Non-Ltd	661,673	1,422,233	-	1,422,233	1,186,001	1,186,001
3400 Other Funds Ltd	302,705	708,443	-	708,443	761,493	761,493
8800 General Fund Revenue	3	-	-	-	-	-
TOTAL OTHER	**$964,381**	**$2,130,676**	**-**	**$2,130,676**	**$1,947,494**	**$1,947,494**
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	129,097,940	138,572,713	1,262,975	139,835,688	133,992,115	133,992,115
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	10,574,243	8,327,155	-	8,327,155	7,565,659	7,565,659
3400 Other Funds Ltd	138,616,032	61,831,129	4,548,610	66,379,739	73,792,827	73,792,827

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	(7,628)	-	-	-	-	-
All Funds	149,182,647	70,158,284	4,548,610	74,706,894	81,358,486	81,358,486
1060 Transfer from General Fund						
3400 Other Funds Ltd	-	5,000,000	-	5,000,000	-	-
TOTAL TRANSFERS IN						
3200 Other Funds Non-Ltd	10,574,243	8,327,155	-	8,327,155	7,565,659	7,565,659
3400 Other Funds Ltd	138,616,032	66,831,129	4,548,610	71,379,739	73,792,827	73,792,827
6400 Federal Funds Ltd	(7,628)	-	-	-	-	-
TOTAL TRANSFERS IN	**$149,182,647**	**$75,158,284**	**$4,548,610**	**$79,706,894**	**$81,358,486**	**$81,358,486**
REVENUES						
8000 General Fund	12,557,108	12,742,576	60,862	12,803,438	13,147,376	1,904,174
3200 Other Funds Non-Ltd	165,313,709	171,443,315	-	171,443,315	158,261,292	158,261,292
3400 Other Funds Ltd	797,352,014	1,188,400,617	4,548,610	1,192,949,227	1,133,134,128	1,133,134,128
8800 General Fund Revenue	196,505,514	177,369,842	-	177,369,842	223,927,063	223,927,063
6400 Federal Funds Ltd	129,090,312	138,572,713	1,262,975	139,835,688	133,992,115	133,992,115
TOTAL REVENUES	**$1,300,818,657**	**$1,688,529,063**	**$5,872,447**	**$1,694,401,510**	**$1,662,461,974**	**$1,651,218,772**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(9,347,513)	(5,800,304)	-	(5,800,304)	(9,054,253)	(9,054,253)
3400 Other Funds Ltd	(139,810,323)	(64,357,980)	(4,548,610)	(68,906,590)	(72,304,233)	(72,304,233)

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	(24,811)	-	-	-	-	-
All Funds	(149,182,647)	(70,158,284)	(4,548,610)	(74,706,894)	(81,358,486)	(81,358,486)
2048 Transfer to Public Universities						
3200 Other Funds Non-Ltd	-	-	-	-	(3,837,198)	(3,837,198)
3400 Other Funds Ltd	-	-	-	-	(3,837,198)	(3,837,198)
All Funds	-	-	-	-	(7,674,396)	(7,674,396)
2060 Transfer to General Fund						
8800 General Fund Revenue	(196,505,514)	(177,369,842)	-	(177,369,842)	(223,927,063)	(223,927,063)
2080 Transfer to Counties						
3400 Other Funds Ltd	(483,225)	(529,416)	-	(529,416)	(631,493)	(631,493)
2100 Tsfr To Human Svcs, Dept of						
6400 Federal Funds Ltd	(591,517)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(17,653)	-	-	-	-	-
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	(326,514)	(427,000)	-	(427,000)	(520,310)	(520,310)
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	(36,893,406)	-	-	-	-	-
2260 Tsfr to State FIre Marshal, Dept of						
3400 Other Funds Ltd	-	(40,387,232)	-	(40,387,232)	(43,244,472)	(43,244,472)
2443 Tsfr To Oregon Health Authority						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	(141,400,256)	(584,334,264)	-	(584,334,264)	(510,465,880)	(510,465,880)
2590 Tsfr To Or Health & Science U						
3200 Other Funds Non-Ltd	(6,885,524)	-	(3,837,198)	(3,837,198)	-	-
3400 Other Funds Ltd	-	-	(3,837,198)	(3,837,198)	-	-
All Funds	(6,885,524)	-	(7,674,396)	(7,674,396)	-	-
2839 Tsfr To Labor and Ind, Bureau						
3200 Other Funds Non-Ltd	(598,000)	(1,200,000)	-	(1,200,000)	(1,200,000)	(1,200,000)
3400 Other Funds Ltd	(348,560)	(500,000)	-	(500,000)	(500,000)	(500,000)
6400 Federal Funds Ltd	(111,440)	-	-	-	-	-
All Funds	(1,058,000)	(1,700,000)	-	(1,700,000)	(1,700,000)	(1,700,000)
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(16,831,037)	(7,000,304)	(3,837,198)	(10,837,502)	(14,091,451)	(14,091,451)
3400 Other Funds Ltd	(319,279,937)	(690,535,892)	(8,385,808)	(698,921,700)	(631,503,586)	(631,503,586)
8800 General Fund Revenue	(196,505,514)	(177,369,842)	-	(177,369,842)	(223,927,063)	(223,927,063)
6400 Federal Funds Ltd	(727,768)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($533,344,256)**	**($874,906,038)**	**($12,223,006)**	**($887,129,044)**	**($869,522,100)**	**($869,522,100)**
AVAILABLE REVENUES						
8000 General Fund	12,557,108	12,742,576	60,862	12,803,438	13,147,376	1,904,174
3200 Other Funds Non-Ltd	307,787,689	319,341,772	(3,837,198)	315,504,574	299,449,028	299,449,028
3400 Other Funds Ltd	751,900,776	831,441,435	(3,837,198)	827,604,237	973,329,196	973,329,196

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	129,713,556	138,572,713	1,262,975	139,835,688	133,992,115	133,992,115
TOTAL AVAILABLE REVENUES	**$1,201,959,129**	**$1,302,098,496**	**($6,350,559)**	**$1,295,747,937**	**$1,419,917,715**	**$1,408,674,513**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	539,056	411,334	40,476	451,810	674,376	674,376
3200 Other Funds Non-Ltd	3,934,033	-	-	-	-	-
3400 Other Funds Ltd	135,032,175	161,755,958	22,432,678	184,188,636	192,792,894	192,792,894
6400 Federal Funds Ltd	9,665,008	9,872,914	1,311,791	11,184,705	11,681,058	11,681,058
All Funds	149,170,272	172,040,206	23,784,945	195,825,151	205,148,328	205,148,328
3160 Temporary Appointments						
3200 Other Funds Non-Ltd	35,795	-	-	-	-	-
3400 Other Funds Ltd	822,947	517,560	-	517,560	517,560	539,297
6400 Federal Funds Ltd	41,645	-	-	-	-	-
All Funds	900,387	517,560	-	517,560	517,560	539,297
3170 Overtime Payments						
8000 General Fund	232	-	-	-	-	-
3200 Other Funds Non-Ltd	6,631	-	-	-	-	-
3400 Other Funds Ltd	574,364	411,097	-	411,097	411,097	428,363

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	46,637	-	-	-	-	-
All Funds	627,864	411,097	-	411,097	411,097	428,363
3180 Shift Differential						
3200 Other Funds Non-Ltd	4	-	-	-	-	-
3400 Other Funds Ltd	2,069	-	-	-	-	-
6400 Federal Funds Ltd	324	-	-	-	-	-
All Funds	2,397	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	9,868	-	-	-	-	-
3200 Other Funds Non-Ltd	28,595	-	-	-	-	-
3400 Other Funds Ltd	2,211,633	1,555,315	-	1,555,315	1,555,315	1,620,639
6400 Federal Funds Ltd	143,485	-	-	-	-	-
All Funds	2,393,581	1,555,315	-	1,555,315	1,555,315	1,620,639
TOTAL SALARIES & WAGES						
8000 General Fund	549,156	411,334	40,476	451,810	674,376	674,376
3200 Other Funds Non-Ltd	4,005,058	-	-	-	-	-
3400 Other Funds Ltd	138,643,188	164,239,930	22,432,678	186,672,608	195,276,866	195,381,193
6400 Federal Funds Ltd	9,897,099	9,872,914	1,311,791	11,184,705	11,681,058	11,681,058
TOTAL SALARIES & WAGES	**$153,094,501**	**$174,524,178**	**$23,784,945**	**$198,309,123**	**$207,632,300**	**$207,736,627**
OTHER PAYROLL EXPENSES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	158	140	-	140	216	216
3200 Other Funds Non-Ltd	1,527	-	-	-	-	-
3400 Other Funds Ltd	43,400	48,066	-	48,066	66,759	66,759
6400 Federal Funds Ltd	3,299	3,069	-	3,069	4,125	4,125
All Funds	48,384	51,275	-	51,275	71,100	71,100
3220 Public Employees' Retire Cont						
8000 General Fund	93,082	73,711	-	73,711	141,888	141,888
3200 Other Funds Non-Ltd	764,699	-	-	-	-	-
3400 Other Funds Ltd	24,885,696	29,332,379	-	29,332,379	40,969,471	40,986,849
6400 Federal Funds Ltd	1,779,864	1,769,236	-	1,769,236	2,457,690	2,457,690
All Funds	27,523,341	31,175,326	-	31,175,326	43,569,049	43,586,427
3221 Pension Obligation Bond						
8000 General Fund	30,161	-	20,386	20,386	20,386	26,446
3200 Other Funds Non-Ltd	221,167	-	-	-	-	-
3400 Other Funds Ltd	7,496,263	8,436,936	(322,679)	8,114,257	8,114,257	7,637,512
6400 Federal Funds Ltd	541,969	512,071	(22,759)	489,312	489,312	458,074
All Funds	8,289,560	8,949,007	(325,052)	8,623,955	8,623,955	8,122,032
3230 Social Security Taxes						
8000 General Fund	41,630	31,467	-	31,467	51,589	51,589
3200 Other Funds Non-Ltd	302,134	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	10,398,436	12,499,132	-	12,499,132	14,867,100	14,875,081
6400 Federal Funds Ltd	794,260	755,284	-	755,284	891,822	891,822
All Funds	11,536,460	13,285,883	-	13,285,883	15,810,511	15,818,492
3240 Unemployment Assessments						
3200 Other Funds Non-Ltd	2,792	-	-	-	-	-
3400 Other Funds Ltd	73,821	26,401	-	26,401	26,401	27,514
6400 Federal Funds Ltd	9,000	-	-	-	-	-
All Funds	85,613	26,401	-	26,401	26,401	27,514
3241 Paid Family Medical Leave Insurance						
8000 General Fund	1,170	1,645	-	1,645	2,697	2,697
3200 Other Funds Non-Ltd	4,775	-	-	-	-	-
3400 Other Funds Ltd	166,024	645,978	-	645,978	774,247	774,578
6400 Federal Funds Ltd	11,666	39,451	-	39,451	46,604	46,604
All Funds	183,635	687,074	-	687,074	823,548	823,879
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	112	122	-	122	126	126
3200 Other Funds Non-Ltd	1,037	-	-	-	-	-
3400 Other Funds Ltd	30,861	41,753	-	41,753	38,976	38,976
6400 Federal Funds Ltd	2,302	2,632	-	2,632	2,373	2,373
All Funds	34,312	44,507	-	44,507	41,475	41,475
3260 Mass Transit Tax						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	3,295	-	-	-	-	4,046
3200 Other Funds Non-Ltd	23,974	-	-	-	-	-
3400 Other Funds Ltd	742,441	986,834	-	986,834	986,834	1,172,288
6400 Federal Funds Ltd	305	-	-	-	-	-
All Funds	770,015	986,834	-	986,834	986,834	1,176,334
3270 Flexible Benefits						
8000 General Fund	88,412	105,600	-	105,600	127,224	127,224
3200 Other Funds Non-Ltd	1,012,024	-	-	-	-	-
3400 Other Funds Ltd	30,187,656	35,943,736	-	35,943,736	39,319,448	39,319,448
6400 Federal Funds Ltd	1,980,092	2,270,264	-	2,270,264	2,431,228	2,431,228
All Funds	33,268,184	38,319,600	-	38,319,600	41,877,900	41,877,900
3280 Other OPE						
3400 Other Funds Ltd	29	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	258,020	212,685	20,386	233,071	344,126	354,232
3200 Other Funds Non-Ltd	2,334,129	-	-	-	-	-
3400 Other Funds Ltd	74,024,627	87,961,215	(322,679)	87,638,536	105,163,493	104,899,005
6400 Federal Funds Ltd	5,122,757	5,352,007	(22,759)	5,329,248	6,323,154	6,291,916
TOTAL OTHER PAYROLL EXPENSES	**$81,739,533**	**$93,525,907**	**($325,052)**	**$93,200,855**	**$111,830,773**	**$111,545,153**

P.S. BUDGET ADJUSTMENTS

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(33,719)
3400 Other Funds Ltd	-	(1,703,274)	-	(1,703,274)	(1,703,274)	(9,763,843)
6400 Federal Funds Ltd	-	(373,320)	-	(373,320)	(373,320)	(584,053)
All Funds	-	(2,076,594)	-	(2,076,594)	(2,076,594)	(10,381,615)
3465 Reconciliation Adjustment						
8000 General Fund	-	(10,317)	-	(10,317)	-	-
3400 Other Funds Ltd	-	94,057	-	94,057	-	-
All Funds	-	83,740	-	83,740	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(10,317)	-	(10,317)	-	(33,719)
3400 Other Funds Ltd	-	(1,609,217)	-	(1,609,217)	(1,703,274)	(9,763,843)
6400 Federal Funds Ltd	-	(373,320)	-	(373,320)	(373,320)	(584,053)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,992,854)**	**-**	**($1,992,854)**	**($2,076,594)**	**($10,381,615)**
TOTAL PERSONAL SERVICES						
8000 General Fund	807,176	613,702	60,862	674,564	1,018,502	994,889
3200 Other Funds Non-Ltd	6,339,187	-	-	-	-	-
3400 Other Funds Ltd	212,667,815	250,591,928	22,109,999	272,701,927	298,737,085	290,516,355
6400 Federal Funds Ltd	15,019,856	14,851,601	1,289,032	16,140,633	17,630,892	17,388,921
TOTAL PERSONAL SERVICES	**$234,834,034**	**$266,057,231**	**$23,459,893**	**$289,517,124**	**$317,386,479**	**$308,900,165**

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	12,468	-	12,468	12,468	13,553
3200 Other Funds Non-Ltd	38,808	-	-	-	-	-
3400 Other Funds Ltd	1,912,056	2,258,223	21,294	2,279,517	2,279,517	2,385,148
6400 Federal Funds Ltd	176,393	8,756	-	8,756	8,756	9,124
All Funds	2,127,257	2,279,447	21,294	2,300,741	2,300,741	2,407,825
4125 Out of State Travel						
8000 General Fund	-	-	-	-	-	199
3200 Other Funds Non-Ltd	3,968	-	-	-	-	-
3400 Other Funds Ltd	250,245	313,482	6,359	319,841	319,841	337,973
6400 Federal Funds Ltd	2,300	256	-	256	256	267
All Funds	256,513	313,738	6,359	320,097	320,097	338,439
4150 Employee Training						
8000 General Fund	619	3,959	-	3,959	3,959	4,125
3200 Other Funds Non-Ltd	12,461	-	-	-	-	-
3400 Other Funds Ltd	750,323	1,373,387	22,482	1,395,869	1,395,869	1,454,968
6400 Federal Funds Ltd	45,593	1,557	-	1,557	1,557	1,622
All Funds	808,996	1,378,903	22,482	1,401,385	1,401,385	1,460,715
4175 Office Expenses						
8000 General Fund	765	1,570	-	1,570	1,570	1,825

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	365,699	-	-	-	-	-
3400 Other Funds Ltd	1,725,303	2,725,712	15,919	2,741,631	2,741,631	2,852,868
6400 Federal Funds Ltd	20,740	5,051	-	5,051	5,051	5,263
All Funds	2,112,507	2,732,333	15,919	2,748,252	2,748,252	2,859,956
4200 Telecommunications						
8000 General Fund	-	5,892	-	5,892	5,892	6,499
3200 Other Funds Non-Ltd	71,013	-	-	-	-	-
3400 Other Funds Ltd	2,456,503	2,961,331	27,690	2,989,021	2,989,021	3,121,978
6400 Federal Funds Ltd	3,189	3,337	-	3,337	3,337	3,478
All Funds	2,530,705	2,970,560	27,690	2,998,250	2,998,250	3,131,955
4225 State Gov. Service Charges						
8000 General Fund	-	-	-	-	-	34,974
3200 Other Funds Non-Ltd	117,028	-	-	-	-	-
3400 Other Funds Ltd	8,249,913	9,941,716	-	9,941,716	9,941,716	12,643,997
6400 Federal Funds Ltd	14,366	2,469	-	2,469	2,469	-
All Funds	8,381,307	9,944,185	-	9,944,185	9,944,185	12,678,971
4250 Data Processing						
8000 General Fund	26,104	7,044	-	7,044	7,044	8,187
3200 Other Funds Non-Ltd	149,478	-	-	-	-	-
3400 Other Funds Ltd	5,914,954	6,149,043	46,674	6,195,717	6,195,717	6,496,406
6400 Federal Funds Ltd	13,857	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	6,104,393	6,156,087	46,674	6,202,761	6,202,761	6,504,593
4275 Publicity and Publications						
3200 Other Funds Non-Ltd	21,066	-	-	-	-	-
3400 Other Funds Ltd	356,886	705,283	-	705,283	705,283	587,252
6400 Federal Funds Ltd	-	91	-	91	91	95
All Funds	377,952	705,374	-	705,374	705,374	587,347
4300 Professional Services						
8000 General Fund	26,063	500,000	-	500,000	500,000	534,000
3200 Other Funds Non-Ltd	214,682	-	-	-	-	-
3400 Other Funds Ltd	4,016,977	4,953,284	446,942	5,400,226	5,400,226	5,639,279
6400 Federal Funds Ltd	1,214	1,517	-	1,517	1,517	1,620
All Funds	4,258,936	5,454,801	446,942	5,901,743	5,901,743	6,174,899
4315 IT Professional Services						
3200 Other Funds Non-Ltd	39	-	-	-	-	-
3400 Other Funds Ltd	569,545	6,641,970	-	6,641,970	6,641,970	1,135,253
All Funds	569,584	6,641,970	-	6,641,970	6,641,970	1,135,253
4325 Attorney General						
8000 General Fund	135,148	41,020	-	41,020	41,020	50,561
3200 Other Funds Non-Ltd	58,394	-	-	-	-	-
3400 Other Funds Ltd	3,207,082	5,545,131	29,300	5,574,431	5,574,431	6,867,432
6400 Federal Funds Ltd	888,487	2,948	-	2,948	2,948	3,634

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	4,289,111	5,589,099	29,300	5,618,399	5,618,399	6,921,627
4375 Employee Recruitment and Develop						
8000 General Fund	5,364	-	-	-	-	-
3200 Other Funds Non-Ltd	509	-	-	-	-	-
3400 Other Funds Ltd	54,284	76,670	-	76,670	76,670	79,890
All Funds	60,157	76,670	-	76,670	76,670	79,890
4400 Dues and Subscriptions						
8000 General Fund	10,000	-	-	-	-	368
3200 Other Funds Non-Ltd	2,678	-	-	-	-	-
3400 Other Funds Ltd	473,454	423,707	11,787	435,494	435,494	462,544
6400 Federal Funds Ltd	-	18	-	18	18	19
All Funds	486,132	423,725	11,787	435,512	435,512	462,931
4425 Facilities Rental and Taxes						
8000 General Fund	-	36,398	-	36,398	36,398	47,716
3200 Other Funds Non-Ltd	295,951	-	-	-	-	-
3400 Other Funds Ltd	10,514,905	12,591,276	69,630	12,660,906	12,660,906	15,103,603
6400 Federal Funds Ltd	178,295	25,306	-	25,306	25,306	30,212
All Funds	10,989,151	12,652,980	69,630	12,722,610	12,722,610	15,181,531
4450 Fuels and Utilities						
3400 Other Funds Ltd	79,123	39,858	-	39,858	39,858	41,531
4475 Facilities Maintenance						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	2,487	-	-	-	-	-
3400 Other Funds Ltd	530,703	146,135	-	146,135	146,135	152,273
6400 Federal Funds Ltd	9,559	54	-	54	54	56
All Funds	542,749	146,189	-	146,189	146,189	152,329
4575 Agency Program Related S and S						
8000 General Fund	-	137,487	-	137,487	137,487	143,261
3200 Other Funds Non-Ltd	11,085	-	-	-	-	-
3400 Other Funds Ltd	126,413	553,698	-	553,698	553,698	576,953
6400 Federal Funds Ltd	29,095	-	-	-	-	-
All Funds	166,593	691,185	-	691,185	691,185	720,214
4600 Intra-agency Charges						
8000 General Fund	-	7,676	-	7,676	7,676	7,998
3200 Other Funds Non-Ltd	1,359,990	3,221,299	-	3,221,299	3,221,299	3,221,299
3400 Other Funds Ltd	361,294	470,817	-	470,817	470,817	490,590
6400 Federal Funds Ltd	2,160	-	-	-	-	-
All Funds	1,723,444	3,699,792	-	3,699,792	3,699,792	3,719,887
4650 Other Services and Supplies						
8000 General Fund	282,294	300,000	-	300,000	300,000	-
3200 Other Funds Non-Ltd	1,824,608	384,000	-	384,000	384,000	384,000
3400 Other Funds Ltd	2,172,905	1,903,084	-	1,903,084	1,903,084	1,983,012
6400 Federal Funds Ltd	8,832	313,856	-	313,856	313,856	327,038

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
All Funds	4,288,639	2,900,940	-	2,900,940	2,900,940	2,694,050
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	15,300	-	15,300	15,300	-
3200 Other Funds Non-Ltd	1,080	-	-	-	-	-
3400 Other Funds Ltd	560,140	410,934	58,291	469,225	469,225	345,136
6400 Federal Funds Ltd	119,904	-	-	-	-	-
All Funds	681,124	426,234	58,291	484,525	484,525	345,136
4715 IT Expendable Property						
8000 General Fund	3,030	23,318	-	23,318	23,318	17,734
3200 Other Funds Non-Ltd	61,272	-	-	-	-	-
3400 Other Funds Ltd	3,490,043	2,600,563	123,329	2,723,892	2,723,892	2,842,438
6400 Federal Funds Ltd	78,101	3,050	-	3,050	3,050	3,178
All Funds	3,632,446	2,626,931	123,329	2,750,260	2,750,260	2,863,350
TOTAL SERVICES & SUPPLIES						
8000 General Fund	489,387	1,092,132	-	1,092,132	1,092,132	871,000
3200 Other Funds Non-Ltd	4,612,296	3,605,299	-	3,605,299	3,605,299	3,605,299
3400 Other Funds Ltd	47,773,051	62,785,304	879,697	63,665,001	63,665,001	65,600,524
6400 Federal Funds Ltd	1,592,085	368,266	-	368,266	368,266	385,606
TOTAL SERVICES & SUPPLIES	**$54,466,819**	**$67,851,001**	**$879,697**	**$68,730,698**	**$68,730,698**	**$70,462,429**
CAPITAL OUTLAY						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
5200 Technical Equipment						
3200 Other Funds Non-Ltd	1,267	-	-	-	-	-
3400 Other Funds Ltd	634,501	856,261	-	856,261	856,261	892,225
6400 Federal Funds Ltd	475,283	-	-	-	-	-
All Funds	1,111,051	856,261	-	856,261	856,261	892,225
5550 Data Processing Software						
3400 Other Funds Ltd	-	131,711	-	131,711	131,711	137,243
5600 Data Processing Hardware						
3400 Other Funds Ltd	-	284,705	-	284,705	284,705	296,662
5900 Other Capital Outlay						
3400 Other Funds Ltd	9,603	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3200 Other Funds Non-Ltd	1,267	-	-	-	-	-
3400 Other Funds Ltd	644,104	1,272,677	-	1,272,677	1,272,677	1,326,130
6400 Federal Funds Ltd	475,283	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,120,654**	**$1,272,677**	**-**	**$1,272,677**	**$1,272,677**	**$1,326,130**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	-	6,000,000	-	6,000,000	6,000,000	-
6025 Dist to Other Gov Unit						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	2,971,950	-	-	-	-	-
3200 Other Funds Non-Ltd	56,904,782	75,914,191	-	75,914,191	75,914,191	75,914,191
3400 Other Funds Ltd	-	9,503	-	9,503	9,503	9,902
All Funds	59,876,732	75,923,694	-	75,923,694	75,923,694	75,924,093
6030 Dist to Non-Gov Units						
8000 General Fund	369,750	-	-	-	-	-
3200 Other Funds Non-Ltd	94,762,782	106,493,154	-	106,493,154	107,153,605	107,153,605
3400 Other Funds Ltd	95,550,549	106,724,586	-	106,724,586	106,724,586	5,210,000
6400 Federal Funds Ltd	109,411,706	120,075,414	-	120,075,414	120,075,414	-
All Funds	300,094,787	333,293,154	-	333,293,154	333,953,605	112,363,605
6035 Dist to Individuals						
8000 General Fund	-	36,742	-	36,742	36,742	38,285
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	-	5,000,000	-	5,000,000	5,000,000	-
6070 Loans Made To State Agencies						
3400 Other Funds Ltd	5,842	-	-	-	-	-
6085 Other Special Payments						
3400 Other Funds Ltd	122,399	621,710	-	621,710	621,710	647,822
TOTAL SPECIAL PAYMENTS						
8000 General Fund	3,341,700	11,036,742	-	11,036,742	11,036,742	38,285
3200 Other Funds Non-Ltd	151,667,564	182,407,345	-	182,407,345	183,067,796	183,067,796

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	95,678,790	107,355,799	-	107,355,799	107,355,799	5,867,724
6400 Federal Funds Ltd	109,411,706	120,075,414	-	120,075,414	120,075,414	-
TOTAL SPECIAL PAYMENTS	**$360,099,760**	**$420,875,300**	**-**	**$420,875,300**	**$421,535,751**	**$188,973,805**
EXPENDITURES						
8000 General Fund	4,638,263	12,742,576	60,862	12,803,438	13,147,376	1,904,174
3200 Other Funds Non-Ltd	162,620,314	186,012,644	-	186,012,644	186,673,095	186,673,095
3400 Other Funds Ltd	356,763,760	422,005,708	22,989,696	444,995,404	471,030,562	363,310,733
6400 Federal Funds Ltd	126,498,930	135,295,281	1,289,032	136,584,313	138,074,572	17,774,527
TOTAL EXPENDITURES	**$650,521,267**	**$756,056,209**	**$24,339,590**	**$780,395,799**	**$808,925,605**	**$569,662,529**
REVERSIONS						
9900 Reversions						
8000 General Fund	(7,918,845)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	145,167,375	133,329,128	(3,837,198)	129,491,930	112,775,933	112,775,933
3400 Other Funds Ltd	395,137,016	409,435,727	(26,826,894)	382,608,833	502,298,634	610,018,463
6400 Federal Funds Ltd	3,214,626	3,277,432	(26,057)	3,251,375	(4,082,457)	116,217,588
TOTAL ENDING BALANCE	**$543,519,017**	**$546,042,287**	**($30,690,149)**	**$515,352,138**	**$610,992,110**	**$839,011,984**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	953	973	16	989	989	989

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	945.18	967.77	7.75	975.52	987.50	987.50

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	3,475,901	4,092,255	-	4,092,255	4,092,255	4,092,255
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	-	(162,037)	-	(162,037)	(92,069)	(92,069)
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	3,475,901	3,930,218	-	3,930,218	4,000,186	4,000,186
TOTAL BEGINNING BALANCE	**$3,475,901**	**$3,930,218**	**-**	**$3,930,218**	**$4,000,186**	**$4,000,186**
REVENUE CATEGORIES						
TAXES						
0125 Workers Comp Insurance Taxes						
3200 Other Funds Non-Ltd	285,531	265,115	-	265,115	254,558	254,558
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	70,539	76,295	-	76,295	106,519	106,519
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	194,640	554,195	-	554,195	319,462	319,462
REVENUES						
3200 Other Funds Non-Ltd	550,710	895,605	-	895,605	680,539	680,539

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	4,026,611	4,825,823	-	4,825,823	4,680,725	4,680,725
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3200 Other Funds Non-Ltd	91	-	-	-	-	-
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	407,156	800,000	-	800,000	1,460,451	1,460,451
EXPENDITURES						
3200 Other Funds Non-Ltd	407,247	800,000	-	800,000	1,460,451	1,460,451
ENDING BALANCE						
3200 Other Funds Non-Ltd	3,619,364	4,025,823	-	4,025,823	3,220,274	3,220,274
TOTAL ENDING BALANCE	**$3,619,364**	**$4,025,823**	**-**	**$4,025,823**	**$3,220,274**	**$3,220,274**

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	154,125,595	154,179,433	-	154,179,433	154,179,433	154,179,433
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	-	(4,561,637)	-	(4,561,637)	(4,561,637)	(4,561,637)
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	154,125,595	149,617,796	-	149,617,796	149,617,796	149,617,796
TOTAL BEGINNING BALANCE	**$154,125,595**	**$149,617,796**	**-**	**$149,617,796**	**$149,617,796**	**$149,617,796**
REVENUE CATEGORIES						
TAXES						
0130 Other Employer -Employee Taxes						
3200 Other Funds Non-Ltd	139,164,462	142,132,088	-	142,132,088	130,705,172	130,705,172
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	3,748,449	3,435,499	-	3,435,499	3,354,391	3,354,391
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	6,339,863	5,545,296	-	5,545,296	6,245,011	6,245,011
INTEREST EARNINGS						
0605 Interest Income						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	4,419,082	10,119,921	-	10,119,921	8,744,044	8,744,044
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	399,698	799,528	-	799,528	798,029	798,029
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	3,469,822	4,721,856	-	4,721,856	3,960,360	3,960,360
REVENUES						
3200 Other Funds Non-Ltd	157,541,376	166,754,188	-	166,754,188	153,807,007	153,807,007
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(9,347,219)	(5,800,304)	-	(5,800,304)	(9,054,253)	(9,054,253)
2048 Transfer to Public Universities						
3200 Other Funds Non-Ltd	-	-	-	-	(3,837,198)	(3,837,198)
2590 Tsfr To Or Health & Science U						
3200 Other Funds Non-Ltd	(3,442,762)	-	(3,837,198)	(3,837,198)	-	-
2839 Tsfr To Labor and Ind, Bureau						
3200 Other Funds Non-Ltd	(598,000)	(1,200,000)	-	(1,200,000)	(1,200,000)	(1,200,000)
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(13,387,981)	(7,000,304)	(3,837,198)	(10,837,502)	(14,091,451)	(14,091,451)

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL TRANSFERS OUT	**($13,387,981)**	**($7,000,304)**	**($3,837,198)**	**($10,837,502)**	**($14,091,451)**	**($14,091,451)**
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	298,278,990	309,371,680	(3,837,198)	305,534,482	289,333,352	289,333,352
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3200 Other Funds Non-Ltd	3,934,033	-	-	-	-	-
3160 Temporary Appointments						
3200 Other Funds Non-Ltd	35,795	-	-	-	-	-
3170 Overtime Payments						
3200 Other Funds Non-Ltd	6,631	-	-	-	-	-
3180 Shift Differential						
3200 Other Funds Non-Ltd	4	-	-	-	-	-
3190 All Other Differential						
3200 Other Funds Non-Ltd	28,595	-	-	-	-	-
TOTAL SALARIES & WAGES						
3200 Other Funds Non-Ltd	4,005,058	-	-	-	-	-
TOTAL SALARIES & WAGES	**$4,005,058**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3210 Empl. Rel. Bd. Assessments						
3200 Other Funds Non-Ltd	1,527	-	-	-	-	-
3220 Public Employees' Retire Cont						
3200 Other Funds Non-Ltd	764,699	-	-	-	-	-
3221 Pension Obligation Bond						
3200 Other Funds Non-Ltd	221,167	-	-	-	-	-
3230 Social Security Taxes						
3200 Other Funds Non-Ltd	302,134	-	-	-	-	-
3240 Unemployment Assessments						
3200 Other Funds Non-Ltd	2,792	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3200 Other Funds Non-Ltd	4,775	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3200 Other Funds Non-Ltd	1,037	-	-	-	-	-
3260 Mass Transit Tax						
3200 Other Funds Non-Ltd	23,974	-	-	-	-	-
3270 Flexible Benefits						
3200 Other Funds Non-Ltd	1,012,024	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3200 Other Funds Non-Ltd	2,334,129	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL OTHER PAYROLL EXPENSES	**$2,334,129**	-	-	-	-	-
TOTAL PERSONAL SERVICES						
3200 Other Funds Non-Ltd	6,339,187	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$6,339,187**	-	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3200 Other Funds Non-Ltd	38,808	-	-	-	-	-
4125 Out of State Travel						
3200 Other Funds Non-Ltd	3,968	-	-	-	-	-
4150 Employee Training						
3200 Other Funds Non-Ltd	12,461	-	-	-	-	-
4175 Office Expenses						
3200 Other Funds Non-Ltd	365,699	-	-	-	-	-
4200 Telecommunications						
3200 Other Funds Non-Ltd	70,126	-	-	-	-	-
4225 State Gov. Service Charges						
3200 Other Funds Non-Ltd	117,028	-	-	-	-	-
4250 Data Processing						
3200 Other Funds Non-Ltd	149,478	-	-	-	-	-
4275 Publicity and Publications						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	21,066	-	-	-	-	-
4300 Professional Services						
3200 Other Funds Non-Ltd	214,682	-	-	-	-	-
4315 IT Professional Services						
3200 Other Funds Non-Ltd	39	-	-	-	-	-
4325 Attorney General						
3200 Other Funds Non-Ltd	58,394	-	-	-	-	-
4375 Employee Recruitment and Develop						
3200 Other Funds Non-Ltd	509	-	-	-	-	-
4400 Dues and Subscriptions						
3200 Other Funds Non-Ltd	2,678	-	-	-	-	-
4425 Facilities Rental and Taxes						
3200 Other Funds Non-Ltd	295,951	-	-	-	-	-
4475 Facilities Maintenance						
3200 Other Funds Non-Ltd	2,487	-	-	-	-	-
4600 Intra-agency Charges						
3200 Other Funds Non-Ltd	14,614	-	-	-	-	-
4650 Other Services and Supplies						
3200 Other Funds Non-Ltd	4,009	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
3200 Other Funds Non-Ltd	1,080	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4715 IT Expendable Property						
3200 Other Funds Non-Ltd	61,272	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3200 Other Funds Non-Ltd	1,434,349	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$1,434,349**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5200 Technical Equipment						
3200 Other Funds Non-Ltd	1,267	-	-	-	-	-
SPECIAL PAYMENTS						
6025 Dist to Other Gov Unit						
3200 Other Funds Non-Ltd	56,904,782	75,914,191	-	75,914,191	75,914,191	75,914,191
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	93,863,268	104,998,243	-	104,998,243	104,998,243	104,998,243
TOTAL SPECIAL PAYMENTS						
3200 Other Funds Non-Ltd	150,768,050	180,912,434	-	180,912,434	180,912,434	180,912,434
TOTAL SPECIAL PAYMENTS	**$150,768,050**	**$180,912,434**	**-**	**$180,912,434**	**$180,912,434**	**$180,912,434**
EXPENDITURES						
3200 Other Funds Non-Ltd	158,542,853	180,912,434	-	180,912,434	180,912,434	180,912,434
ENDING BALANCE						
3200 Other Funds Non-Ltd	139,736,137	128,459,246	(3,837,198)	124,622,048	108,420,918	108,420,918

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
TOTAL ENDING BALANCE	**$139,736,137**	**$128,459,246**	**($3,837,198)**	**$124,622,048**	**$108,420,918**	**$108,420,918**

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	208,801	-	-	-	-	-
3400 Other Funds Ltd	81,767,014	60,688,584	-	60,688,584	60,688,584	60,688,584
6400 Federal Funds Ltd	232,282	-	-	-	-	-
All Funds	82,208,097	60,688,584	-	60,688,584	60,688,584	60,688,584
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	20,518,631	-	20,518,631	69,515,268	69,515,268
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	208,801	-	-	-	-	-
3400 Other Funds Ltd	81,767,014	81,207,215	-	81,207,215	130,203,852	130,203,852
6400 Federal Funds Ltd	232,282	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$82,208,097**	**$81,207,215**	**-**	**$81,207,215**	**$130,203,852**	**$130,203,852**
REVENUE CATEGORIES						
TAXES						
0125 Workers Comp Insurance Taxes						
3400 Other Funds Ltd	185,792,395	196,400,150	-	196,400,150	173,985,243	173,985,243
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	608,850	692,014	-	692,014	787,489	787,489

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	3,210,445	3,940,298	-	3,940,298	4,750,166	4,750,166
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	1,894,782	2,473,594	-	2,473,594	3,263,531	3,263,531
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	5,842	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	29,676	177,695	-	177,695	268,953	268,953
0980 Loan Proceeds						
3400 Other Funds Ltd	5,842	-	-	-	-	-
TOTAL OTHER						
3400 Other Funds Ltd	35,518	177,695	-	177,695	268,953	268,953
TOTAL OTHER	**$35,518**	**$177,695**	**-**	**$177,695**	**$268,953**	**$268,953**
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	18,479,597	17,813,296	1,205,623	19,018,919	13,296,000	13,296,000

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	3,927,423	-	-	-	-	-
3400 Other Funds Ltd	90,996,865	-	-	-	-	-
All Funds	94,924,288	-	-	-	-	-
REVENUES						
3200 Other Funds Non-Ltd	3,927,423	-	-	-	-	-
3400 Other Funds Ltd	282,544,697	203,683,751	-	203,683,751	183,055,382	183,055,382
6400 Federal Funds Ltd	18,479,597	17,813,296	1,205,623	19,018,919	13,296,000	13,296,000
TOTAL REVENUES	**$304,951,717**	**$221,497,047**	**$1,205,623**	**$222,702,670**	**$196,351,382**	**$196,351,382**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(121,659,999)	(39,024,531)	(2,376,286)	(41,400,817)	(42,724,005)	(42,724,005)
2048 Transfer to Public Universities						
3400 Other Funds Ltd	-	-	-	-	(3,837,198)	(3,837,198)
2590 Tsfr To Or Health & Science U						
3200 Other Funds Non-Ltd	(3,442,762)	-	-	-	-	-
3400 Other Funds Ltd	-	-	(3,837,198)	(3,837,198)	-	-
All Funds	(3,442,762)	-	(3,837,198)	(3,837,198)	-	-
2839 Tsfr To Labor and Ind, Bureau						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	(348,560)	(500,000)	-	(500,000)	(500,000)	(500,000)
6400 Federal Funds Ltd	(111,440)	-	-	-	-	-
All Funds	(460,000)	(500,000)	-	(500,000)	(500,000)	(500,000)
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(3,442,762)	-	-	-	-	-
3400 Other Funds Ltd	(122,008,559)	(39,524,531)	(6,213,484)	(45,738,015)	(47,061,203)	(47,061,203)
6400 Federal Funds Ltd	(111,440)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($125,562,761)**	**($39,524,531)**	**($6,213,484)**	**($45,738,015)**	**($47,061,203)**	**($47,061,203)**
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	693,462	-	-	-	-	-
3400 Other Funds Ltd	242,303,152	245,366,435	(6,213,484)	239,152,951	266,198,031	266,198,031
6400 Federal Funds Ltd	18,600,439	17,813,296	1,205,623	19,018,919	13,296,000	13,296,000
TOTAL AVAILABLE REVENUES	**$261,597,053**	**$263,179,731**	**($5,007,861)**	**$258,171,870**	**$279,494,031**	**$279,494,031**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	59,083,188	71,577,884	9,149,373	80,727,257	83,758,362	83,758,362
6400 Federal Funds Ltd	9,345,643	9,493,258	1,262,922	10,756,180	11,250,258	11,250,258
All Funds	68,428,831	81,071,142	10,412,295	91,483,437	95,008,620	95,008,620

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3160 Temporary Appointments						
3400 Other Funds Ltd	474,212	254,696	-	254,696	254,696	265,393
6400 Federal Funds Ltd	30,661	-	-	-	-	-
All Funds	504,873	254,696	-	254,696	254,696	265,393
3170 Overtime Payments						
3400 Other Funds Ltd	138,207	142,873	-	142,873	142,873	148,874
6400 Federal Funds Ltd	46,102	-	-	-	-	-
All Funds	184,309	142,873	-	142,873	142,873	148,874
3180 Shift Differential						
3400 Other Funds Ltd	1,017	-	-	-	-	-
6400 Federal Funds Ltd	324	-	-	-	-	-
All Funds	1,341	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	833,876	313,580	-	313,580	313,580	326,751
6400 Federal Funds Ltd	141,307	-	-	-	-	-
All Funds	975,183	313,580	-	313,580	313,580	326,751
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	60,530,500	72,289,033	9,149,373	81,438,406	84,469,511	84,499,380
6400 Federal Funds Ltd	9,564,037	9,493,258	1,262,922	10,756,180	11,250,258	11,250,258
TOTAL SALARIES & WAGES	**$70,094,537**	**$81,782,291**	**$10,412,295**	**$92,194,586**	**$95,719,769**	**$95,749,638**

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	19,434	21,727	-	21,727	29,571	29,571
6400 Federal Funds Ltd	3,154	2,910	-	2,910	3,909	3,909
All Funds	22,588	24,637	-	24,637	33,480	33,480
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	11,036,839	12,907,913	-	12,907,913	17,718,047	17,722,081
6400 Federal Funds Ltd	1,719,125	1,701,202	-	1,701,202	2,367,050	2,367,050
All Funds	12,755,964	14,609,115	-	14,609,115	20,085,097	20,089,131
3221 Pension Obligation Bond						
3400 Other Funds Ltd	3,273,112	3,783,009	(212,909)	3,570,100	3,570,100	3,302,495
6400 Federal Funds Ltd	525,202	501,738	(31,242)	470,496	470,496	441,180
All Funds	3,798,314	4,284,747	(244,151)	4,040,596	4,040,596	3,743,675
3230 Social Security Taxes						
3400 Other Funds Ltd	4,496,163	5,496,278	-	5,496,278	6,427,689	6,429,974
6400 Federal Funds Ltd	769,412	726,240	-	726,240	858,866	858,866
All Funds	5,265,575	6,222,518	-	6,222,518	7,286,555	7,288,840
3240 Unemployment Assessments						
3400 Other Funds Ltd	26,798	-	-	-	-	-
6400 Federal Funds Ltd	9,000	-	-	-	-	-
All Funds	35,798	-	-	-	-	-

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	72,226	283,043	-	283,043	334,631	334,708
6400 Federal Funds Ltd	11,282	37,932	-	37,932	44,880	44,880
All Funds	83,508	320,975	-	320,975	379,511	379,588
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	13,551	18,890	-	18,890	17,283	17,283
6400 Federal Funds Ltd	2,206	2,494	-	2,494	2,247	2,247
All Funds	15,757	21,384	-	21,384	19,530	19,530
3260 Mass Transit Tax						
3400 Other Funds Ltd	299,705	433,822	-	433,822	433,822	506,997
3270 Flexible Benefits						
3400 Other Funds Ltd	13,305,188	16,257,586	-	16,257,586	17,415,716	17,415,716
6400 Federal Funds Ltd	1,895,894	2,151,464	-	2,151,464	2,304,004	2,304,004
All Funds	15,201,082	18,409,050	-	18,409,050	19,719,720	19,719,720
3280 Other OPE						
3400 Other Funds Ltd	29	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	32,543,045	39,202,268	(212,909)	38,989,359	45,946,859	45,758,825
6400 Federal Funds Ltd	4,935,275	5,123,980	(31,242)	5,092,738	6,051,452	6,022,136
TOTAL OTHER PAYROLL EXPENSES	**$37,478,320**	**$44,326,248**	**($244,151)**	**$44,082,097**	**$51,998,311**	**$51,780,961**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(606,646)	-	(606,646)	(606,646)	(4,215,175)
6400 Federal Funds Ltd	-	(373,320)	-	(373,320)	(373,320)	(561,683)
All Funds	-	(979,966)	-	(979,966)	(979,966)	(4,776,858)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	16,335	-	16,335	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(590,311)	-	(590,311)	(606,646)	(4,215,175)
6400 Federal Funds Ltd	-	(373,320)	-	(373,320)	(373,320)	(561,683)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($963,631)**	**-**	**($963,631)**	**($979,966)**	**($4,776,858)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	93,073,545	110,900,990	8,936,464	119,837,454	129,809,724	126,043,030
6400 Federal Funds Ltd	14,499,312	14,243,918	1,231,680	15,475,598	16,928,390	16,710,711
TOTAL PERSONAL SERVICES	**$107,572,857**	**$125,144,908**	**$10,168,144**	**$135,313,052**	**$146,738,114**	**$142,753,741**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	922,012	947,892	-	947,892	947,892	981,704
6400 Federal Funds Ltd	176,393	-	-	-	-	-
All Funds	1,098,405	947,892	-	947,892	947,892	981,704

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4125 Out of State Travel						
3400 Other Funds Ltd	74,256	65,410	-	65,410	65,410	68,194
6400 Federal Funds Ltd	1,963	-	-	-	-	-
All Funds	76,219	65,410	-	65,410	65,410	68,194
4150 Employee Training						
3400 Other Funds Ltd	411,840	705,789	-	705,789	705,789	735,432
6400 Federal Funds Ltd	45,255	-	-	-	-	-
All Funds	457,095	705,789	-	705,789	705,789	735,432
4175 Office Expenses						
3400 Other Funds Ltd	1,023,695	1,662,526	-	1,662,526	1,662,526	1,730,708
6400 Federal Funds Ltd	18,255	-	-	-	-	-
All Funds	1,041,950	1,662,526	-	1,662,526	1,662,526	1,730,708
4200 Telecommunications						
3400 Other Funds Ltd	1,206,228	1,325,626	-	1,325,626	1,325,626	1,381,500
6400 Federal Funds Ltd	179	-	-	-	-	-
All Funds	1,206,407	1,325,626	-	1,325,626	1,325,626	1,381,500
4225 State Gov. Service Charges						
3400 Other Funds Ltd	3,988,838	4,830,082	-	4,830,082	4,830,082	5,969,077
4250 Data Processing						
3400 Other Funds Ltd	2,103,640	1,827,710	-	1,827,710	1,827,710	1,904,817
6400 Federal Funds Ltd	9,622	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	2,113,262	1,827,710	-	1,827,710	1,827,710	1,904,817
4275 Publicity and Publications						
3400 Other Funds Ltd	234,651	336,651	-	336,651	336,651	203,138
4300 Professional Services						
3400 Other Funds Ltd	562,554	1,988,514	-	1,988,514	1,988,514	2,123,731
6400 Federal Funds Ltd	1,756	-	-	-	-	-
All Funds	564,310	1,988,514	-	1,988,514	1,988,514	2,123,731
4315 IT Professional Services						
3400 Other Funds Ltd	5,641	5,786,524	-	5,786,524	5,786,524	227,618
4325 Attorney General						
3400 Other Funds Ltd	1,744,319	3,242,472	-	3,242,472	3,242,472	3,996,671
6400 Federal Funds Ltd	888,487	-	-	-	-	-
All Funds	2,632,806	3,242,472	-	3,242,472	3,242,472	3,996,671
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	10,625	24,986	-	24,986	24,986	26,035
4400 Dues and Subscriptions						
3400 Other Funds Ltd	112,944	138,265	-	138,265	138,265	144,105
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	6,159,947	7,300,100	-	7,300,100	7,300,100	8,612,025
6400 Federal Funds Ltd	156,137	-	-	-	-	-
All Funds	6,316,084	7,300,100	-	7,300,100	7,300,100	8,612,025

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4450 Fuels and Utilities						
3400 Other Funds Ltd	20,230	19,541	-	19,541	19,541	20,361
4475 Facilities Maintenance						
3400 Other Funds Ltd	114,291	54,867	-	54,867	54,867	57,171
6400 Federal Funds Ltd	9,555	-	-	-	-	-
All Funds	123,846	54,867	-	54,867	54,867	57,171
4575 Agency Program Related S and S						
3400 Other Funds Ltd	125,985	304,490	-	304,490	304,490	317,278
6400 Federal Funds Ltd	29,095	-	-	-	-	-
All Funds	155,080	304,490	-	304,490	304,490	317,278
4600 Intra-agency Charges						
3400 Other Funds Ltd	158,923	179,603	-	179,603	179,603	187,146
6400 Federal Funds Ltd	2,160	-	-	-	-	-
All Funds	161,083	179,603	-	179,603	179,603	187,146
4650 Other Services and Supplies						
3400 Other Funds Ltd	540,241	523,894	-	523,894	523,894	545,897
6400 Federal Funds Ltd	8,065	312,600	-	312,600	312,600	325,729
All Funds	548,306	836,494	-	836,494	836,494	871,626
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	330,471	93,117	-	93,117	93,117	97,027
6400 Federal Funds Ltd	119,904	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	450,375	93,117	-	93,117	93,117	97,027
4715 IT Expendable Property						
3400 Other Funds Ltd	966,278	419,043	-	419,043	419,043	436,031
6400 Federal Funds Ltd	78,083	-	-	-	-	-
All Funds	1,044,361	419,043	-	419,043	419,043	436,031
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	20,817,609	31,777,102	-	31,777,102	31,777,102	29,765,666
6400 Federal Funds Ltd	1,544,909	312,600	-	312,600	312,600	325,729
TOTAL SERVICES & SUPPLIES	**$22,362,518**	**$32,089,702**	**-**	**$32,089,702**	**$32,089,702**	**$30,091,395**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	634,501	165,944	-	165,944	165,944	172,914
6400 Federal Funds Ltd	475,283	-	-	-	-	-
All Funds	1,109,784	165,944	-	165,944	165,944	172,914
5600 Data Processing Hardware						
3400 Other Funds Ltd	-	32,815	-	32,815	32,815	34,193
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	634,501	198,759	-	198,759	198,759	207,107
6400 Federal Funds Ltd	475,283	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,109,784**	**$198,759**	**-**	**$198,759**	**$198,759**	**$207,107**

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	484,660	-	-	-	-	-
3400 Other Funds Ltd	35,849	-	-	-	-	-
All Funds	520,509	-	-	-	-	-
6070 Loans Made To State Agencies						
3400 Other Funds Ltd	5,842	-	-	-	-	-
6085 Other Special Payments						
3400 Other Funds Ltd	123,178	621,710	-	621,710	621,710	647,822
TOTAL SPECIAL PAYMENTS						
3200 Other Funds Non-Ltd	484,660	-	-	-	-	-
3400 Other Funds Ltd	164,869	621,710	-	621,710	621,710	647,822
TOTAL SPECIAL PAYMENTS	**$649,529**	**$621,710**	**-**	**$621,710**	**$621,710**	**$647,822**
EXPENDITURES						
3200 Other Funds Non-Ltd	484,660	-	-	-	-	-
3400 Other Funds Ltd	114,690,524	143,498,561	8,936,464	152,435,025	162,407,295	156,663,625
6400 Federal Funds Ltd	16,519,504	14,556,518	1,231,680	15,788,198	17,240,990	17,036,440
TOTAL EXPENDITURES	**$131,694,688**	**$158,055,079**	**$10,168,144**	**$168,223,223**	**$179,648,285**	**$173,700,065**
ENDING BALANCE						
3200 Other Funds Non-Ltd	208,802	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	127,612,628	101,867,874	(15,149,948)	86,717,926	103,790,736	109,534,406
6400 Federal Funds Ltd	2,080,935	3,256,778	(26,057)	3,230,721	(3,944,990)	(3,740,440)
TOTAL ENDING BALANCE	**$129,902,365**	**$105,124,652**	**($15,176,005)**	**$89,948,647**	**$99,845,746**	**$105,793,966**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	466	466	-	466	466	466
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	462.50	464.88	-	464.88	465.00	465.00

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
REVENUE CATEGORIES						
TAXES						
0125 Workers Comp Insurance Taxes						
3400 Other Funds Ltd	380,242	35,826,416	2,287,209	38,113,625	42,350,751	42,350,751
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,722	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	31,374,115	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	31,756,079	35,826,416	2,287,209	38,113,625	42,350,751	42,350,751
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(4,958,589)	(6,202,280)	(403,832)	(6,606,112)	(6,792,343)	(6,792,343)
AVAILABLE REVENUES						
3400 Other Funds Ltd	26,797,490	29,624,136	1,883,377	31,507,513	35,558,408	35,558,408
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	14,414,614	16,278,360	1,937,082	18,215,442	18,642,816	18,642,816
3160 Temporary Appointments						
3400 Other Funds Ltd	161,215	56,344	-	56,344	56,344	58,710
3170 Overtime Payments						
3400 Other Funds Ltd	10,720	3,384	-	3,384	3,384	3,526
3180 Shift Differential						
3400 Other Funds Ltd	81	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	249,857	112,810	-	112,810	112,810	117,548
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	14,836,487	16,450,898	1,937,082	18,387,980	18,815,354	18,822,600
TOTAL SALARIES & WAGES	**$14,836,487**	**$16,450,898**	**$1,937,082**	**$18,387,980**	**$18,815,354**	**$18,822,600**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,794	4,187	-	4,187	5,688	5,688
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,793,079	2,937,897	-	2,937,897	3,946,888	3,947,915
3221 Pension Obligation Bond						
3400 Other Funds Ltd	813,155	866,237	(53,705)	812,532	812,532	735,637
3230 Social Security Taxes						

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3400 Other Funds Ltd	1,095,380	1,228,798	-	1,228,798	1,407,820	1,408,374
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	17,434	60,942	-	60,942	73,009	73,029
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,832	3,634	-	3,634	3,318	3,318
3260 Mass Transit Tax						
3400 Other Funds Ltd	88,978	98,705	-	98,705	98,705	112,936
3270 Flexible Benefits						
3400 Other Funds Ltd	2,604,044	3,128,400	-	3,128,400	3,350,232	3,350,232
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	7,418,696	8,328,800	(53,705)	8,275,095	9,698,192	9,637,129
TOTAL OTHER PAYROLL EXPENSES	**$7,418,696**	**$8,328,800**	**($53,705)**	**$8,275,095**	**$9,698,192**	**$9,637,129**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(163,328)	-	(163,328)	(163,328)	(946,382)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	22,255,183	24,616,370	1,883,377	26,499,747	28,350,218	27,513,347
TOTAL PERSONAL SERVICES	**$22,255,183**	**$24,616,370**	**$1,883,377**	**$26,499,747**	**$28,350,218**	**$27,513,347**
SERVICES & SUPPLIES						
4100 Instate Travel						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	77,755	177,167	-	177,167	177,167	184,608
4125 Out of State Travel						
3400 Other Funds Ltd	1,751	5,958	-	5,958	5,958	6,208
4150 Employee Training						
3400 Other Funds Ltd	50,580	40,472	-	40,472	40,472	42,172
4175 Office Expenses						
3400 Other Funds Ltd	233,291	261,120	-	261,120	261,120	272,087
4200 Telecommunications						
3400 Other Funds Ltd	245,679	230,185	-	230,185	230,185	239,853
4225 State Gov. Service Charges						
3400 Other Funds Ltd	664,556	783,740	-	783,740	783,740	984,868
4250 Data Processing						
3400 Other Funds Ltd	370,114	362,567	-	362,567	362,567	377,795
4275 Publicity and Publications						
3400 Other Funds Ltd	4,945	5,958	-	5,958	5,958	6,208
4300 Professional Services						
3400 Other Funds Ltd	393,020	849,816	-	849,816	849,816	907,603
4315 IT Professional Services						
3400 Other Funds Ltd	5,435	115,876	-	115,876	115,876	123,756
4325 Attorney General						
3400 Other Funds Ltd	10,955	8,785	-	8,785	8,785	10,828

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	493	1,594	-	1,594	1,594	1,661
4400 Dues and Subscriptions						
3400 Other Funds Ltd	23,904	49,819	-	49,819	49,819	51,911
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	2,105,312	1,999,809	-	1,999,809	1,999,809	2,215,779
4450 Fuels and Utilities						
3400 Other Funds Ltd	7,758	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	5,004	10,481	-	10,481	10,481	10,921
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,078	106	-	106	106	110
4600 Intra-agency Charges						
3400 Other Funds Ltd	5,128	668	-	668	668	696
4650 Other Services and Supplies						
3400 Other Funds Ltd	54,081	27,820	-	27,820	27,820	28,988
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	8,985	9,977	-	9,977	9,977	10,396
4715 IT Expendable Property						
3400 Other Funds Ltd	251,258	33,033	-	33,033	33,033	34,420
TOTAL SERVICES & SUPPLIES						

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3400 Other Funds Ltd	4,521,082	4,974,951	-	4,974,951	4,974,951	5,510,868
TOTAL SERVICES & SUPPLIES	**$4,521,082**	**$4,974,951**	**-**	**$4,974,951**	**$4,974,951**	**$5,510,868**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	15,121	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	-	32,815	-	32,815	32,815	34,193
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	15,121	32,815	-	32,815	32,815	34,193
TOTAL CAPITAL OUTLAY	**$15,121**	**$32,815**	**-**	**$32,815**	**$32,815**	**$34,193**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	6,103	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	26,797,489	29,624,136	1,883,377	31,507,513	33,357,984	33,058,408
ENDING BALANCE						
3400 Other Funds Ltd	1	-	-	-	2,200,424	2,500,000
TOTAL ENDING BALANCE	**$1**	**-**	**-**	**-**	**$2,200,424**	**$2,500,000**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	79	79	-	79	79	79

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	79.00	79.00	-	79.00	79.00	79.00

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	208,801	-	-	-	-	-
3400 Other Funds Ltd	81,767,014	59,664,729	-	59,664,729	59,664,729	59,664,729
All Funds	81,975,815	59,664,729	-	59,664,729	59,664,729	59,664,729
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	21,542,486	-	21,542,486	69,500,966	69,500,966
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	208,801	-	-	-	-	-
3400 Other Funds Ltd	81,767,014	81,207,215	-	81,207,215	129,165,695	129,165,695
TOTAL BEGINNING BALANCE	**$81,975,815**	**$81,207,215**	**-**	**$81,207,215**	**$129,165,695**	**$129,165,695**
REVENUE CATEGORIES						
TAXES						
0125 Workers Comp Insurance Taxes						
3400 Other Funds Ltd	184,740,224	92,978,273	(6,674,148)	86,304,125	49,143,736	49,143,736
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	608,850	692,014	-	692,014	787,489	787,489
INTEREST EARNINGS						
0605 Interest Income						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	1,762,258	2,455,159	-	2,455,159	3,235,820	3,235,820
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	9,391	177,695	-	177,695	268,953	268,953
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	3,927,423	-	-	-	-	-
3400 Other Funds Ltd	3,394,288	-	-	-	-	-
All Funds	7,321,711	-	-	-	-	-
REVENUES						
3200 Other Funds Non-Ltd	3,927,423	-	-	-	-	-
3400 Other Funds Ltd	190,515,011	96,303,141	(6,674,148)	89,628,993	53,435,998	53,435,998
TOTAL REVENUES	**$194,442,434**	**$96,303,141**	**($6,674,148)**	**$89,628,993**	**$53,435,998**	**$53,435,998**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(104,161,622)	(16,815,409)	(930,324)	(17,745,733)	(17,545,045)	(17,545,045)
2048 Transfer to Public Universities						
3400 Other Funds Ltd	-	-	-	-	(3,837,198)	(3,837,198)
2590 Tsfr To Or Health & Science U						
3200 Other Funds Non-Ltd	(3,442,762)	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	-	(3,837,198)	(3,837,198)	-	-
All Funds	(3,442,762)	-	(3,837,198)	(3,837,198)	-	-
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(3,442,762)	-	-	-	-	-
3400 Other Funds Ltd	(104,161,622)	(16,815,409)	(4,767,522)	(21,582,931)	(21,382,243)	(21,382,243)
TOTAL TRANSFERS OUT	**($107,604,384)**	**($16,815,409)**	**($4,767,522)**	**($21,582,931)**	**($21,382,243)**	**($21,382,243)**
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	693,462	-	-	-	-	-
3400 Other Funds Ltd	168,120,403	160,694,947	(11,441,670)	149,253,277	161,219,450	161,219,450
TOTAL AVAILABLE REVENUES	**$168,813,865**	**$160,694,947**	**($11,441,670)**	**$149,253,277**	**$161,219,450**	**$161,219,450**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	21,505,198	28,380,264	3,784,950	32,165,214	33,310,800	33,310,800
3160 Temporary Appointments						
3400 Other Funds Ltd	126,220	198,352	-	198,352	198,352	206,683
3170 Overtime Payments						
3400 Other Funds Ltd	16,712	139,489	-	139,489	139,489	145,348
3180 Shift Differential						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	122	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	205,840	16,611	-	16,611	16,611	17,309
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	21,854,092	28,734,716	3,784,950	32,519,666	33,665,252	33,680,140
TOTAL SALARIES & WAGES	**$21,854,092**	**$28,734,716**	**$3,784,950**	**$32,519,666**	**$33,665,252**	**$33,680,140**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	8,023	9,646	-	9,646	13,104	13,104
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	4,010,572	5,113,723	-	5,113,723	7,041,436	7,042,816
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,199,138	1,490,965	(76,672)	1,414,293	1,414,293	1,312,409
3230 Social Security Taxes						
3400 Other Funds Ltd	1,651,276	2,194,066	-	2,194,066	2,575,409	2,576,548
3240 Unemployment Assessments						
3400 Other Funds Ltd	16,740	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	26,079	113,755	-	113,755	133,886	133,912
3250 Worker's Comp. Assess. (WCD)						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	5,532	8,372	-	8,372	7,644	7,644
3260 Mass Transit Tax						
3400 Other Funds Ltd	131,026	172,408	-	172,408	172,408	202,081
3270 Flexible Benefits						
3400 Other Funds Ltd	5,481,161	7,207,200	-	7,207,200	7,718,256	7,718,256
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	12,529,547	16,310,135	(76,672)	16,233,463	19,076,436	19,006,770
TOTAL OTHER PAYROLL EXPENSES	**$12,529,547**	**$16,310,135**	**($76,672)**	**$16,233,463**	**$19,076,436**	**$19,006,770**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(443,318)	-	(443,318)	(443,318)	(1,681,165)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	34,383,639	44,601,533	3,708,278	48,309,811	52,298,370	51,005,745
TOTAL PERSONAL SERVICES	**$34,383,639**	**$44,601,533**	**$3,708,278**	**$48,309,811**	**$52,298,370**	**$51,005,745**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	164,560	127,728	-	127,728	127,728	133,092
4125 Out of State Travel						
3400 Other Funds Ltd	26,698	34,533	-	34,533	34,533	35,984
4150 Employee Training						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	71,319	97,390	-	97,390	97,390	101,480
4175 Office Expenses						
3400 Other Funds Ltd	456,233	819,276	-	819,276	819,276	852,435
4200 Telecommunications						
3400 Other Funds Ltd	402,410	458,176	-	458,176	458,176	477,420
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,587,160	1,997,849	-	1,997,849	1,997,849	2,410,912
4250 Data Processing						
3400 Other Funds Ltd	764,695	616,986	-	616,986	616,986	642,899
4275 Publicity and Publications						
3400 Other Funds Ltd	125,713	144,078	-	144,078	144,078	150,129
4300 Professional Services						
3400 Other Funds Ltd	97,596	461,529	-	461,529	461,529	492,912
4315 IT Professional Services						
3400 Other Funds Ltd	206	5,649,284	-	5,649,284	5,649,284	81,045
4325 Attorney General						
3400 Other Funds Ltd	209,371	1,323,203	-	1,323,203	1,323,203	1,630,980
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	2,724	3,630	-	3,630	3,630	3,782
4400 Dues and Subscriptions						
3400 Other Funds Ltd	14,060	21,470	-	21,470	21,470	22,372

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,620,793	2,108,698	-	2,108,698	2,108,698	2,544,268
4450 Fuels and Utilities						
3400 Other Funds Ltd	-	129	-	129	129	134
4475 Facilities Maintenance						
3400 Other Funds Ltd	13,058	1,677	-	1,677	1,677	1,747
4575 Agency Program Related S and S						
3400 Other Funds Ltd	48	23	-	23	23	24
4600 Intra-agency Charges						
3400 Other Funds Ltd	106,386	178,935	-	178,935	178,935	186,450
4650 Other Services and Supplies						
3400 Other Funds Ltd	141,657	65,403	-	65,403	65,403	68,150
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,669	17,557	-	17,557	17,557	18,294
4715 IT Expendable Property						
3400 Other Funds Ltd	293,176	97,986	-	97,986	97,986	102,101
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	6,103,532	14,225,540	-	14,225,540	14,225,540	9,956,610
TOTAL SERVICES & SUPPLIES	**$6,103,532**	**$14,225,540**	**-**	**$14,225,540**	**$14,225,540**	**$9,956,610**
CAPITAL OUTLAY						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
5200 Technical Equipment						
3400 Other Funds Ltd	6,652	-	-	-	-	-
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	484,660	-	-	-	-	-
3400 Other Funds Ltd	13,953	-	-	-	-	-
All Funds	498,613	-	-	-	-	-
EXPENDITURES						
3200 Other Funds Non-Ltd	484,660	-	-	-	-	-
3400 Other Funds Ltd	40,507,776	58,827,073	3,708,278	62,535,351	66,523,910	60,962,355
TOTAL EXPENDITURES	**$40,992,436**	**$58,827,073**	**$3,708,278**	**$62,535,351**	**$66,523,910**	**$60,962,355**
ENDING BALANCE						
3200 Other Funds Non-Ltd	208,802	-	-	-	-	-
3400 Other Funds Ltd	127,612,627	101,867,874	(15,149,948)	86,717,926	94,695,540	100,257,095
TOTAL ENDING BALANCE	**$127,821,429**	**$101,867,874**	**($15,149,948)**	**$86,717,926**	**$94,695,540**	**$100,257,095**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	182	182	-	182	182	182
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	180.00	182.00	-	182.00	182.00	182.00

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	1,023,855	-	1,023,855	1,023,855	1,023,855
6400 Federal Funds Ltd	232,282	-	-	-	-	-
All Funds	232,282	1,023,855	-	1,023,855	1,023,855	1,023,855
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	(1,023,855)	-	(1,023,855)	14,302	14,302
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	-	-	-	-	1,038,157	1,038,157
6400 Federal Funds Ltd	232,282	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$232,282**	**-**	**-**	**-**	**$1,038,157**	**$1,038,157**
REVENUE CATEGORIES						
TAXES						
0125 Workers Comp Insurance Taxes						
3400 Other Funds Ltd	671,929	67,595,461	4,386,939	71,982,400	82,490,756	82,490,756
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	3,210,445	3,940,298	-	3,940,298	4,750,166	4,750,166
INTEREST EARNINGS						
0605 Interest Income						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	132,524	18,435	-	18,435	27,711	27,711
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	5,842	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	18,563	-	-	-	-	-
0980 Loan Proceeds						
3400 Other Funds Ltd	5,842	-	-	-	-	-
TOTAL OTHER						
3400 Other Funds Ltd	24,405	-	-	-	-	-
TOTAL OTHER	**$24,405**	**-**	**-**	**-**	**-**	**-**
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	18,479,597	17,813,296	1,205,623	19,018,919	13,296,000	13,296,000
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	56,228,462	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	60,273,607	71,554,194	4,386,939	75,941,133	87,268,633	87,268,633

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	18,479,597	17,813,296	1,205,623	19,018,919	13,296,000	13,296,000
TOTAL REVENUES	**$78,753,204**	**$89,367,490**	**$5,592,562**	**$94,960,052**	**$100,564,633**	**$100,564,633**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(12,539,788)	(16,006,842)	(1,042,130)	(17,048,972)	(18,386,617)	(18,386,617)
2839 Tsfr To Labor and Ind, Bureau						
3400 Other Funds Ltd	(348,560)	(500,000)	-	(500,000)	(500,000)	(500,000)
6400 Federal Funds Ltd	(111,440)	-	-	-	-	-
All Funds	(460,000)	(500,000)	-	(500,000)	(500,000)	(500,000)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(12,888,348)	(16,506,842)	(1,042,130)	(17,548,972)	(18,886,617)	(18,886,617)
6400 Federal Funds Ltd	(111,440)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($12,999,788)**	**($16,506,842)**	**($1,042,130)**	**($17,548,972)**	**($18,886,617)**	**($18,886,617)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	47,385,259	55,047,352	3,344,809	58,392,161	69,420,173	69,420,173
6400 Federal Funds Ltd	18,600,439	17,813,296	1,205,623	19,018,919	13,296,000	13,296,000
TOTAL AVAILABLE REVENUES	**$65,985,698**	**$72,860,648**	**$4,550,432**	**$77,411,080**	**$82,716,173**	**$82,716,173**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	23,163,376	26,919,260	3,427,341	30,346,601	31,804,746	31,804,746
6400 Federal Funds Ltd	9,345,643	9,493,258	1,262,922	10,756,180	11,250,258	11,250,258
All Funds	32,509,019	36,412,518	4,690,263	41,102,781	43,055,004	43,055,004
3160 Temporary Appointments						
3400 Other Funds Ltd	186,777	-	-	-	-	-
6400 Federal Funds Ltd	30,661	-	-	-	-	-
All Funds	217,438	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	110,775	-	-	-	-	-
6400 Federal Funds Ltd	46,102	-	-	-	-	-
All Funds	156,877	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	814	-	-	-	-	-
6400 Federal Funds Ltd	324	-	-	-	-	-
All Funds	1,138	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	378,179	184,159	-	184,159	184,159	191,894
6400 Federal Funds Ltd	141,307	-	-	-	-	-
All Funds	519,486	184,159	-	184,159	184,159	191,894
TOTAL SALARIES & WAGES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	23,839,921	27,103,419	3,427,341	30,530,760	31,988,905	31,996,640
6400 Federal Funds Ltd	9,564,037	9,493,258	1,262,922	10,756,180	11,250,258	11,250,258
TOTAL SALARIES & WAGES	**$33,403,958**	**$36,596,677**	**$4,690,263**	**$41,286,940**	**$43,239,163**	**$43,246,898**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	7,617	7,894	-	7,894	10,779	10,779
6400 Federal Funds Ltd	3,154	2,910	-	2,910	3,909	3,909
All Funds	10,771	10,804	-	10,804	14,688	14,688
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	4,233,188	4,856,293	-	4,856,293	6,729,723	6,731,350
6400 Federal Funds Ltd	1,719,125	1,701,202	-	1,701,202	2,367,050	2,367,050
All Funds	5,952,313	6,557,495	-	6,557,495	9,096,773	9,098,400
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,260,819	1,425,807	(82,532)	1,343,275	1,343,275	1,254,449
6400 Federal Funds Ltd	525,202	501,738	(31,242)	470,496	470,496	441,180
All Funds	1,786,021	1,927,545	(113,774)	1,813,771	1,813,771	1,695,629
3230 Social Security Taxes						
3400 Other Funds Ltd	1,749,507	2,073,414	-	2,073,414	2,444,460	2,445,052
6400 Federal Funds Ltd	769,412	726,240	-	726,240	858,866	858,866
All Funds	2,518,919	2,799,654	-	2,799,654	3,303,326	3,303,918

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3240 Unemployment Assessments						
3400 Other Funds Ltd	10,058	-	-	-	-	-
6400 Federal Funds Ltd	9,000	-	-	-	-	-
All Funds	19,058	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	28,713	108,346	-	108,346	127,736	127,767
6400 Federal Funds Ltd	11,282	37,932	-	37,932	44,880	44,880
All Funds	39,995	146,278	-	146,278	172,616	172,647
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	5,187	6,884	-	6,884	6,321	6,321
6400 Federal Funds Ltd	2,206	2,494	-	2,494	2,247	2,247
All Funds	7,393	9,378	-	9,378	8,568	8,568
3260 Mass Transit Tax						
3400 Other Funds Ltd	79,701	162,709	-	162,709	162,709	191,980
3270 Flexible Benefits						
3400 Other Funds Ltd	5,219,983	5,921,986	-	5,921,986	6,347,228	6,347,228
6400 Federal Funds Ltd	1,895,894	2,151,464	-	2,151,464	2,304,004	2,304,004
All Funds	7,115,877	8,073,450	-	8,073,450	8,651,232	8,651,232
3280 Other OPE						
3400 Other Funds Ltd	29	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3400 Other Funds Ltd	12,594,802	14,563,333	(82,532)	14,480,801	17,172,231	17,114,926
6400 Federal Funds Ltd	4,935,275	5,123,980	(31,242)	5,092,738	6,051,452	6,022,136
TOTAL OTHER PAYROLL EXPENSES	**$17,530,077**	**$19,687,313**	**($113,774)**	**$19,573,539**	**$23,223,683**	**$23,137,062**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	-	-	-	-	(1,587,628)
6400 Federal Funds Ltd	-	(373,320)	-	(373,320)	(373,320)	(561,683)
All Funds	-	(373,320)	-	(373,320)	(373,320)	(2,149,311)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	16,335	-	16,335	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	16,335	-	16,335	-	(1,587,628)
6400 Federal Funds Ltd	-	(373,320)	-	(373,320)	(373,320)	(561,683)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($356,985)**	**-**	**($356,985)**	**($373,320)**	**($2,149,311)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	36,434,723	41,683,087	3,344,809	45,027,896	49,161,136	47,523,938
6400 Federal Funds Ltd	14,499,312	14,243,918	1,231,680	15,475,598	16,928,390	16,710,711
TOTAL PERSONAL SERVICES	**$50,934,035**	**$55,927,005**	**$4,576,489**	**$60,503,494**	**$66,089,526**	**$64,234,649**
SERVICES & SUPPLIES						
4100 Instate Travel						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	679,697	642,997	-	642,997	642,997	664,004
6400 Federal Funds Ltd	176,393	-	-	-	-	-
All Funds	856,090	642,997	-	642,997	642,997	664,004
4125 Out of State Travel						
3400 Other Funds Ltd	45,807	24,919	-	24,919	24,919	26,002
6400 Federal Funds Ltd	1,963	-	-	-	-	-
All Funds	47,770	24,919	-	24,919	24,919	26,002
4150 Employee Training						
3400 Other Funds Ltd	289,941	567,927	-	567,927	567,927	591,780
6400 Federal Funds Ltd	45,255	-	-	-	-	-
All Funds	335,196	567,927	-	567,927	567,927	591,780
4175 Office Expenses						
3400 Other Funds Ltd	334,171	582,130	-	582,130	582,130	606,186
6400 Federal Funds Ltd	18,255	-	-	-	-	-
All Funds	352,426	582,130	-	582,130	582,130	606,186
4200 Telecommunications						
3400 Other Funds Ltd	558,139	637,265	-	637,265	637,265	664,227
6400 Federal Funds Ltd	179	-	-	-	-	-
All Funds	558,318	637,265	-	637,265	637,265	664,227
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,737,122	2,048,493	-	2,048,493	2,048,493	2,573,297

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4250 Data Processing						
3400 Other Funds Ltd	968,831	848,157	-	848,157	848,157	884,123
6400 Federal Funds Ltd	9,622	-	-	-	-	-
All Funds	978,453	848,157	-	848,157	848,157	884,123
4275 Publicity and Publications						
3400 Other Funds Ltd	103,993	186,615	-	186,615	186,615	46,801
4300 Professional Services						
3400 Other Funds Ltd	71,938	677,169	-	677,169	677,169	723,216
6400 Federal Funds Ltd	1,756	-	-	-	-	-
All Funds	73,694	677,169	-	677,169	677,169	723,216
4315 IT Professional Services						
3400 Other Funds Ltd	-	21,364	-	21,364	21,364	22,817
4325 Attorney General						
3400 Other Funds Ltd	1,523,993	1,910,484	-	1,910,484	1,910,484	2,354,863
6400 Federal Funds Ltd	888,487	-	-	-	-	-
All Funds	2,412,480	1,910,484	-	1,910,484	1,910,484	2,354,863
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	7,408	19,762	-	19,762	19,762	20,592
4400 Dues and Subscriptions						
3400 Other Funds Ltd	74,980	66,976	-	66,976	66,976	69,822
4425 Facilities Rental and Taxes						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	2,433,842	3,191,593	-	3,191,593	3,191,593	3,851,978
6400 Federal Funds Ltd	156,137	-	-	-	-	-
All Funds	2,589,979	3,191,593	-	3,191,593	3,191,593	3,851,978
4450 Fuels and Utilities						
3400 Other Funds Ltd	12,472	19,412	-	19,412	19,412	20,227
4475 Facilities Maintenance						
3400 Other Funds Ltd	96,229	42,709	-	42,709	42,709	44,503
6400 Federal Funds Ltd	9,555	-	-	-	-	-
All Funds	105,784	42,709	-	42,709	42,709	44,503
4575 Agency Program Related S and S						
3400 Other Funds Ltd	124,859	304,361	-	304,361	304,361	317,144
6400 Federal Funds Ltd	29,095	-	-	-	-	-
All Funds	153,954	304,361	-	304,361	304,361	317,144
4600 Intra-agency Charges						
3400 Other Funds Ltd	47,409	-	-	-	-	-
6400 Federal Funds Ltd	2,160	-	-	-	-	-
All Funds	49,569	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	344,503	430,671	-	430,671	430,671	448,759
6400 Federal Funds Ltd	8,065	312,600	-	312,600	312,600	325,729
All Funds	352,568	743,271	-	743,271	743,271	774,488

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	315,817	65,583	-	65,583	65,583	68,337
6400 Federal Funds Ltd	119,904	-	-	-	-	-
All Funds	435,721	65,583	-	65,583	65,583	68,337
4715 IT Expendable Property						
3400 Other Funds Ltd	421,844	288,024	-	288,024	288,024	299,510
6400 Federal Funds Ltd	78,083	-	-	-	-	-
All Funds	499,927	288,024	-	288,024	288,024	299,510
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	10,192,995	12,576,611	-	12,576,611	12,576,611	14,298,188
6400 Federal Funds Ltd	1,544,909	312,600	-	312,600	312,600	325,729
TOTAL SERVICES & SUPPLIES	**$11,737,904**	**$12,889,211**	**-**	**$12,889,211**	**$12,889,211**	**$14,623,917**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	612,728	165,944	-	165,944	165,944	172,914
6400 Federal Funds Ltd	475,283	-	-	-	-	-
All Funds	1,088,011	165,944	-	165,944	165,944	172,914
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	15,793	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6070 Loans Made To State Agencies						
3400 Other Funds Ltd	5,842	-	-	-	-	-
6085 Other Special Payments						
3400 Other Funds Ltd	123,178	621,710	-	621,710	621,710	647,822
TOTAL SPECIAL PAYMENTS						
3400 Other Funds Ltd	144,813	621,710	-	621,710	621,710	647,822
TOTAL SPECIAL PAYMENTS	**$144,813**	**$621,710**	**-**	**$621,710**	**$621,710**	**$647,822**
EXPENDITURES						
3400 Other Funds Ltd	47,385,259	55,047,352	3,344,809	58,392,161	62,525,401	62,642,862
6400 Federal Funds Ltd	16,519,504	14,556,518	1,231,680	15,788,198	17,240,990	17,036,440
TOTAL EXPENDITURES	**$63,904,763**	**$69,603,870**	**$4,576,489**	**$74,180,359**	**$79,766,391**	**$79,679,302**
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	6,894,772	6,777,311
6400 Federal Funds Ltd	2,080,935	3,256,778	(26,057)	3,230,721	(3,944,990)	(3,740,440)
TOTAL ENDING BALANCE	**$2,080,935**	**$3,256,778**	**($26,057)**	**$3,230,721**	**$2,949,782**	**$3,036,871**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	205	205	-	205	205	205
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	203.50	203.88	-	203.88	204.00	204.00

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	10,395,913	-	-	-	-	-
6400 Federal Funds Ltd	8,258	-	-	-	-	-
All Funds	10,404,171	-	-	-	-	-
REVENUE CATEGORIES						
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	6,630	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	607,011	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
6400 Federal Funds Ltd	(7,628)	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	6,630	-	-	-	-	-
6400 Federal Funds Ltd	599,383	-	-	-	-	-
TOTAL REVENUES	**$606,013**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
2010 Transfer Out - Intrafund						
6400 Federal Funds Ltd	7,628	-	-	-	-	-
2100 Tsfr To Human Svcs, Dept of						
6400 Federal Funds Ltd	(591,517)	-	-	-	-	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(6,513,799)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(6,513,799)	-	-	-	-	-
6400 Federal Funds Ltd	(583,889)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($7,097,688)**	**-**	**-**	**-**	**-**	**-**
AVAILABLE REVENUES						
3400 Other Funds Ltd	3,888,744	-	-	-	-	-
6400 Federal Funds Ltd	23,752	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$3,912,496**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(164,691)	-	-	-	-	-
TOTAL PERSONAL SERVICES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	(164,691)	-	-	-	-	-
TOTAL PERSONAL SERVICES	**($164,691)**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	(2,775)	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	(1)	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	(2,776)	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**($2,776)**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
3400 Other Funds Ltd	(167,467)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	4,056,211	-	-	-	-	-
6400 Federal Funds Ltd	23,752	-	-	-	-	-
TOTAL ENDING BALANCE	**$4,079,963**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	5,272,617	(3,049,486)	-	(3,049,486)	(3,049,486)	(3,049,486)
6400 Federal Funds Ltd	53,032	-	-	-	-	-
All Funds	5,325,649	(3,049,486)	-	(3,049,486)	(3,049,486)	(3,049,486)
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	-	-	-	3,049,486	3,049,486
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	5,272,617	(3,049,486)	-	(3,049,486)	-	-
6400 Federal Funds Ltd	53,032	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$5,325,649**	**($3,049,486)**	**-**	**($3,049,486)**	**-**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	184,286	-	-	-	-	-
TAXES						
0125 Workers Comp Insurance Taxes						
3400 Other Funds Ltd	-	381,400	-	381,400	381,400	381,400
0150 Insurance Taxes						
3400 Other Funds Ltd	-	128,530	-	128,530	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL TAXES						
3400 Other Funds Ltd	-	509,930	-	509,930	381,400	381,400
TOTAL TAXES	**-**	**$509,930**	**-**	**$509,930**	**$381,400**	**$381,400**
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	498,947	-	498,947	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	123	-	-	-	-	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	680,441	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	680,564	-	-	-	-	-
TOTAL CHARGES FOR SERVICES	**$680,564**	**-**	**-**	**-**	**-**	**-**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	37	-	-	-	-	-
3400 Other Funds Ltd	2,000	-	-	-	-	-
All Funds	2,037	-	-	-	-	-
INTEREST EARNINGS						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
0605 Interest Income						
3200 Other Funds Non-Ltd	100	-	-	-	-	-
3400 Other Funds Ltd	1,052	-	-	-	-	-
All Funds	1,152	-	-	-	-	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	319	-	-	-	-	-
3400 Other Funds Ltd	84,981	-	-	-	-	-
All Funds	85,300	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	363,975	381,400	28,560	409,960	381,400	381,400
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	3,176,998	3,605,299	-	3,605,299	3,605,299	3,605,299
3400 Other Funds Ltd	47,312,675	61,831,129	4,548,610	66,379,739	70,710,016	70,710,016
All Funds	50,489,673	65,436,428	4,548,610	69,985,038	74,315,315	74,315,315
REVENUES						
8000 General Fund	184,286	-	-	-	-	-
3200 Other Funds Non-Ltd	3,177,454	3,605,299	-	3,605,299	3,605,299	3,605,299
3400 Other Funds Ltd	48,081,272	62,840,006	4,548,610	67,388,616	71,091,416	71,091,416

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	363,975	381,400	28,560	409,960	381,400	381,400
TOTAL REVENUES	**$51,806,987**	**$66,826,705**	**$4,577,170**	**$71,403,875**	**$75,078,115**	**$75,078,115**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(219)	-	-	-	-	-
3400 Other Funds Ltd	(41,076)	-	-	-	-	-
6400 Federal Funds Ltd	(32,439)	-	-	-	-	-
All Funds	(73,734)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(17,653)	-	-	-	-	-
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	(326,514)	(427,000)	-	(427,000)	(520,310)	(520,310)
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(219)	-	-	-	-	-
3400 Other Funds Ltd	(385,243)	(427,000)	-	(427,000)	(520,310)	(520,310)
6400 Federal Funds Ltd	(32,439)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($417,901)**	**($427,000)**	**-**	**($427,000)**	**($520,310)**	**($520,310)**
AVAILABLE REVENUES						
8000 General Fund	184,286	-	-	-	-	-
3200 Other Funds Non-Ltd	3,177,235	3,605,299	-	3,605,299	3,605,299	3,605,299

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	52,968,646	59,363,520	4,548,610	63,912,130	70,571,106	70,571,106
6400 Federal Funds Ltd	384,568	381,400	28,560	409,960	381,400	381,400
TOTAL AVAILABLE REVENUES	**$56,714,735**	**$63,350,219**	**$4,577,170**	**$67,927,389**	**$74,557,805**	**$74,557,805**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	26,586,426	32,053,476	4,450,358	36,503,834	38,712,036	38,712,036
6400 Federal Funds Ltd	166,162	195,504	29,204	224,708	221,832	221,832
All Funds	26,752,588	32,248,980	4,479,562	36,728,542	38,933,868	38,933,868
3160 Temporary Appointments						
3400 Other Funds Ltd	79,458	70,617	-	70,617	70,617	73,583
6400 Federal Funds Ltd	10,984	-	-	-	-	-
All Funds	90,442	70,617	-	70,617	70,617	73,583
3170 Overtime Payments						
3400 Other Funds Ltd	27,619	122,714	-	122,714	122,714	127,868
6400 Federal Funds Ltd	535	-	-	-	-	-
All Funds	28,154	122,714	-	122,714	122,714	127,868
3180 Shift Differential						
3400 Other Funds Ltd	358	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3190 All Other Differential						
3400 Other Funds Ltd	271,169	99,120	-	99,120	99,120	103,283
6400 Federal Funds Ltd	2,178	-	-	-	-	-
All Funds	273,347	99,120	-	99,120	99,120	103,283
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	26,965,030	32,345,927	4,450,358	36,796,285	39,004,487	39,016,770
6400 Federal Funds Ltd	179,859	195,504	29,204	224,708	221,832	221,832
TOTAL SALARIES & WAGES	**$27,144,889**	**$32,541,431**	**$4,479,562**	**$37,020,993**	**$39,226,319**	**$39,238,602**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	8,053	9,297	-	9,297	12,996	12,996
6400 Federal Funds Ltd	96	106	-	106	144	144
All Funds	8,149	9,403	-	9,403	13,140	13,140
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	4,881,335	5,783,755	-	5,783,755	8,191,692	8,193,653
6400 Federal Funds Ltd	28,015	35,034	-	35,034	46,673	46,673
All Funds	4,909,350	5,818,789	-	5,818,789	8,238,365	8,240,326
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,464,400	1,591,802	7,797	1,599,599	1,599,599	1,526,796
6400 Federal Funds Ltd	8,188	10,333	(644)	9,689	9,689	8,699

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	1,472,588	1,602,135	7,153	1,609,288	1,609,288	1,535,495
3230 Social Security Taxes						
3400 Other Funds Ltd	2,024,695	2,448,354	-	2,448,354	2,955,494	2,956,434
6400 Federal Funds Ltd	13,203	14,956	-	14,956	16,970	16,970
All Funds	2,037,898	2,463,310	-	2,463,310	2,972,464	2,973,404
3240 Unemployment Assessments						
3400 Other Funds Ltd	36,105	11,736	-	11,736	11,736	12,233
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	32,518	126,357	-	126,357	153,914	153,951
6400 Federal Funds Ltd	203	782	-	782	888	888
All Funds	32,721	127,139	-	127,139	154,802	154,839
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	5,939	8,071	-	8,071	7,581	7,581
6400 Federal Funds Ltd	65	92	-	92	84	84
All Funds	6,004	8,163	-	8,163	7,665	7,665
3260 Mass Transit Tax						
3400 Other Funds Ltd	161,869	193,531	-	193,531	193,531	234,101
6400 Federal Funds Ltd	3	-	-	-	-	-
All Funds	161,872	193,531	-	193,531	193,531	234,101
3270 Flexible Benefits						
3400 Other Funds Ltd	6,028,762	6,949,800	-	6,949,800	7,654,644	7,654,644

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	50,348	79,200	-	79,200	84,816	84,816
All Funds	6,079,110	7,029,000	-	7,029,000	7,739,460	7,739,460
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	14,643,676	17,122,703	7,797	17,130,500	20,781,187	20,752,389
6400 Federal Funds Ltd	100,121	140,503	(644)	139,859	159,264	158,274
TOTAL OTHER PAYROLL EXPENSES	**$14,743,797**	**$17,263,206**	**$7,153**	**$17,270,359**	**$20,940,451**	**$20,910,663**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(513,315)	-	(513,315)	(513,315)	(1,939,850)
6400 Federal Funds Ltd	-	-	-	-	-	(11,519)
All Funds	-	(513,315)	-	(513,315)	(513,315)	(1,951,369)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	26,317	-	26,317	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(486,998)	-	(486,998)	(513,315)	(1,939,850)
6400 Federal Funds Ltd	-	-	-	-	-	(11,519)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($486,998)**	**-**	**($486,998)**	**($513,315)**	**($1,951,369)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	41,608,706	48,981,632	4,458,155	53,439,787	59,272,359	57,829,309
6400 Federal Funds Ltd	279,980	336,007	28,560	364,567	381,096	368,587

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL PERSONAL SERVICES	**$41,888,686**	**$49,317,639**	**$4,486,715**	**$53,804,354**	**$59,653,455**	**$58,197,896**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	32,582	39,582	57	39,639	39,639	41,439
4125 Out of State Travel						
3400 Other Funds Ltd	4,750	4,132	66	4,198	4,198	4,440
6400 Federal Funds Ltd	-	228	-	228	228	238
All Funds	4,750	4,360	66	4,426	4,426	4,678
4150 Employee Training						
3400 Other Funds Ltd	73,427	125,538	3,000	128,538	128,538	134,138
6400 Federal Funds Ltd	338	1,386	-	1,386	1,386	1,444
All Funds	73,765	126,924	3,000	129,924	129,924	135,582
4175 Office Expenses						
3400 Other Funds Ltd	145,400	243,369	3,867	247,236	247,236	252,570
6400 Federal Funds Ltd	2,485	2,523	-	2,523	2,523	2,629
All Funds	147,885	245,892	3,867	249,759	249,759	255,199
4200 Telecommunications						
3200 Other Funds Non-Ltd	887	-	-	-	-	-
3400 Other Funds Ltd	298,627	737,782	3,705	741,487	741,487	775,061
6400 Federal Funds Ltd	3,010	1,181	-	1,181	1,181	1,231

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	302,524	738,963	3,705	742,668	742,668	776,292
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,444,136	1,749,459	-	1,749,459	1,749,459	2,345,324
6400 Federal Funds Ltd	14,366	-	-	-	-	-
All Funds	1,458,502	1,749,459	-	1,749,459	1,749,459	2,345,324
4250 Data Processing						
3400 Other Funds Ltd	911,407	2,038,311	15,970	2,054,281	2,054,281	2,157,985
6400 Federal Funds Ltd	4,235	-	-	-	-	-
All Funds	915,642	2,038,311	15,970	2,054,281	2,054,281	2,157,985
4275 Publicity and Publications						
3400 Other Funds Ltd	3,972	12,964	-	12,964	12,964	13,508
4300 Professional Services						
3400 Other Funds Ltd	477,475	666,379	-	666,379	666,379	711,692
6400 Federal Funds Ltd	(542)	956	-	956	956	1,021
All Funds	476,933	667,335	-	667,335	667,335	712,713
4315 IT Professional Services						
3400 Other Funds Ltd	160	328,565	-	328,565	328,565	350,907
4325 Attorney General						
3400 Other Funds Ltd	10,477	16,296	-	16,296	16,296	20,086
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	15,475	8,040	-	8,040	8,040	8,378

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4400 Dues and Subscriptions						
3400 Other Funds Ltd	7,933	70,619	14	70,633	70,633	73,718
6400 Federal Funds Ltd	-	18	-	18	18	19
All Funds	7,933	70,637	14	70,651	70,651	73,737
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,848,616	2,585,928	18,990	2,604,918	2,604,918	2,688,970
6400 Federal Funds Ltd	22,158	18,346	-	18,346	18,346	22,738
All Funds	1,870,774	2,604,274	18,990	2,623,264	2,623,264	2,711,708
4450 Fuels and Utilities						
3400 Other Funds Ltd	-	309	-	309	309	322
4475 Facilities Maintenance						
3400 Other Funds Ltd	15,271	9,122	-	9,122	9,122	9,506
6400 Federal Funds Ltd	4	-	-	-	-	-
All Funds	15,275	9,122	-	9,122	9,122	9,506
4575 Agency Program Related S and S						
3200 Other Funds Non-Ltd	11,085	-	-	-	-	-
3400 Other Funds Ltd	278	245,329	-	245,329	245,329	255,633
All Funds	11,363	245,329	-	245,329	245,329	255,633
4600 Intra-agency Charges						
3200 Other Funds Non-Ltd	1,345,376	3,221,299	-	3,221,299	3,221,299	3,221,299
3400 Other Funds Ltd	11,488	17,765	-	17,765	17,765	18,510

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	1,356,864	3,239,064	-	3,239,064	3,239,064	3,239,809
4650 Other Services and Supplies						
3200 Other Funds Non-Ltd	1,819,886	384,000	-	384,000	384,000	384,000
3400 Other Funds Ltd	605,285	251,699	-	251,699	251,699	262,270
6400 Federal Funds Ltd	767	6	-	6	6	6
All Funds	2,425,938	635,705	-	635,705	635,705	646,276
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	6,842	82,533	13,500	96,033	96,033	43,798
4715 IT Expendable Property						
3400 Other Funds Ltd	409,014	748,858	31,286	780,144	780,144	820,867
6400 Federal Funds Ltd	18	95	-	95	95	99
All Funds	409,032	748,953	31,286	780,239	780,239	820,966
TOTAL SERVICES & SUPPLIES						
3200 Other Funds Non-Ltd	3,177,234	3,605,299	-	3,605,299	3,605,299	3,605,299
3400 Other Funds Ltd	6,322,615	9,982,579	90,455	10,073,034	10,073,034	10,989,122
6400 Federal Funds Ltd	46,839	24,739	-	24,739	24,739	29,425
TOTAL SERVICES & SUPPLIES	**$9,546,688**	**$13,612,617**	**$90,455**	**$13,703,072**	**$13,703,072**	**$14,623,846**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	-	147,419	-	147,419	147,419	153,611

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
5600 Data Processing Hardware						
3400 Other Funds Ltd	-	251,890	-	251,890	251,890	262,469
5900 Other Capital Outlay						
3400 Other Funds Ltd	9,603	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	9,603	399,309	-	399,309	399,309	416,080
TOTAL CAPITAL OUTLAY	**$9,603**	**$399,309**	**-**	**$399,309**	**$399,309**	**$416,080**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	12,081	-	-	-	-	-
6400 Federal Funds Ltd	123	-	-	-	-	-
All Funds	12,204	-	-	-	-	-
6085 Other Special Payments						
3400 Other Funds Ltd	(141)	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
3400 Other Funds Ltd	11,940	-	-	-	-	-
6400 Federal Funds Ltd	123	-	-	-	-	-
TOTAL SPECIAL PAYMENTS	**$12,063**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
3200 Other Funds Non-Ltd	3,177,234	3,605,299	-	3,605,299	3,605,299	3,605,299

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	47,952,864	59,363,520	4,548,610	63,912,130	69,744,702	69,234,511
6400 Federal Funds Ltd	326,942	360,746	28,560	389,306	405,835	398,012
TOTAL EXPENDITURES	**$51,457,040**	**$63,329,565**	**$4,577,170**	**$67,906,735**	**$73,755,836**	**$73,237,822**
REVERSIONS						
9900 Reversions						
8000 General Fund	(184,286)	-	-	-	-	-
ENDING BALANCE						
3200 Other Funds Non-Ltd	1	-	-	-	-	-
3400 Other Funds Ltd	5,015,782	-	-	-	826,404	1,336,595
6400 Federal Funds Ltd	57,626	20,654	-	20,654	(24,435)	(16,612)
TOTAL ENDING BALANCE	**$5,073,409**	**$20,654**	**-**	**$20,654**	**$801,969**	**$1,319,983**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	167	180	3	183	183	183
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	166.42	177.53	1.50	179.03	182.50	182.50

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	1,351,347	1,351,750	-	1,351,750	1,351,750	1,351,750
3400 Other Funds Ltd	123,341,017	114,070,874	-	114,070,874	114,070,874	114,070,874
6400 Federal Funds Ltd	1,002,545	-	-	-	-	-
All Funds	125,694,909	115,422,624	-	115,422,624	115,422,624	115,422,624
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	-	(1,003)	-	(1,003)	309,455	309,455
3400 Other Funds Ltd	-	83,396,337	-	83,396,337	175,152,136	175,152,136
All Funds	-	83,395,334	-	83,395,334	175,461,591	175,461,591
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	1,351,347	1,350,747	-	1,350,747	1,661,205	1,661,205
3400 Other Funds Ltd	123,341,017	197,467,211	-	197,467,211	289,223,010	289,223,010
6400 Federal Funds Ltd	1,002,545	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$125,694,909**	**$198,817,958**	**-**	**$198,817,958**	**$290,884,215**	**$290,884,215**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,679,374	5,000,000	-	5,000,000	5,000,000	-
TAXES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
0125 Workers Comp Insurance Taxes						
3400 Other Funds Ltd	-	149,024	-	149,024	414,016	414,016
0150 Insurance Taxes						
3400 Other Funds Ltd	-	746,432,777	-	746,432,777	680,760,313	680,760,313
8800 General Fund Revenue	164,366,355	144,102,008	-	144,102,008	191,962,323	191,962,323
All Funds	164,366,355	890,534,785	-	890,534,785	872,722,636	872,722,636
0190 Other Selective Taxes						
3400 Other Funds Ltd	293,956,640	-	-	-	-	-
8800 General Fund Revenue	1,307,820	-	-	-	-	-
All Funds	295,264,460	-	-	-	-	-
TOTAL TAXES						
3400 Other Funds Ltd	293,956,640	746,581,801	-	746,581,801	681,174,329	681,174,329
8800 General Fund Revenue	165,674,175	144,102,008	-	144,102,008	191,962,323	191,962,323
TOTAL TAXES	**$459,630,815**	**$890,683,809**	**-**	**$890,683,809**	**$873,136,652**	**$873,136,652**
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	72,123,272	80,193,304	-	80,193,304	88,500,702	88,500,702
8800 General Fund Revenue	29,061,853	31,760,538	-	31,760,538	29,555,685	29,555,685
All Funds	101,185,125	111,953,842	-	111,953,842	118,056,387	118,056,387
0250 Fire Marshal Fees						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	36,800,954	40,605,352	-	40,605,352	43,715,700	43,715,700
8800 General Fund Revenue	(352)	-	-	-	-	-
All Funds	36,800,602	40,605,352	-	40,605,352	43,715,700	43,715,700
TOTAL LICENSES AND FEES						
3400 Other Funds Ltd	108,924,226	120,798,656	-	120,798,656	132,216,402	132,216,402
8800 General Fund Revenue	29,061,501	31,760,538	-	31,760,538	29,555,685	29,555,685
TOTAL LICENSES AND FEES	**$137,985,727**	**$152,559,194**	**-**	**$152,559,194**	**$161,772,087**	**$161,772,087**
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,252,959	1,645,423	-	1,645,423	1,751,891	1,751,891
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	377,995	263,073	-	263,073	282,924	282,924
8800 General Fund Revenue	1,177,695	1,176,024	-	1,176,024	1,802,909	1,802,909
All Funds	1,555,690	1,439,097	-	1,439,097	2,085,833	2,085,833
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	49,730	119,713	-	119,713	99,937	99,937
3400 Other Funds Ltd	7,325,915	860,209	-	860,209	13,349,562	13,349,562
8800 General Fund Revenue	592,140	331,272	-	331,272	606,146	606,146

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	7,967,785	1,311,194	-	1,311,194	14,055,645	14,055,645
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	67,016	68,510	-	68,510	68,510	68,510
3400 Other Funds Ltd	166,144	457,245	-	457,245	417,559	417,559
8800 General Fund Revenue	3	-	-	-	-	-
All Funds	233,163	525,755	-	525,755	486,069	486,069
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	109,411,583	120,075,414	-	120,075,414	120,075,414	120,075,414
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	306,492	-	-	-	3,082,811	3,082,811
1060 Transfer from General Fund						
3400 Other Funds Ltd	-	5,000,000	-	5,000,000	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	306,492	5,000,000	-	5,000,000	3,082,811	3,082,811
TOTAL TRANSFERS IN	**$306,492**	**$5,000,000**	**-**	**$5,000,000**	**$3,082,811**	**$3,082,811**
REVENUES						
8000 General Fund	1,679,374	5,000,000	-	5,000,000	5,000,000	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3200 Other Funds Non-Ltd	116,746	188,223	-	188,223	168,447	168,447
3400 Other Funds Ltd	412,310,371	875,606,407	-	875,606,407	832,275,478	832,275,478
8800 General Fund Revenue	196,505,514	177,369,842	-	177,369,842	223,927,063	223,927,063
6400 Federal Funds Ltd	109,411,583	120,075,414	-	120,075,414	120,075,414	120,075,414
TOTAL REVENUES	**$720,023,588**	**$1,178,239,886**	**-**	**$1,178,239,886**	**$1,181,446,402**	**$1,176,446,402**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(75)	-	-	-	-	-
3400 Other Funds Ltd	(10,724,618)	(14,910,575)	(1,514,427)	(16,425,002)	(17,842,369)	(17,842,369)
All Funds	(10,724,693)	(14,910,575)	(1,514,427)	(16,425,002)	(17,842,369)	(17,842,369)
2060 Transfer to General Fund						
8800 General Fund Revenue	(196,505,514)	(177,369,842)	-	(177,369,842)	(223,927,063)	(223,927,063)
2257 Tsfr To Police, Dept of State						
3400 Other Funds Ltd	(36,893,406)	-	-	-	-	-
2260 Tsfr to State Fire Marshal, Dept of						
3400 Other Funds Ltd	-	(40,387,232)	-	(40,387,232)	(43,244,472)	(43,244,472)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(134,886,457)	(584,334,264)	-	(584,334,264)	(510,465,880)	(510,465,880)
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(75)	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	(182,504,481)	(639,632,071)	(1,514,427)	(641,146,498)	(571,552,721)	(571,552,721)
8800 General Fund Revenue	(196,505,514)	(177,369,842)	-	(177,369,842)	(223,927,063)	(223,927,063)
TOTAL TRANSFERS OUT	**($379,010,070)**	**($817,001,913)**	**($1,514,427)**	**($818,516,340)**	**($795,479,784)**	**($795,479,784)**
AVAILABLE REVENUES						
8000 General Fund	1,679,374	5,000,000	-	5,000,000	5,000,000	-
3200 Other Funds Non-Ltd	1,468,018	1,538,970	-	1,538,970	1,829,652	1,829,652
3400 Other Funds Ltd	353,146,907	433,441,547	(1,514,427)	431,927,120	549,945,767	549,945,767
6400 Federal Funds Ltd	110,414,128	120,075,414	-	120,075,414	120,075,414	120,075,414
TOTAL AVAILABLE REVENUES	**$466,708,427**	**$560,055,931**	**($1,514,427)**	**$558,541,504**	**$676,850,833**	**$671,850,833**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	539,056	-	-	-	-	-
3400 Other Funds Ltd	28,708,412	34,362,285	5,909,247	40,271,532	42,471,120	42,471,120
All Funds	29,247,468	34,362,285	5,909,247	40,271,532	42,471,120	42,471,120
3160 Temporary Appointments						
3400 Other Funds Ltd	141,287	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	232	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	300,184	-	-	-	-	-
All Funds	300,416	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	694	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	9,868	-	-	-	-	-
3400 Other Funds Ltd	976,317	1,125,288	-	1,125,288	1,125,288	1,172,550
All Funds	986,185	1,125,288	-	1,125,288	1,125,288	1,172,550
TOTAL SALARIES & WAGES						
8000 General Fund	549,156	-	-	-	-	-
3400 Other Funds Ltd	30,126,894	35,487,573	5,909,247	41,396,820	43,596,408	43,643,670
TOTAL SALARIES & WAGES	**$30,676,050**	**$35,487,573**	**$5,909,247**	**$41,396,820**	**$43,596,408**	**$43,643,670**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	158	-	-	-	-	-
3400 Other Funds Ltd	9,257	10,060	-	10,060	14,688	14,688
All Funds	9,415	10,060	-	10,060	14,688	14,688
3220 Public Employees' Retire Cont						
8000 General Fund	93,082	-	-	-	-	-
3400 Other Funds Ltd	5,275,188	6,359,392	-	6,359,392	9,172,656	9,182,600

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	5,368,270	6,359,392	-	6,359,392	9,172,656	9,182,600
3221 Pension Obligation Bond						
8000 General Fund	30,161	-	-	-	-	-
3400 Other Funds Ltd	1,620,733	1,781,404	(22,602)	1,758,802	1,758,802	1,709,640
All Funds	1,650,894	1,781,404	(22,602)	1,758,802	1,758,802	1,709,640
3230 Social Security Taxes						
8000 General Fund	41,630	-	-	-	-	-
3400 Other Funds Ltd	2,269,907	2,710,648	-	2,710,648	3,330,626	3,334,241
All Funds	2,311,537	2,710,648	-	2,710,648	3,330,626	3,334,241
3240 Unemployment Assessments						
3400 Other Funds Ltd	10,730	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	1,170	-	-	-	-	-
3400 Other Funds Ltd	36,539	141,415	-	141,415	174,080	174,270
All Funds	37,709	141,415	-	141,415	174,080	174,270
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	112	-	-	-	-	-
3400 Other Funds Ltd	6,561	8,732	-	8,732	8,568	8,568
All Funds	6,673	8,732	-	8,732	8,568	8,568
3260 Mass Transit Tax						
8000 General Fund	3,295	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	168,416	213,994	-	213,994	213,994	261,862
All Funds	171,711	213,994	-	213,994	213,994	261,862
3270 Flexible Benefits						
8000 General Fund	88,412	-	-	-	-	-
3400 Other Funds Ltd	6,114,816	7,519,050	-	7,519,050	8,651,232	8,651,232
All Funds	6,203,228	7,519,050	-	7,519,050	8,651,232	8,651,232
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	258,020	-	-	-	-	-
3400 Other Funds Ltd	15,512,147	18,744,695	(22,602)	18,722,093	23,324,646	23,337,101
TOTAL OTHER PAYROLL EXPENSES	**$15,770,167**	**$18,744,695**	**($22,602)**	**$18,722,093**	**$23,324,646**	**$23,337,101**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(373,320)	-	(373,320)	(373,320)	(2,190,170)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(4,251)	-	(4,251)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(377,571)	-	(377,571)	(373,320)	(2,190,170)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($377,571)**	**-**	**($377,571)**	**($373,320)**	**($2,190,170)**
TOTAL PERSONAL SERVICES						
8000 General Fund	807,176	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	45,639,041	53,854,697	5,886,645	59,741,342	66,547,734	64,790,601
TOTAL PERSONAL SERVICES	**$46,446,217**	**$53,854,697**	**$5,886,645**	**$59,741,342**	**$66,547,734**	**$64,790,601**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	175,617	667,918	17,580	685,498	685,498	727,119
4125 Out of State Travel						
3400 Other Funds Ltd	155,898	227,917	6,242	234,159	234,159	248,549
4150 Employee Training						
8000 General Fund	619	-	-	-	-	-
3400 Other Funds Ltd	210,266	356,160	18,482	374,642	374,642	389,648
All Funds	210,885	356,160	18,482	374,642	374,642	389,648
4175 Office Expenses						
8000 General Fund	765	-	-	-	-	-
3400 Other Funds Ltd	214,147	235,150	10,714	245,864	245,864	257,903
All Funds	214,912	235,150	10,714	245,864	245,864	257,903
4200 Telecommunications						
3400 Other Funds Ltd	533,078	565,053	22,367	587,420	587,420	615,587
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,674,988	2,016,734	-	2,016,734	2,016,734	2,667,118
4250 Data Processing						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	26,104	-	-	-	-	-
3400 Other Funds Ltd	1,045,049	1,090,691	26,537	1,117,228	1,117,228	1,183,519
All Funds	1,071,153	1,090,691	26,537	1,117,228	1,117,228	1,183,519
4275 Publicity and Publications						
3400 Other Funds Ltd	112,653	202,071	-	202,071	202,071	210,558
4300 Professional Services						
8000 General Fund	26,063	-	-	-	-	-
3400 Other Funds Ltd	2,418,165	1,290,790	-	1,290,790	1,290,790	1,250,404
All Funds	2,444,228	1,290,790	-	1,290,790	1,290,790	1,250,404
4315 IT Professional Services						
3400 Other Funds Ltd	-	333,699	-	333,699	333,699	350,410
4325 Attorney General						
8000 General Fund	135,148	-	-	-	-	-
3400 Other Funds Ltd	1,208,422	1,876,967	29,300	1,906,267	1,906,267	2,349,665
All Funds	1,343,570	1,876,967	29,300	1,906,267	1,906,267	2,349,665
4375 Employee Recruitment and Develop						
8000 General Fund	5,364	-	-	-	-	-
3400 Other Funds Ltd	11,687	25,154	-	25,154	25,154	26,210
All Funds	17,051	25,154	-	25,154	25,154	26,210
4400 Dues and Subscriptions						
8000 General Fund	10,000	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	254,284	192,264	11,540	203,804	203,804	220,785
All Funds	264,284	192,264	11,540	203,804	203,804	220,785
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,759,546	2,029,484	50,640	2,080,124	2,080,124	3,072,108
4475 Facilities Maintenance						
3400 Other Funds Ltd	153,075	6,661	-	6,661	6,661	6,941
4575 Agency Program Related S and S						
3400 Other Funds Ltd	150	3,709	-	3,709	3,709	3,865
4600 Intra-agency Charges						
3400 Other Funds Ltd	157,593	111,149	-	111,149	111,149	115,817
4650 Other Services and Supplies						
8000 General Fund	239	-	-	-	-	-
3200 Other Funds Non-Ltd	622	-	-	-	-	-
3400 Other Funds Ltd	235,065	115,604	-	115,604	115,604	120,459
All Funds	235,926	115,604	-	115,604	115,604	120,459
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	208,068	103,750	39,000	142,750	142,750	65,907
4715 IT Expendable Property						
8000 General Fund	3,030	-	-	-	-	-
3400 Other Funds Ltd	639,262	534,400	92,043	626,443	626,443	648,859
All Funds	642,292	534,400	92,043	626,443	626,443	648,859

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL SERVICES & SUPPLIES						
8000 General Fund	207,332	-	-	-	-	-
3200 Other Funds Non-Ltd	622	-	-	-	-	-
3400 Other Funds Ltd	11,167,013	11,985,325	324,445	12,309,770	12,309,770	14,531,431
TOTAL SERVICES & SUPPLIES	**$11,374,967**	**$11,985,325**	**$324,445**	**$12,309,770**	**$12,309,770**	**$14,531,431**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3200 Other Funds Non-Ltd	7,698	694,911	-	694,911	694,911	694,911
3400 Other Funds Ltd	95,492,308	106,724,586	-	106,724,586	106,724,586	5,210,000
6400 Federal Funds Ltd	109,411,583	120,075,414	-	120,075,414	120,075,414	-
All Funds	204,911,589	227,494,911	-	227,494,911	227,494,911	5,904,911
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	-	5,000,000	-	5,000,000	5,000,000	-
6085 Other Special Payments						
3400 Other Funds Ltd	(638)	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	-	5,000,000	-	5,000,000	5,000,000	-
3200 Other Funds Non-Ltd	7,698	694,911	-	694,911	694,911	694,911
3400 Other Funds Ltd	95,491,670	106,724,586	-	106,724,586	106,724,586	5,210,000
6400 Federal Funds Ltd	109,411,583	120,075,414	-	120,075,414	120,075,414	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL SPECIAL PAYMENTS	**$204,910,951**	**$232,494,911**	**-**	**$232,494,911**	**$232,494,911**	**$5,904,911**
EXPENDITURES						
8000 General Fund	1,014,508	5,000,000	-	5,000,000	5,000,000	-
3200 Other Funds Non-Ltd	8,320	694,911	-	694,911	694,911	694,911
3400 Other Funds Ltd	152,297,724	172,564,608	6,211,090	178,775,698	185,582,090	84,532,032
6400 Federal Funds Ltd	109,411,583	120,075,414	-	120,075,414	120,075,414	-
TOTAL EXPENDITURES	**$262,732,135**	**$298,334,933**	**$6,211,090**	**$304,546,023**	**$311,352,415**	**$85,226,943**
REVERSIONS						
9900 Reversions						
8000 General Fund	(664,866)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	1,459,698	844,059	-	844,059	1,134,741	1,134,741
3400 Other Funds Ltd	200,849,183	260,876,939	(7,725,517)	253,151,422	364,363,677	465,413,735
6400 Federal Funds Ltd	1,002,545	-	-	-	-	120,075,414
TOTAL ENDING BALANCE	**$203,311,426**	**$261,720,998**	**($7,725,517)**	**$253,995,481**	**$365,498,418**	**$586,623,890**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	185	191	13	204	204	204
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	181.26	189.92	6.50	196.42	204.00	204.00

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	143,373	-	-	-	-	-
3400 Other Funds Ltd	53,052,138	50,413,569	-	50,413,569	50,413,569	50,413,569
6400 Federal Funds Ltd	54,895	-	-	-	-	-
All Funds	53,250,406	50,413,569	-	50,413,569	50,413,569	50,413,569
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	7,538,201	-	7,538,201	1,858,223	1,858,223
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	143,373	-	-	-	-	-
3400 Other Funds Ltd	53,052,138	57,951,770	-	57,951,770	52,271,792	52,271,792
6400 Federal Funds Ltd	54,895	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$53,250,406**	**$57,951,770**	**-**	**$57,951,770**	**$52,271,792**	**$52,271,792**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,693,448	6,300,000	-	6,300,000	6,300,000	-
TAXES						
0130 Other Employer -Employee Taxes						
3400 Other Funds Ltd	50	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	52,642,744	44,513,469	-	44,513,469	44,821,335	44,821,335
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	117,808	230,294	-	230,294	234,923	234,923
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	402,052	424,265	-	424,265	432,794	432,794
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	1,230,328	1,028,922	-	1,028,922	1,147,819	1,147,819
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	16,062	73,503	-	73,503	74,981	74,981
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	235,774	302,603	28,792	331,395	239,301	239,301
REVENUES						
8000 General Fund	10,693,448	6,300,000	-	6,300,000	6,300,000	-
3400 Other Funds Ltd	54,409,044	46,270,453	-	46,270,453	46,711,852	46,711,852

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	235,774	302,603	28,792	331,395	239,301	239,301
TOTAL REVENUES	**$65,338,266**	**$52,873,056**	**$28,792**	**$52,901,848**	**$53,251,153**	**$46,951,153**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(7,384,630)	(10,422,874)	(657,897)	(11,080,771)	(11,737,859)	(11,737,859)
2080 Transfer to Counties						
3400 Other Funds Ltd	(483,225)	(529,416)	-	(529,416)	(631,493)	(631,493)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(7,867,855)	(10,952,290)	(657,897)	(11,610,187)	(12,369,352)	(12,369,352)
TOTAL TRANSFERS OUT	**($7,867,855)**	**($10,952,290)**	**($657,897)**	**($11,610,187)**	**($12,369,352)**	**($12,369,352)**
AVAILABLE REVENUES						
8000 General Fund	10,693,448	6,300,000	-	6,300,000	6,300,000	-
3200 Other Funds Non-Ltd	143,373	-	-	-	-	-
3400 Other Funds Ltd	99,593,327	93,269,933	(657,897)	92,612,036	86,614,292	86,614,292
6400 Federal Funds Ltd	290,669	302,603	28,792	331,395	239,301	239,301
TOTAL AVAILABLE REVENUES	**$110,720,817**	**$99,872,536**	**($629,105)**	**$99,243,431**	**$93,153,593**	**$86,853,593**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	20,818,840	23,762,313	2,923,700	26,686,013	27,851,376	27,851,376
6400 Federal Funds Ltd	153,203	184,152	19,665	203,817	208,968	208,968
All Funds	20,972,043	23,946,465	2,943,365	26,889,830	28,060,344	28,060,344
3160 Temporary Appointments						
3400 Other Funds Ltd	127,990	192,247	-	192,247	192,247	200,321
3170 Overtime Payments						
3400 Other Funds Ltd	108,354	145,510	-	145,510	145,510	151,621
3190 All Other Differential						
3400 Other Funds Ltd	130,271	17,327	-	17,327	17,327	18,055
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	21,185,455	24,117,397	2,923,700	27,041,097	28,206,460	28,221,373
6400 Federal Funds Ltd	153,203	184,152	19,665	203,817	208,968	208,968
TOTAL SALARIES & WAGES	**$21,338,658**	**$24,301,549**	**$2,943,365**	**$27,244,914**	**$28,415,428**	**$28,430,341**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	6,656	6,982	-	6,982	9,504	9,504
6400 Federal Funds Ltd	49	53	-	53	72	72
All Funds	6,705	7,035	-	7,035	9,576	9,576
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	3,692,334	4,281,319	-	4,281,319	5,887,076	5,888,515

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	32,724	33,000	-	33,000	43,967	43,967
All Funds	3,725,058	4,314,319	-	4,314,319	5,931,043	5,932,482
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,138,018	1,280,721	(94,965)	1,185,756	1,185,756	1,098,581
6400 Federal Funds Ltd	8,579	-	9,127	9,127	9,127	8,195
All Funds	1,146,597	1,280,721	(85,838)	1,194,883	1,194,883	1,106,776
3230 Social Security Taxes						
3400 Other Funds Ltd	1,607,671	1,843,852	-	1,843,852	2,153,291	2,154,432
6400 Federal Funds Ltd	11,645	14,088	-	14,088	15,986	15,986
All Funds	1,619,316	1,857,940	-	1,857,940	2,169,277	2,170,418
3240 Unemployment Assessments						
3400 Other Funds Ltd	188	14,665	-	14,665	14,665	15,281
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	24,741	95,163	-	95,163	111,622	111,649
6400 Federal Funds Ltd	181	737	-	737	836	836
All Funds	24,922	95,900	-	95,900	112,458	112,485
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	4,810	6,060	-	6,060	5,544	5,544
6400 Federal Funds Ltd	31	46	-	46	42	42
All Funds	4,841	6,106	-	6,106	5,586	5,586
3260 Mass Transit Tax						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	112,451	145,487	-	145,487	145,487	169,328
6400 Federal Funds Ltd	302	-	-	-	-	-
All Funds	112,753	145,487	-	145,487	145,487	169,328
3270 Flexible Benefits						
3400 Other Funds Ltd	4,738,890	5,217,300	-	5,217,300	5,597,856	5,597,856
6400 Federal Funds Ltd	33,850	39,600	-	39,600	42,408	42,408
All Funds	4,772,740	5,256,900	-	5,256,900	5,640,264	5,640,264
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	11,325,759	12,891,549	(94,965)	12,796,584	15,110,801	15,050,690
6400 Federal Funds Ltd	87,361	87,524	9,127	96,651	112,438	111,506
TOTAL OTHER PAYROLL EXPENSES	**$11,413,120**	**$12,979,073**	**($85,838)**	**$12,893,235**	**$15,223,239**	**$15,162,196**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(209,993)	-	(209,993)	(209,993)	(1,418,648)
6400 Federal Funds Ltd	-	-	-	-	-	(10,851)
All Funds	-	(209,993)	-	(209,993)	(209,993)	(1,429,499)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	55,656	-	55,656	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(154,337)	-	(154,337)	(209,993)	(1,418,648)

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6400 Federal Funds Ltd	-	-	-	-	-	(10,851)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($154,337)**	**-**	**($154,337)**	**($209,993)**	**($1,429,499)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	32,511,214	36,854,609	2,828,735	39,683,344	43,107,268	41,853,415
6400 Federal Funds Ltd	240,564	271,676	28,792	300,468	321,406	309,623
TOTAL PERSONAL SERVICES	**$32,751,778**	**$37,126,285**	**$2,857,527**	**$39,983,812**	**$43,428,674**	**$42,163,038**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	781,845	602,831	3,657	606,488	606,488	634,886
6400 Federal Funds Ltd	-	8,756	-	8,756	8,756	9,124
All Funds	781,845	611,587	3,657	615,244	615,244	644,010
4125 Out of State Travel						
3400 Other Funds Ltd	15,341	16,023	51	16,074	16,074	16,790
6400 Federal Funds Ltd	337	28	-	28	28	29
All Funds	15,678	16,051	51	16,102	16,102	16,819
4150 Employee Training						
3400 Other Funds Ltd	54,790	185,900	1,000	186,900	186,900	195,750
6400 Federal Funds Ltd	-	171	-	171	171	178
All Funds	54,790	186,071	1,000	187,071	187,071	195,928
4175 Office Expenses						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	344,836	584,667	1,338	586,005	586,005	611,687
6400 Federal Funds Ltd	-	2,528	-	2,528	2,528	2,634
All Funds	344,836	587,195	1,338	588,533	588,533	614,321
4200 Telecommunications						
3400 Other Funds Ltd	418,570	332,870	1,618	334,488	334,488	349,830
6400 Federal Funds Ltd	-	2,156	-	2,156	2,156	2,247
All Funds	418,570	335,026	1,618	336,644	336,644	352,077
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,141,951	1,345,441	-	1,345,441	1,345,441	1,662,478
6400 Federal Funds Ltd	-	2,469	-	2,469	2,469	-
All Funds	1,141,951	1,347,910	-	1,347,910	1,347,910	1,662,478
4250 Data Processing						
3400 Other Funds Ltd	1,854,858	1,192,331	4,167	1,196,498	1,196,498	1,250,085
4275 Publicity and Publications						
3400 Other Funds Ltd	5,610	153,597	-	153,597	153,597	160,048
6400 Federal Funds Ltd	-	91	-	91	91	95
All Funds	5,610	153,688	-	153,688	153,688	160,143
4300 Professional Services						
3400 Other Funds Ltd	558,783	1,007,601	446,942	1,454,543	1,454,543	1,553,452
6400 Federal Funds Ltd	-	561	-	561	561	599
All Funds	558,783	1,008,162	446,942	1,455,104	1,455,104	1,554,051

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4315 IT Professional Services						
3400 Other Funds Ltd	563,744	193,182	-	193,182	193,182	206,318
4325 Attorney General						
3400 Other Funds Ltd	243,864	409,396	-	409,396	409,396	501,010
6400 Federal Funds Ltd	-	2,948	-	2,948	2,948	3,634
All Funds	243,864	412,344	-	412,344	412,344	504,644
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	16,497	18,490	-	18,490	18,490	19,267
4400 Dues and Subscriptions						
3400 Other Funds Ltd	98,293	22,559	233	22,792	22,792	23,936
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	746,796	675,764	-	675,764	675,764	730,500
6400 Federal Funds Ltd	-	6,960	-	6,960	6,960	7,474
All Funds	746,796	682,724	-	682,724	682,724	737,974
4450 Fuels and Utilities						
3400 Other Funds Ltd	58,893	20,008	-	20,008	20,008	20,848
4475 Facilities Maintenance						
3400 Other Funds Ltd	248,066	75,485	-	75,485	75,485	78,655
6400 Federal Funds Ltd	-	54	-	54	54	56
All Funds	248,066	75,539	-	75,539	75,539	78,711
4575 Agency Program Related S and S						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	170	-	170	170	177
4600 Intra-agency Charges						
3400 Other Funds Ltd	33,290	162,300	-	162,300	162,300	169,117
4650 Other Services and Supplies						
8000 General Fund	282,055	300,000	-	300,000	300,000	-
3400 Other Funds Ltd	792,315	1,011,887	-	1,011,887	1,011,887	1,054,386
6400 Federal Funds Ltd	-	1,250	-	1,250	1,250	1,303
All Funds	1,074,370	1,313,137	-	1,313,137	1,313,137	1,055,689
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	14,759	131,534	5,791	137,325	137,325	138,404
4715 IT Expendable Property						
3400 Other Funds Ltd	1,475,489	898,262	-	898,262	898,262	936,681
6400 Federal Funds Ltd	-	2,955	-	2,955	2,955	3,079
All Funds	1,475,489	901,217	-	901,217	901,217	939,760
TOTAL SERVICES & SUPPLIES						
8000 General Fund	282,055	300,000	-	300,000	300,000	-
3400 Other Funds Ltd	9,468,590	9,040,298	464,797	9,505,095	9,505,095	10,314,305
6400 Federal Funds Ltd	337	30,927	-	30,927	30,927	30,452
TOTAL SERVICES & SUPPLIES	**$9,750,982**	**$9,371,225**	**$464,797**	**$9,836,022**	**$9,836,022**	**$10,344,757**
CAPITAL OUTLAY						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
5200 Technical Equipment						
3400 Other Funds Ltd	-	542,898	-	542,898	542,898	565,700
5550 Data Processing Software						
3400 Other Funds Ltd	-	131,711	-	131,711	131,711	137,243
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	-	674,609	-	674,609	674,609	702,943
TOTAL CAPITAL OUTLAY	**-**	**$674,609**	**-**	**$674,609**	**$674,609**	**$702,943**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	-	6,000,000	-	6,000,000	6,000,000	-
6025 Dist to Other Gov Unit						
8000 General Fund	2,971,950	-	-	-	-	-
3400 Other Funds Ltd	-	9,503	-	9,503	9,503	9,902
All Funds	2,971,950	9,503	-	9,503	9,503	9,902
6030 Dist to Non-Gov Units						
8000 General Fund	369,750	-	-	-	-	-
3400 Other Funds Ltd	10,311	-	-	-	-	-
All Funds	380,061	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	3,341,700	6,000,000	-	6,000,000	6,000,000	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	10,311	9,503	-	9,503	9,503	9,902
TOTAL SPECIAL PAYMENTS	**$3,352,011**	**$6,009,503**	**-**	**$6,009,503**	**$6,009,503**	**$9,902**
EXPENDITURES						
8000 General Fund	3,623,755	6,300,000	-	6,300,000	6,300,000	-
3400 Other Funds Ltd	41,990,115	46,579,019	3,293,532	49,872,551	53,296,475	52,880,565
6400 Federal Funds Ltd	240,901	302,603	28,792	331,395	352,333	340,075
TOTAL EXPENDITURES	**$45,854,771**	**$53,181,622**	**$3,322,324**	**$56,503,946**	**$59,948,808**	**$53,220,640**
REVERSIONS						
9900 Reversions						
8000 General Fund	(7,069,693)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	143,373	-	-	-	-	-
3400 Other Funds Ltd	57,603,212	46,690,914	(3,951,429)	42,739,485	33,317,817	33,733,727
6400 Federal Funds Ltd	49,768	-	-	-	(113,032)	(100,774)
TOTAL ENDING BALANCE	**$57,796,353**	**$46,690,914**	**($3,951,429)**	**$42,739,485**	**$33,204,785**	**$33,632,953**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	135	133	-	133	133	133
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	135.00	132.76	(0.25)	132.51	133.00	133.00

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	1,442,576	60,862	1,503,438	1,847,376	1,904,174
REVENUES						
8000 General Fund	-	1,442,576	60,862	1,503,438	1,847,376	1,904,174
AVAILABLE REVENUES						
8000 General Fund	-	1,442,576	60,862	1,503,438	1,847,376	1,904,174
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	411,334	40,476	451,810	674,376	674,376
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	140	-	140	216	216
3220 Public Employees' Retire Cont						
8000 General Fund	-	73,711	-	73,711	141,888	141,888
3221 Pension Obligation Bond						
8000 General Fund	-	-	20,386	20,386	20,386	26,446
3230 Social Security Taxes						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	-	31,467	-	31,467	51,589	51,589
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	1,645	-	1,645	2,697	2,697
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	122	-	122	126	126
3260 Mass Transit Tax						
8000 General Fund	-	-	-	-	-	4,046
3270 Flexible Benefits						
8000 General Fund	-	105,600	-	105,600	127,224	127,224
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	-	212,685	20,386	233,071	344,126	354,232
TOTAL OTHER PAYROLL EXPENSES	**-**	**$212,685**	**$20,386**	**$233,071**	**$344,126**	**$354,232**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(33,719)
3465 Reconciliation Adjustment						
8000 General Fund	-	(10,317)	-	(10,317)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(10,317)	-	(10,317)	-	(33,719)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($10,317)**	**-**	**($10,317)**	**-**	**($33,719)**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
TOTAL PERSONAL SERVICES						
8000 General Fund	-	613,702	60,862	674,564	1,018,502	994,889
TOTAL PERSONAL SERVICES	**-**	**$613,702**	**$60,862**	**$674,564**	**$1,018,502**	**$994,889**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	12,468	-	12,468	12,468	13,553
4125 Out of State Travel						
8000 General Fund	-	-	-	-	-	199
4150 Employee Training						
8000 General Fund	-	3,959	-	3,959	3,959	4,125
4175 Office Expenses						
8000 General Fund	-	1,570	-	1,570	1,570	1,825
4200 Telecommunications						
8000 General Fund	-	5,892	-	5,892	5,892	6,499
4225 State Gov. Service Charges						
8000 General Fund	-	-	-	-	-	34,974
4250 Data Processing						
8000 General Fund	-	7,044	-	7,044	7,044	8,187
4300 Professional Services						
8000 General Fund	-	500,000	-	500,000	500,000	534,000

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4325 Attorney General						
8000 General Fund	-	41,020	-	41,020	41,020	50,561
4400 Dues and Subscriptions						
8000 General Fund	-	-	-	-	-	368
4425 Facilities Rental and Taxes						
8000 General Fund	-	36,398	-	36,398	36,398	47,716
4575 Agency Program Related S and S						
8000 General Fund	-	137,487	-	137,487	137,487	143,261
4600 Intra-agency Charges						
8000 General Fund	-	7,676	-	7,676	7,676	7,998
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	15,300	-	15,300	15,300	-
4715 IT Expendable Property						
8000 General Fund	-	23,318	-	23,318	23,318	17,734
TOTAL SERVICES & SUPPLIES						
8000 General Fund	-	792,132	-	792,132	792,132	871,000
TOTAL SERVICES & SUPPLIES	**-**	**$792,132**	**-**	**$792,132**	**$792,132**	**$871,000**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	-	36,742	-	36,742	36,742	38,285

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
EXPENDITURES						
8000 General Fund	-	1,442,576	60,862	1,503,438	1,847,376	1,904,174
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	-	-	-	-	-	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	3	-	3	3	3
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	-	2.68	-	2.68	3.00	3.00

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	159,623,438	-	159,623,438	-	159,623,438
3400 Other Funds Ltd	222,123,541	-	222,123,541	-	222,123,541
All Funds	381,746,979	-	381,746,979	-	381,746,979
0030 Beginning Balance Adjustment					
3200 Other Funds Non-Ltd	(4,344,251)	-	(4,344,251)	-	(4,344,251)
3400 Other Funds Ltd	249,575,113	-	249,575,113	-	249,575,113
All Funds	245,230,862	-	245,230,862	-	245,230,862
TOTAL BEGINNING BALANCE					
3200 Other Funds Non-Ltd	155,279,187	-	155,279,187	-	155,279,187
3400 Other Funds Ltd	471,698,654	-	471,698,654	-	471,698,654
TOTAL BEGINNING BALANCE	**$626,977,841**	**-**	**$626,977,841**	**-**	**$626,977,841**
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	13,147,376	(11,243,202)	1,904,174	-	1,904,174
TAXES					
0125 Workers Comp Insurance Taxes					
3200 Other Funds Non-Ltd	254,558	-	254,558	-	254,558
3400 Other Funds Ltd	174,780,659	-	174,780,659	-	174,780,659
All Funds	175,035,217	-	175,035,217	-	175,035,217
0130 Other Employer -Employee Taxes					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	130,705,172	-	130,705,172	-	130,705,172
0150 Insurance Taxes					
3400 Other Funds Ltd	680,760,313	-	680,760,313	-	680,760,313
8800 General Fund Revenue	191,962,323	-	191,962,323	-	191,962,323
All Funds	872,722,636	-	872,722,636	-	872,722,636
TOTAL TAXES					
3200 Other Funds Non-Ltd	130,959,730	-	130,959,730	-	130,959,730
3400 Other Funds Ltd	855,540,972	-	855,540,972	-	855,540,972
8800 General Fund Revenue	191,962,323	-	191,962,323	-	191,962,323
TOTAL TAXES	**$1,178,463,025**	**-**	**$1,178,463,025**	**-**	**$1,178,463,025**
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	134,109,526	-	134,109,526	-	134,109,526
8800 General Fund Revenue	29,555,685	-	29,555,685	-	29,555,685
All Funds	163,665,211	-	163,665,211	-	163,665,211
0250 Fire Marshal Fees					
3400 Other Funds Ltd	43,715,700	-	43,715,700	-	43,715,700
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	177,825,226	-	177,825,226	-	177,825,226
8800 General Fund Revenue	29,555,685	-	29,555,685	-	29,555,685
TOTAL LICENSES AND FEES	**$207,380,911**	**-**	**$207,380,911**	**-**	**$207,380,911**
CHARGES FOR SERVICES					
0410 Charges for Services					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	1,986,814	-	1,986,814	-	1,986,814
0415 Admin and Service Charges					
3200 Other Funds Non-Ltd	3,354,391	-	3,354,391	-	3,354,391
TOTAL CHARGES FOR SERVICES					
3200 Other Funds Non-Ltd	3,354,391	-	3,354,391	-	3,354,391
3400 Other Funds Ltd	1,986,814	-	1,986,814	-	1,986,814
TOTAL CHARGES FOR SERVICES	**$5,341,205**	**-**	**$5,341,205**	**-**	**$5,341,205**
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3200 Other Funds Non-Ltd	6,245,011	-	6,245,011	-	6,245,011
3400 Other Funds Ltd	5,465,884	-	5,465,884	-	5,465,884
8800 General Fund Revenue	1,802,909	-	1,802,909	-	1,802,909
All Funds	13,513,804	-	13,513,804	-	13,513,804
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	8,950,500	-	8,950,500	-	8,950,500
3400 Other Funds Ltd	17,760,912	-	17,760,912	-	17,760,912
8800 General Fund Revenue	606,146	-	606,146	-	606,146
All Funds	27,317,558	-	27,317,558	-	27,317,558
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	1,186,001	-	1,186,001	-	1,186,001
3400 Other Funds Ltd	761,493	-	761,493	-	761,493

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	1,947,494	-	1,947,494	-	1,947,494
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	133,992,115	-	133,992,115	-	133,992,115
TRANSFERS IN					
1010 Transfer In - Intrafund					
3200 Other Funds Non-Ltd	7,565,659	-	7,565,659	-	7,565,659
3400 Other Funds Ltd	73,792,827	-	73,792,827	-	73,792,827
All Funds	81,358,486	-	81,358,486	-	81,358,486
TOTAL REVENUES					
8000 General Fund	13,147,376	(11,243,202)	1,904,174	-	1,904,174
3200 Other Funds Non-Ltd	158,261,292	-	158,261,292	-	158,261,292
3400 Other Funds Ltd	1,133,134,128	-	1,133,134,128	-	1,133,134,128
8800 General Fund Revenue	223,927,063	-	223,927,063	-	223,927,063
6400 Federal Funds Ltd	133,992,115	-	133,992,115	-	133,992,115
TOTAL REVENUES	**$1,662,461,974**	**($11,243,202)**	**$1,651,218,772**	**-**	**$1,651,218,772**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3200 Other Funds Non-Ltd	(9,054,253)	-	(9,054,253)	-	(9,054,253)
3400 Other Funds Ltd	(72,304,233)	-	(72,304,233)	-	(72,304,233)
All Funds	(81,358,486)	-	(81,358,486)	-	(81,358,486)
2048 Transfer to Public Universities					
3200 Other Funds Non-Ltd	(3,837,198)	-	(3,837,198)	-	(3,837,198)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	(3,837,198)	-	(3,837,198)	-	(3,837,198)
All Funds	(7,674,396)	-	(7,674,396)	-	(7,674,396)
2060 Transfer to General Fund					
8800 General Fund Revenue	(223,927,063)	-	(223,927,063)	-	(223,927,063)
2080 Transfer to Counties					
3400 Other Funds Ltd	(631,493)	-	(631,493)	-	(631,493)
2121 Tsfr To Governor, Office of the					
3400 Other Funds Ltd	(520,310)	-	(520,310)	-	(520,310)
2260 Tsfr to State FIre Marshal, Dept of					
3400 Other Funds Ltd	(43,244,472)	-	(43,244,472)	-	(43,244,472)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(510,465,880)	-	(510,465,880)	-	(510,465,880)
2839 Tsfr To Labor and Ind, Bureau					
3200 Other Funds Non-Ltd	(1,200,000)	-	(1,200,000)	-	(1,200,000)
3400 Other Funds Ltd	(500,000)	-	(500,000)	-	(500,000)
All Funds	(1,700,000)	-	(1,700,000)	-	(1,700,000)
TOTAL TRANSFERS OUT					
3200 Other Funds Non-Ltd	(14,091,451)	-	(14,091,451)	-	(14,091,451)
3400 Other Funds Ltd	(631,503,586)	-	(631,503,586)	-	(631,503,586)
8800 General Fund Revenue	(223,927,063)	-	(223,927,063)	-	(223,927,063)
TOTAL TRANSFERS OUT	**($869,522,100)**	**-**	**($869,522,100)**	**-**	**($869,522,100)**
AVAILABLE REVENUES					
8000 General Fund	13,147,376	(11,243,202)	1,904,174	-	1,904,174

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	299,449,028	-	299,449,028	-	299,449,028
3400 Other Funds Ltd	973,329,196	-	973,329,196	-	973,329,196
6400 Federal Funds Ltd	133,992,115	-	133,992,115	-	133,992,115
TOTAL AVAILABLE REVENUES	**$1,419,917,715**	**($11,243,202)**	**$1,408,674,513**	**-**	**$1,408,674,513**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	674,376	-	674,376	-	674,376
3400 Other Funds Ltd	192,792,894	-	192,792,894	5,934,322	198,727,216
6400 Federal Funds Ltd	11,681,058	-	11,681,058	(2,360,882)	9,320,176
All Funds	205,148,328	-	205,148,328	3,573,440	208,721,768
3160 Temporary Appointments					
3400 Other Funds Ltd	517,560	21,737	539,297	-	539,297
3170 Overtime Payments					
3400 Other Funds Ltd	411,097	17,266	428,363	-	428,363
3190 All Other Differential					
3400 Other Funds Ltd	1,555,315	65,324	1,620,639	17,301	1,637,940
TOTAL SALARIES & WAGES					
8000 General Fund	674,376	-	674,376	-	674,376
3400 Other Funds Ltd	195,276,866	104,327	195,381,193	5,951,623	201,332,816
6400 Federal Funds Ltd	11,681,058	-	11,681,058	(2,360,882)	9,320,176
TOTAL SALARIES & WAGES	**$207,632,300**	**$104,327**	**$207,736,627**	**$3,590,741**	**$211,327,368**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	216	-	216	-	216
3400 Other Funds Ltd	66,759	-	66,759	2,562	69,321
6400 Federal Funds Ltd	4,125	-	4,125	(768)	3,357
All Funds	71,100	-	71,100	1,794	72,894
3220 Public Employees' Retire Cont					
8000 General Fund	141,888	-	141,888	-	141,888
3400 Other Funds Ltd	40,969,471	17,378	40,986,849	1,252,222	42,239,071
6400 Federal Funds Ltd	2,457,690	-	2,457,690	(496,728)	1,960,962
All Funds	43,569,049	17,378	43,586,427	755,494	44,341,921
3221 Pension Obligation Bond					
8000 General Fund	20,386	6,060	26,446	-	26,446
3400 Other Funds Ltd	8,114,257	(476,745)	7,637,512	-	7,637,512
6400 Federal Funds Ltd	489,312	(31,238)	458,074	-	458,074
All Funds	8,623,955	(501,923)	8,122,032	-	8,122,032
3230 Social Security Taxes					
8000 General Fund	51,589	-	51,589	-	51,589
3400 Other Funds Ltd	14,867,100	7,981	14,875,081	455,305	15,330,386
6400 Federal Funds Ltd	891,822	-	891,822	(180,614)	711,208
All Funds	15,810,511	7,981	15,818,492	274,691	16,093,183
3240 Unemployment Assessments					
3400 Other Funds Ltd	26,401	1,113	27,514	-	27,514

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3241 Paid Family Medical Leave Insurance					
8000 General Fund	2,697	-	2,697	-	2,697
3400 Other Funds Ltd	774,247	331	774,578	23,805	798,383
6400 Federal Funds Ltd	46,604	-	46,604	(9,443)	37,161
All Funds	823,548	331	823,879	14,362	838,241
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	126	-	126	-	126
3400 Other Funds Ltd	38,976	-	38,976	1,491	40,467
6400 Federal Funds Ltd	2,373	-	2,373	(442)	1,931
All Funds	41,475	-	41,475	1,049	42,524
3260 Mass Transit Tax					
8000 General Fund	-	4,046	4,046	-	4,046
3400 Other Funds Ltd	986,834	185,454	1,172,288	34,702	1,206,990
All Funds	986,834	189,500	1,176,334	34,702	1,211,036
3270 Flexible Benefits					
8000 General Fund	127,224	-	127,224	-	127,224
3400 Other Funds Ltd	39,319,448	-	39,319,448	1,509,152	40,828,600
6400 Federal Funds Ltd	2,431,228	-	2,431,228	(452,486)	1,978,742
All Funds	41,877,900	-	41,877,900	1,056,666	42,934,566
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	344,126	10,106	354,232	-	354,232
3400 Other Funds Ltd	105,163,493	(264,488)	104,899,005	3,279,239	108,178,244
6400 Federal Funds Ltd	6,323,154	(31,238)	6,291,916	(1,140,481)	5,151,435

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL OTHER PAYROLL EXPENSES	**$111,830,773**	**($285,620)**	**$111,545,153**	**$2,138,758**	**$113,683,911**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(33,719)	(33,719)	-	(33,719)
3400 Other Funds Ltd	(1,703,274)	(8,060,569)	(9,763,843)	-	(9,763,843)
6400 Federal Funds Ltd	(373,320)	(210,733)	(584,053)	-	(584,053)
All Funds	(2,076,594)	(8,305,021)	(10,381,615)	-	(10,381,615)
TOTAL PERSONAL SERVICES					
8000 General Fund	1,018,502	(23,613)	994,889	-	994,889
3400 Other Funds Ltd	298,737,085	(8,220,730)	290,516,355	9,230,862	299,747,217
6400 Federal Funds Ltd	17,630,892	(241,971)	17,388,921	(3,501,363)	13,887,558
TOTAL PERSONAL SERVICES	**$317,386,479**	**($8,486,314)**	**$308,900,165**	**$5,729,499**	**$314,629,664**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	12,468	1,085	13,553	-	13,553
3400 Other Funds Ltd	2,279,517	105,631	2,385,148	65,391	2,450,539
6400 Federal Funds Ltd	8,756	368	9,124	(9,124)	-
All Funds	2,300,741	107,084	2,407,825	56,267	2,464,092
4125 Out of State Travel					
8000 General Fund	-	199	199	-	199
3400 Other Funds Ltd	319,841	18,132	337,973	13,641	351,614
6400 Federal Funds Ltd	256	11	267	(267)	-
All Funds	320,097	18,342	338,439	13,374	351,813

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4150 Employee Training					
8000 General Fund	3,959	166	4,125	-	4,125
3400 Other Funds Ltd	1,395,869	59,099	1,454,968	48,054	1,503,022
6400 Federal Funds Ltd	1,557	65	1,622	(1,622)	-
All Funds	1,401,385	59,330	1,460,715	46,432	1,507,147
4175 Office Expenses					
8000 General Fund	1,570	255	1,825	-	1,825
3400 Other Funds Ltd	2,741,631	111,237	2,852,868	52,503	2,905,371
6400 Federal Funds Ltd	5,051	212	5,263	(5,263)	-
All Funds	2,748,252	111,704	2,859,956	47,240	2,907,196
4200 Telecommunications					
8000 General Fund	5,892	607	6,499	-	6,499
3400 Other Funds Ltd	2,989,021	132,957	3,121,978	74,512	3,196,490
6400 Federal Funds Ltd	3,337	141	3,478	(3,478)	-
All Funds	2,998,250	133,705	3,131,955	71,034	3,202,989
4225 State Gov. Service Charges					
8000 General Fund	-	34,974	34,974	-	34,974
3400 Other Funds Ltd	9,941,716	2,702,281	12,643,997	-	12,643,997
6400 Federal Funds Ltd	2,469	(2,469)	-	-	-
All Funds	9,944,185	2,734,786	12,678,971	-	12,678,971
4250 Data Processing					
8000 General Fund	7,044	1,143	8,187	-	8,187
3400 Other Funds Ltd	6,195,717	300,689	6,496,406	606,910	7,103,316

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	6,202,761	301,832	6,504,593	606,910	7,111,503
4275 Publicity and Publications					
3400 Other Funds Ltd	705,283	(118,031)	587,252	50,095	637,347
6400 Federal Funds Ltd	91	4	95	(95)	-
All Funds	705,374	(118,027)	587,347	50,000	637,347
4300 Professional Services					
8000 General Fund	500,000	34,000	534,000	-	534,000
3400 Other Funds Ltd	5,400,226	239,053	5,639,279	3,946,620	9,585,899
6400 Federal Funds Ltd	1,517	103	1,620	(1,620)	-
All Funds	5,901,743	273,156	6,174,899	3,945,000	10,119,899
4315 IT Professional Services					
3400 Other Funds Ltd	6,641,970	(5,506,717)	1,135,253	13,532,064	14,667,317
4325 Attorney General					
8000 General Fund	41,020	9,541	50,561	-	50,561
3400 Other Funds Ltd	5,574,431	1,293,001	6,867,432	73,834	6,941,266
6400 Federal Funds Ltd	2,948	686	3,634	(3,634)	-
All Funds	5,618,399	1,303,228	6,921,627	70,200	6,991,827
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	76,670	3,220	79,890	-	79,890
4400 Dues and Subscriptions					
8000 General Fund	-	368	368	-	368
3400 Other Funds Ltd	435,494	27,050	462,544	14,887	477,431
6400 Federal Funds Ltd	18	1	19	(19)	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	435,512	27,419	462,931	14,868	477,799
4425 Facilities Rental and Taxes					
8000 General Fund	36,398	11,318	47,716	-	47,716
3400 Other Funds Ltd	12,660,906	2,442,697	15,103,603	371,718	15,475,321
6400 Federal Funds Ltd	25,306	4,906	30,212	(17,826)	12,386
All Funds	12,722,610	2,458,921	15,181,531	353,892	15,535,423
4450 Fuels and Utilities					
3400 Other Funds Ltd	39,858	1,673	41,531	-	41,531
4475 Facilities Maintenance					
3400 Other Funds Ltd	146,135	6,138	152,273	56	152,329
6400 Federal Funds Ltd	54	2	56	(56)	-
All Funds	146,189	6,140	152,329	-	152,329
4575 Agency Program Related S and S					
8000 General Fund	137,487	5,774	143,261	-	143,261
3400 Other Funds Ltd	553,698	23,255	576,953	-	576,953
All Funds	691,185	29,029	720,214	-	720,214
4600 Intra-agency Charges					
8000 General Fund	7,676	322	7,998	-	7,998
3200 Other Funds Non-Ltd	3,221,299	-	3,221,299	-	3,221,299
3400 Other Funds Ltd	470,817	19,773	490,590	54,000	544,590
All Funds	3,699,792	20,095	3,719,887	54,000	3,773,887
4650 Other Services and Supplies					
8000 General Fund	300,000	(300,000)	-	-	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	384,000	-	384,000	-	384,000
3400 Other Funds Ltd	1,903,084	79,928	1,983,012	378,475	2,361,487
6400 Federal Funds Ltd	313,856	13,182	327,038	(322,475)	4,563
All Funds	2,900,940	(206,890)	2,694,050	56,000	2,750,050
4700 Expendable Prop 250 - 5000					
8000 General Fund	15,300	(15,300)	-	-	-
3400 Other Funds Ltd	469,225	(124,089)	345,136	163,200	508,336
All Funds	484,525	(139,389)	345,136	163,200	508,336
4715 IT Expendable Property					
8000 General Fund	23,318	(5,584)	17,734	-	17,734
3400 Other Funds Ltd	2,723,892	118,546	2,842,438	2,952,198	5,794,636
6400 Federal Funds Ltd	3,050	128	3,178	(3,178)	-
All Funds	2,750,260	113,090	2,863,350	2,949,020	5,812,370
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,092,132	(221,132)	871,000	-	871,000
3200 Other Funds Non-Ltd	3,605,299	-	3,605,299	-	3,605,299
3400 Other Funds Ltd	63,665,001	1,935,523	65,600,524	22,398,158	87,998,682
6400 Federal Funds Ltd	368,266	17,340	385,606	(368,657)	16,949
TOTAL SERVICES & SUPPLIES	**$68,730,698**	**$1,731,731**	**$70,462,429**	**$22,029,501**	**$92,491,930**
CAPITAL OUTLAY					
5200 Technical Equipment					
3400 Other Funds Ltd	856,261	35,964	892,225	-	892,225
5550 Data Processing Software					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	131,711	5,532	137,243	-	137,243
5600 Data Processing Hardware					
3400 Other Funds Ltd	284,705	11,957	296,662	-	296,662
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	1,272,677	53,453	1,326,130	-	1,326,130
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	6,000,000	(6,000,000)	-	-	-
6025 Dist to Other Gov Unit					
3200 Other Funds Non-Ltd	75,914,191	-	75,914,191	-	75,914,191
3400 Other Funds Ltd	9,503	399	9,902	-	9,902
All Funds	75,923,694	399	75,924,093	-	75,924,093
6030 Dist to Non-Gov Units					
3200 Other Funds Non-Ltd	107,153,605	-	107,153,605	-	107,153,605
3400 Other Funds Ltd	106,724,586	(101,514,586)	5,210,000	112,476,296	117,686,296
6400 Federal Funds Ltd	120,075,414	(120,075,414)	-	120,075,414	120,075,414
All Funds	333,953,605	(221,590,000)	112,363,605	232,551,710	344,915,315
6035 Dist to Individuals					
8000 General Fund	36,742	1,543	38,285	-	38,285
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	5,000,000	(5,000,000)	-	-	-
6085 Other Special Payments					
3400 Other Funds Ltd	621,710	26,112	647,822	-	647,822

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL SPECIAL PAYMENTS					
8000 General Fund	11,036,742	(10,998,457)	38,285	-	38,285
3200 Other Funds Non-Ltd	183,067,796	-	183,067,796	-	183,067,796
3400 Other Funds Ltd	107,355,799	(101,488,075)	5,867,724	112,476,296	118,344,020
6400 Federal Funds Ltd	120,075,414	(120,075,414)	-	120,075,414	120,075,414
TOTAL SPECIAL PAYMENTS	**$421,535,751**	**($232,561,946)**	**$188,973,805**	**$232,551,710**	**$421,525,515**
TOTAL EXPENDITURES					
8000 General Fund	13,147,376	(11,243,202)	1,904,174	-	1,904,174
3200 Other Funds Non-Ltd	186,673,095	-	186,673,095	-	186,673,095
3400 Other Funds Ltd	471,030,562	(107,719,829)	363,310,733	144,105,316	507,416,049
6400 Federal Funds Ltd	138,074,572	(120,300,045)	17,774,527	116,205,394	133,979,921
TOTAL EXPENDITURES	**$808,925,605**	**($239,263,076)**	**$569,662,529**	**$260,310,710**	**$829,973,239**
ENDING BALANCE					
3200 Other Funds Non-Ltd	112,775,933	-	112,775,933	-	112,775,933
3400 Other Funds Ltd	502,298,634	107,719,829	610,018,463	(144,105,316)	465,913,147
6400 Federal Funds Ltd	(4,082,457)	120,300,045	116,217,588	(116,205,394)	12,194
TOTAL ENDING BALANCE	**$610,992,110**	**$228,019,874**	**$839,011,984**	**($260,310,710)**	**$578,701,274**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	989	-	989	32	1,021
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	987.50	-	987.50	25.05	1,012.55

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	4,092,255	-	4,092,255	-	4,092,255
0030 Beginning Balance Adjustment					
3200 Other Funds Non-Ltd	(92,069)	-	(92,069)	-	(92,069)
TOTAL BEGINNING BALANCE					
3200 Other Funds Non-Ltd	4,000,186	-	4,000,186	-	4,000,186
REVENUE CATEGORIES					
TAXES					
0125 Workers Comp Insurance Taxes					
3200 Other Funds Non-Ltd	254,558	-	254,558	-	254,558
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	106,519	-	106,519	-	106,519
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	319,462	-	319,462	-	319,462
TOTAL REVENUES					
3200 Other Funds Non-Ltd	680,539	-	680,539	-	680,539
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	4,680,725	-	4,680,725	-	4,680,725
EXPENDITURES					
SPECIAL PAYMENTS					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6030 Dist to Non-Gov Units					
3200 Other Funds Non-Ltd	1,460,451	-	1,460,451	-	1,460,451
ENDING BALANCE					
3200 Other Funds Non-Ltd	3,220,274	-	3,220,274	-	3,220,274

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	154,179,433	-	154,179,433	-	154,179,433
0030 Beginning Balance Adjustment					
3200 Other Funds Non-Ltd	(4,561,637)	-	(4,561,637)	-	(4,561,637)
TOTAL BEGINNING BALANCE					
3200 Other Funds Non-Ltd	149,617,796	-	149,617,796	-	149,617,796
REVENUE CATEGORIES					
TAXES					
0130 Other Employer -Employee Taxes					
3200 Other Funds Non-Ltd	130,705,172	-	130,705,172	-	130,705,172
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3200 Other Funds Non-Ltd	3,354,391	-	3,354,391	-	3,354,391
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3200 Other Funds Non-Ltd	6,245,011	-	6,245,011	-	6,245,011
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	8,744,044	-	8,744,044	-	8,744,044
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	798,029	-	798,029	-	798,029

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TRANSFERS IN					
1010 Transfer In - Intrafund					
3200 Other Funds Non-Ltd	3,960,360	-	3,960,360	-	3,960,360
TOTAL REVENUES					
3200 Other Funds Non-Ltd	153,807,007	-	153,807,007	-	153,807,007
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3200 Other Funds Non-Ltd	(9,054,253)	-	(9,054,253)	-	(9,054,253)
2048 Transfer to Public Universities					
3200 Other Funds Non-Ltd	(3,837,198)	-	(3,837,198)	-	(3,837,198)
2839 Tsfr To Labor and Ind, Bureau					
3200 Other Funds Non-Ltd	(1,200,000)	-	(1,200,000)	-	(1,200,000)
TOTAL TRANSFERS OUT					
3200 Other Funds Non-Ltd	(14,091,451)	-	(14,091,451)	-	(14,091,451)
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	289,333,352	-	289,333,352	-	289,333,352
EXPENDITURES					
SPECIAL PAYMENTS					
6025 Dist to Other Gov Unit					
3200 Other Funds Non-Ltd	75,914,191	-	75,914,191	-	75,914,191
6030 Dist to Non-Gov Units					
3200 Other Funds Non-Ltd	104,998,243	-	104,998,243	-	104,998,243
TOTAL SPECIAL PAYMENTS					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	180,912,434	-	180,912,434	-	180,912,434
ENDING BALANCE					
3200 Other Funds Non-Ltd	108,420,918	-	108,420,918	-	108,420,918

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	60,688,584	-	60,688,584	-	60,688,584
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	69,515,268	-	69,515,268	-	69,515,268
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	130,203,852	-	130,203,852	-	130,203,852
REVENUE CATEGORIES					
TAXES					
0125 Workers Comp Insurance Taxes					
3400 Other Funds Ltd	173,985,243	-	173,985,243	-	173,985,243
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	787,489	-	787,489	-	787,489
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	4,750,166	-	4,750,166	-	4,750,166
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	3,263,531	-	3,263,531	-	3,263,531
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	268,953	-	268,953	-	268,953

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	13,296,000	-	13,296,000	-	13,296,000
TOTAL REVENUES					
3400 Other Funds Ltd	183,055,382	-	183,055,382	-	183,055,382
6400 Federal Funds Ltd	13,296,000	-	13,296,000	-	13,296,000
TOTAL REVENUES	**$196,351,382**	**-**	**$196,351,382**	**-**	**$196,351,382**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(42,724,005)	-	(42,724,005)	-	(42,724,005)
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(3,837,198)	-	(3,837,198)	-	(3,837,198)
2839 Tsfr To Labor and Ind, Bureau					
3400 Other Funds Ltd	(500,000)	-	(500,000)	-	(500,000)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(47,061,203)	-	(47,061,203)	-	(47,061,203)
AVAILABLE REVENUES					
3400 Other Funds Ltd	266,198,031	-	266,198,031	-	266,198,031
6400 Federal Funds Ltd	13,296,000	-	13,296,000	-	13,296,000
TOTAL AVAILABLE REVENUES	**$279,494,031**	**-**	**$279,494,031**	**-**	**$279,494,031**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	83,758,362	-	83,758,362	4,064,830	87,823,192
6400 Federal Funds Ltd	11,250,258	-	11,250,258	(2,308,640)	8,941,618
All Funds	95,008,620	-	95,008,620	1,756,190	96,764,810
3160 Temporary Appointments					
3400 Other Funds Ltd	254,696	10,697	265,393	-	265,393
3170 Overtime Payments					
3400 Other Funds Ltd	142,873	6,001	148,874	-	148,874
3190 All Other Differential					
3400 Other Funds Ltd	313,580	13,171	326,751	17,301	344,052
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	84,469,511	29,869	84,499,380	4,082,131	88,581,511
6400 Federal Funds Ltd	11,250,258	-	11,250,258	(2,308,640)	8,941,618
TOTAL SALARIES & WAGES	**$95,719,769**	**$29,869**	**$95,749,638**	**$1,773,491**	**$97,523,129**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	29,571	-	29,571	1,707	31,278
6400 Federal Funds Ltd	3,909	-	3,909	(750)	3,159
All Funds	33,480	-	33,480	957	34,437
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	17,718,047	4,034	17,722,081	858,879	18,580,960
6400 Federal Funds Ltd	2,367,050	-	2,367,050	(485,736)	1,881,314
All Funds	20,085,097	4,034	20,089,131	373,143	20,462,274

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3221 Pension Obligation Bond					
3400 Other Funds Ltd	3,570,100	(267,605)	3,302,495	-	3,302,495
6400 Federal Funds Ltd	470,496	(29,316)	441,180	-	441,180
All Funds	4,040,596	(296,921)	3,743,675	-	3,743,675
3230 Social Security Taxes					
3400 Other Funds Ltd	6,427,689	2,285	6,429,974	312,288	6,742,262
6400 Federal Funds Ltd	858,866	-	858,866	(176,618)	682,248
All Funds	7,286,555	2,285	7,288,840	135,670	7,424,510
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	334,631	77	334,708	16,329	351,037
6400 Federal Funds Ltd	44,880	-	44,880	(9,234)	35,646
All Funds	379,511	77	379,588	7,095	386,683
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	17,283	-	17,283	989	18,272
6400 Federal Funds Ltd	2,247	-	2,247	(432)	1,815
All Funds	19,530	-	19,530	557	20,087
3260 Mass Transit Tax					
3400 Other Funds Ltd	433,822	73,175	506,997	24,117	531,114
3270 Flexible Benefits					
3400 Other Funds Ltd	17,415,716	-	17,415,716	1,005,557	18,421,273
6400 Federal Funds Ltd	2,304,004	-	2,304,004	(441,884)	1,862,120
All Funds	19,719,720	-	19,719,720	563,673	20,283,393
TOTAL OTHER PAYROLL EXPENSES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	45,946,859	(188,034)	45,758,825	2,219,866	47,978,691
6400 Federal Funds Ltd	6,051,452	(29,316)	6,022,136	(1,114,654)	4,907,482
TOTAL OTHER PAYROLL EXPENSES	**$51,998,311**	**($217,350)**	**$51,780,961**	**$1,105,212**	**$52,886,173**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(606,646)	(3,608,529)	(4,215,175)	-	(4,215,175)
6400 Federal Funds Ltd	(373,320)	(188,363)	(561,683)	-	(561,683)
All Funds	(979,966)	(3,796,892)	(4,776,858)	-	(4,776,858)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	129,809,724	(3,766,694)	126,043,030	6,301,997	132,345,027
6400 Federal Funds Ltd	16,928,390	(217,679)	16,710,711	(3,423,294)	13,287,417
TOTAL PERSONAL SERVICES	**$146,738,114**	**($3,984,373)**	**$142,753,741**	**$2,878,703**	**$145,632,444**
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	947,892	33,812	981,704	30,350	1,012,054
4125 Out of State Travel					
3400 Other Funds Ltd	65,410	2,784	68,194	8,761	76,955
4150 Employee Training					
3400 Other Funds Ltd	705,789	29,643	735,432	30,796	766,228
4175 Office Expenses					
3400 Other Funds Ltd	1,662,526	68,182	1,730,708	26,186	1,756,894
4200 Telecommunications					
3400 Other Funds Ltd	1,325,626	55,874	1,381,500	39,951	1,421,451

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4225 State Gov. Service Charges					
3400 Other Funds Ltd	4,830,082	1,138,995	5,969,077	-	5,969,077
4250 Data Processing					
3400 Other Funds Ltd	1,827,710	77,107	1,904,817	75,163	1,979,980
4275 Publicity and Publications					
3400 Other Funds Ltd	336,651	(133,513)	203,138	-	203,138
4300 Professional Services					
3400 Other Funds Ltd	1,988,514	135,217	2,123,731	-	2,123,731
4315 IT Professional Services					
3400 Other Funds Ltd	5,786,524	(5,558,906)	227,618	12,884,064	13,111,682
4325 Attorney General					
3400 Other Funds Ltd	3,242,472	754,199	3,996,671	13,200	4,009,871
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	24,986	1,049	26,035	-	26,035
4400 Dues and Subscriptions					
3400 Other Funds Ltd	138,265	5,840	144,105	7,910	152,015
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	7,300,100	1,311,925	8,612,025	206,716	8,818,741
4450 Fuels and Utilities					
3400 Other Funds Ltd	19,541	820	20,361	-	20,361
4475 Facilities Maintenance					
3400 Other Funds Ltd	54,867	2,304	57,171	-	57,171
4575 Agency Program Related S and S					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	304,490	12,788	317,278	-	317,278
4600 Intra-agency Charges					
3400 Other Funds Ltd	179,603	7,543	187,146	54,000	241,146
4650 Other Services and Supplies					
3400 Other Funds Ltd	523,894	22,003	545,897	377,166	923,063
6400 Federal Funds Ltd	312,600	13,129	325,729	(321,166)	4,563
All Funds	836,494	35,132	871,626	56,000	927,626
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	93,117	3,910	97,027	96,900	193,927
4715 IT Expendable Property					
3400 Other Funds Ltd	419,043	16,988	436,031	2,860,010	3,296,041
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	31,777,102	(2,011,436)	29,765,666	16,711,173	46,476,839
6400 Federal Funds Ltd	312,600	13,129	325,729	(321,166)	4,563
TOTAL SERVICES & SUPPLIES	**$32,089,702**	**($1,998,307)**	**$30,091,395**	**$16,390,007**	**$46,481,402**
CAPITAL OUTLAY					
5200 Technical Equipment					
3400 Other Funds Ltd	165,944	6,970	172,914	-	172,914
5600 Data Processing Hardware					
3400 Other Funds Ltd	32,815	1,378	34,193	-	34,193
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	198,759	8,348	207,107	-	207,107
SPECIAL PAYMENTS					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6085 Other Special Payments					
3400 Other Funds Ltd	621,710	26,112	647,822	-	647,822
TOTAL EXPENDITURES					
3400 Other Funds Ltd	162,407,295	(5,743,670)	156,663,625	23,013,170	179,676,795
6400 Federal Funds Ltd	17,240,990	(204,550)	17,036,440	(3,744,460)	13,291,980
TOTAL EXPENDITURES	**$179,648,285**	**($5,948,220)**	**$173,700,065**	**$19,268,710**	**$192,968,775**
ENDING BALANCE					
3400 Other Funds Ltd	103,790,736	5,743,670	109,534,406	(23,013,170)	86,521,236
6400 Federal Funds Ltd	(3,944,990)	204,550	(3,740,440)	3,744,460	4,020
TOTAL ENDING BALANCE	**$99,845,746**	**$5,948,220**	**$105,793,966**	**($19,268,710)**	**$86,525,256**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	466	-	466	19	485
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	465.00	-	465.00	13.37	478.37

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
TAXES					
0125 Workers Comp Insurance Taxes					
3400 Other Funds Ltd	42,350,751	-	42,350,751	-	42,350,751
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(6,792,343)	-	(6,792,343)	-	(6,792,343)
AVAILABLE REVENUES					
3400 Other Funds Ltd	35,558,408	-	35,558,408	-	35,558,408
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	18,642,816	-	18,642,816	-	18,642,816
3160 Temporary Appointments					
3400 Other Funds Ltd	56,344	2,366	58,710	-	58,710
3170 Overtime Payments					
3400 Other Funds Ltd	3,384	142	3,526	-	3,526
3190 All Other Differential					
3400 Other Funds Ltd	112,810	4,738	117,548	-	117,548
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	18,815,354	7,246	18,822,600	-	18,822,600
OTHER PAYROLL EXPENSES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	5,688	-	5,688	-	5,688
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	3,946,888	1,027	3,947,915	-	3,947,915
3221 Pension Obligation Bond					
3400 Other Funds Ltd	812,532	(76,895)	735,637	-	735,637
3230 Social Security Taxes					
3400 Other Funds Ltd	1,407,820	554	1,408,374	-	1,408,374
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	73,009	20	73,029	-	73,029
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,318	-	3,318	-	3,318
3260 Mass Transit Tax					
3400 Other Funds Ltd	98,705	14,231	112,936	-	112,936
3270 Flexible Benefits					
3400 Other Funds Ltd	3,350,232	-	3,350,232	-	3,350,232
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	9,698,192	(61,063)	9,637,129	-	9,637,129
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(163,328)	(783,054)	(946,382)	-	(946,382)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	28,350,218	(836,871)	27,513,347	-	27,513,347

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	177,167	7,441	184,608	-	184,608
4125 Out of State Travel					
3400 Other Funds Ltd	5,958	250	6,208	-	6,208
4150 Employee Training					
3400 Other Funds Ltd	40,472	1,700	42,172	-	42,172
4175 Office Expenses					
3400 Other Funds Ltd	261,120	10,967	272,087	-	272,087
4200 Telecommunications					
3400 Other Funds Ltd	230,185	9,668	239,853	-	239,853
4225 State Gov. Service Charges					
3400 Other Funds Ltd	783,740	201,128	984,868	-	984,868
4250 Data Processing					
3400 Other Funds Ltd	362,567	15,228	377,795	-	377,795
4275 Publicity and Publications					
3400 Other Funds Ltd	5,958	250	6,208	-	6,208
4300 Professional Services					
3400 Other Funds Ltd	849,816	57,787	907,603	-	907,603
4315 IT Professional Services					
3400 Other Funds Ltd	115,876	7,880	123,756	-	123,756
4325 Attorney General					
3400 Other Funds Ltd	8,785	2,043	10,828	-	10,828

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	1,594	67	1,661	-	1,661
4400 Dues and Subscriptions					
3400 Other Funds Ltd	49,819	2,092	51,911	-	51,911
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	1,999,809	215,970	2,215,779	-	2,215,779
4475 Facilities Maintenance					
3400 Other Funds Ltd	10,481	440	10,921	-	10,921
4575 Agency Program Related S and S					
3400 Other Funds Ltd	106	4	110	-	110
4600 Intra-agency Charges					
3400 Other Funds Ltd	668	28	696	-	696
4650 Other Services and Supplies					
3400 Other Funds Ltd	27,820	1,168	28,988	-	28,988
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	9,977	419	10,396	-	10,396
4715 IT Expendable Property					
3400 Other Funds Ltd	33,033	1,387	34,420	2,500,000	2,534,420
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	4,974,951	535,917	5,510,868	2,500,000	8,010,868
CAPITAL OUTLAY					
5600 Data Processing Hardware					
3400 Other Funds Ltd	32,815	1,378	34,193	-	34,193

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL EXPENDITURES					
3400 Other Funds Ltd	33,357,984	(299,576)	33,058,408	2,500,000	35,558,408
ENDING BALANCE					
3400 Other Funds Ltd	2,200,424	299,576	2,500,000	(2,500,000)	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	79	-	79	-	79
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	79.00	-	79.00	-	79.00

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	59,664,729	-	59,664,729	-	59,664,729
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	69,500,966	-	69,500,966	-	69,500,966
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	129,165,695	-	129,165,695	-	129,165,695
REVENUE CATEGORIES					
TAXES					
0125 Workers Comp Insurance Taxes					
3400 Other Funds Ltd	49,143,736	-	49,143,736	-	49,143,736
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	787,489	-	787,489	-	787,489
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	3,235,820	-	3,235,820	-	3,235,820
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	268,953	-	268,953	-	268,953
TOTAL REVENUES					
3400 Other Funds Ltd	53,435,998	-	53,435,998	-	53,435,998
TRANSFERS OUT					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(17,545,045)	-	(17,545,045)	-	(17,545,045)
2048 Transfer to Public Universities					
3400 Other Funds Ltd	(3,837,198)	-	(3,837,198)	-	(3,837,198)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(21,382,243)	-	(21,382,243)	-	(21,382,243)
AVAILABLE REVENUES					
3400 Other Funds Ltd	161,219,450	-	161,219,450	-	161,219,450
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	33,310,800	-	33,310,800	411,306	33,722,106
3160 Temporary Appointments					
3400 Other Funds Ltd	198,352	8,331	206,683	-	206,683
3170 Overtime Payments					
3400 Other Funds Ltd	139,489	5,859	145,348	-	145,348
3190 All Other Differential					
3400 Other Funds Ltd	16,611	698	17,309	-	17,309
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	33,665,252	14,888	33,680,140	411,306	34,091,446
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	13,104	-	13,104	252	13,356
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	7,041,436	1,380	7,042,816	86,538	7,129,354
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,414,293	(101,884)	1,312,409	-	1,312,409
3230 Social Security Taxes					
3400 Other Funds Ltd	2,575,409	1,139	2,576,548	31,466	2,608,014
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	133,886	26	133,912	1,645	135,557
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	7,644	-	7,644	148	7,792
3260 Mass Transit Tax					
3400 Other Funds Ltd	172,408	29,673	202,081	2,468	204,549
3270 Flexible Benefits					
3400 Other Funds Ltd	7,718,256	-	7,718,256	148,428	7,866,684
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	19,076,436	(69,666)	19,006,770	270,945	19,277,715
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(443,318)	(1,237,847)	(1,681,165)	-	(1,681,165)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	52,298,370	(1,292,625)	51,005,745	682,251	51,687,996
SERVICES & SUPPLIES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4100 Instate Travel					
3400 Other Funds Ltd	127,728	5,364	133,092	4,814	137,906
4125 Out of State Travel					
3400 Other Funds Ltd	34,533	1,451	35,984	1,567	37,551
4150 Employee Training					
3400 Other Funds Ltd	97,390	4,090	101,480	4,141	105,621
4175 Office Expenses					
3400 Other Funds Ltd	819,276	33,159	852,435	10,618	863,053
4200 Telecommunications					
3400 Other Funds Ltd	458,176	19,244	477,420	11,254	488,674
4225 State Gov. Service Charges					
3400 Other Funds Ltd	1,997,849	413,063	2,410,912	-	2,410,912
4250 Data Processing					
3400 Other Funds Ltd	616,986	25,913	642,899	16,302	659,201
4275 Publicity and Publications					
3400 Other Funds Ltd	144,078	6,051	150,129	-	150,129
4300 Professional Services					
3400 Other Funds Ltd	461,529	31,383	492,912	-	492,912
4315 IT Professional Services					
3400 Other Funds Ltd	5,649,284	(5,568,239)	81,045	12,856,064	12,937,109
4325 Attorney General					
3400 Other Funds Ltd	1,323,203	307,777	1,630,980	13,200	1,644,180
4375 Employee Recruitment and Develop					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	3,630	152	3,782	-	3,782
4400 Dues and Subscriptions					
3400 Other Funds Ltd	21,470	902	22,372	281	22,653
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	2,108,698	435,570	2,544,268	39,563	2,583,831
4450 Fuels and Utilities					
3400 Other Funds Ltd	129	5	134	-	134
4475 Facilities Maintenance					
3400 Other Funds Ltd	1,677	70	1,747	-	1,747
4575 Agency Program Related S and S					
3400 Other Funds Ltd	23	1	24	-	24
4600 Intra-agency Charges					
3400 Other Funds Ltd	178,935	7,515	186,450	54,000	240,450
4650 Other Services and Supplies					
3400 Other Funds Ltd	65,403	2,747	68,150	-	68,150
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	17,557	737	18,294	20,400	38,694
4715 IT Expendable Property					
3400 Other Funds Ltd	97,986	4,115	102,101	21,404	123,505
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	14,225,540	(4,268,930)	9,956,610	13,053,608	23,010,218
TOTAL EXPENDITURES					
3400 Other Funds Ltd	66,523,910	(5,561,555)	60,962,355	13,735,859	74,698,214

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
ENDING BALANCE					
3400 Other Funds Ltd	94,695,540	5,561,555	100,257,095	(13,735,859)	86,521,236
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	182	-	182	4	186
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	182.00	-	182.00	3.52	185.52

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,023,855	-	1,023,855	-	1,023,855
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	14,302	-	14,302	-	14,302
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	1,038,157	-	1,038,157	-	1,038,157
REVENUE CATEGORIES					
TAXES					
0125 Workers Comp Insurance Taxes					
3400 Other Funds Ltd	82,490,756	-	82,490,756	-	82,490,756
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	4,750,166	-	4,750,166	-	4,750,166
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	27,711	-	27,711	-	27,711
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	13,296,000	-	13,296,000	-	13,296,000
TOTAL REVENUES					
3400 Other Funds Ltd	87,268,633	-	87,268,633	-	87,268,633
6400 Federal Funds Ltd	13,296,000	-	13,296,000	-	13,296,000

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL REVENUES	**$100,564,633**	**-**	**$100,564,633**	**-**	**$100,564,633**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(18,386,617)	-	(18,386,617)	-	(18,386,617)
2839 Tsfr To Labor and Ind, Bureau					
3400 Other Funds Ltd	(500,000)	-	(500,000)	-	(500,000)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(18,886,617)	-	(18,886,617)	-	(18,886,617)
AVAILABLE REVENUES					
3400 Other Funds Ltd	69,420,173	-	69,420,173	-	69,420,173
6400 Federal Funds Ltd	13,296,000	-	13,296,000	-	13,296,000
TOTAL AVAILABLE REVENUES	**$82,716,173**	**-**	**$82,716,173**	**-**	**$82,716,173**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	31,804,746	-	31,804,746	3,653,524	35,458,270
6400 Federal Funds Ltd	11,250,258	-	11,250,258	(2,308,640)	8,941,618
All Funds	43,055,004	-	43,055,004	1,344,884	44,399,888
3190 All Other Differential					
3400 Other Funds Ltd	184,159	7,735	191,894	17,301	209,195
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	31,988,905	7,735	31,996,640	3,670,825	35,667,465

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	11,250,258	-	11,250,258	(2,308,640)	8,941,618
TOTAL SALARIES & WAGES	**$43,239,163**	**$7,735**	**$43,246,898**	**$1,362,185**	**$44,609,083**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	10,779	-	10,779	1,455	12,234
6400 Federal Funds Ltd	3,909	-	3,909	(750)	3,159
All Funds	14,688	-	14,688	705	15,393
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	6,729,723	1,627	6,731,350	772,341	7,503,691
6400 Federal Funds Ltd	2,367,050	-	2,367,050	(485,736)	1,881,314
All Funds	9,096,773	1,627	9,098,400	286,605	9,385,005
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,343,275	(88,826)	1,254,449	-	1,254,449
6400 Federal Funds Ltd	470,496	(29,316)	441,180	-	441,180
All Funds	1,813,771	(118,142)	1,695,629	-	1,695,629
3230 Social Security Taxes					
3400 Other Funds Ltd	2,444,460	592	2,445,052	280,822	2,725,874
6400 Federal Funds Ltd	858,866	-	858,866	(176,618)	682,248
All Funds	3,303,326	592	3,303,918	104,204	3,408,122
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	127,736	31	127,767	14,684	142,451
6400 Federal Funds Ltd	44,880	-	44,880	(9,234)	35,646
All Funds	172,616	31	172,647	5,450	178,097

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	6,321	-	6,321	841	7,162
6400 Federal Funds Ltd	2,247	-	2,247	(432)	1,815
All Funds	8,568	-	8,568	409	8,977
3260 Mass Transit Tax					
3400 Other Funds Ltd	162,709	29,271	191,980	21,649	213,629
3270 Flexible Benefits					
3400 Other Funds Ltd	6,347,228	-	6,347,228	857,129	7,204,357
6400 Federal Funds Ltd	2,304,004	-	2,304,004	(441,884)	1,862,120
All Funds	8,651,232	-	8,651,232	415,245	9,066,477
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	17,172,231	(57,305)	17,114,926	1,948,921	19,063,847
6400 Federal Funds Ltd	6,051,452	(29,316)	6,022,136	(1,114,654)	4,907,482
TOTAL OTHER PAYROLL EXPENSES	**$23,223,683**	**($86,621)**	**$23,137,062**	**$834,267**	**$23,971,329**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	-	(1,587,628)	(1,587,628)	-	(1,587,628)
6400 Federal Funds Ltd	(373,320)	(188,363)	(561,683)	-	(561,683)
All Funds	(373,320)	(1,775,991)	(2,149,311)	-	(2,149,311)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	49,161,136	(1,637,198)	47,523,938	5,619,746	53,143,684
6400 Federal Funds Ltd	16,928,390	(217,679)	16,710,711	(3,423,294)	13,287,417
TOTAL PERSONAL SERVICES	**$66,089,526**	**($1,854,877)**	**$64,234,649**	**$2,196,452**	**$66,431,101**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	642,997	21,007	664,004	25,536	689,540
4125 Out of State Travel					
3400 Other Funds Ltd	24,919	1,083	26,002	7,194	33,196
4150 Employee Training					
3400 Other Funds Ltd	567,927	23,853	591,780	26,655	618,435
4175 Office Expenses					
3400 Other Funds Ltd	582,130	24,056	606,186	15,568	621,754
4200 Telecommunications					
3400 Other Funds Ltd	637,265	26,962	664,227	28,697	692,924
4225 State Gov. Service Charges					
3400 Other Funds Ltd	2,048,493	524,804	2,573,297	-	2,573,297
4250 Data Processing					
3400 Other Funds Ltd	848,157	35,966	884,123	58,861	942,984
4275 Publicity and Publications					
3400 Other Funds Ltd	186,615	(139,814)	46,801	-	46,801
4300 Professional Services					
3400 Other Funds Ltd	677,169	46,047	723,216	-	723,216
4315 IT Professional Services					
3400 Other Funds Ltd	21,364	1,453	22,817	28,000	50,817
4325 Attorney General					
3400 Other Funds Ltd	1,910,484	444,379	2,354,863	-	2,354,863

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	19,762	830	20,592	-	20,592
4400 Dues and Subscriptions					
3400 Other Funds Ltd	66,976	2,846	69,822	7,629	77,451
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	3,191,593	660,385	3,851,978	167,153	4,019,131
4450 Fuels and Utilities					
3400 Other Funds Ltd	19,412	815	20,227	-	20,227
4475 Facilities Maintenance					
3400 Other Funds Ltd	42,709	1,794	44,503	-	44,503
4575 Agency Program Related S and S					
3400 Other Funds Ltd	304,361	12,783	317,144	-	317,144
4650 Other Services and Supplies					
3400 Other Funds Ltd	430,671	18,088	448,759	377,166	825,925
6400 Federal Funds Ltd	312,600	13,129	325,729	(321,166)	4,563
All Funds	743,271	31,217	774,488	56,000	830,488
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	65,583	2,754	68,337	76,500	144,837
4715 IT Expendable Property					
3400 Other Funds Ltd	288,024	11,486	299,510	338,606	638,116
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	12,576,611	1,721,577	14,298,188	1,157,565	15,455,753
6400 Federal Funds Ltd	312,600	13,129	325,729	(321,166)	4,563

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL SERVICES & SUPPLIES	**$12,889,211**	**$1,734,706**	**$14,623,917**	**$836,399**	**$15,460,316**
CAPITAL OUTLAY					
5200 Technical Equipment					
3400 Other Funds Ltd	165,944	6,970	172,914	-	172,914
SPECIAL PAYMENTS					
6085 Other Special Payments					
3400 Other Funds Ltd	621,710	26,112	647,822	-	647,822
TOTAL EXPENDITURES					
3400 Other Funds Ltd	62,525,401	117,461	62,642,862	6,777,311	69,420,173
6400 Federal Funds Ltd	17,240,990	(204,550)	17,036,440	(3,744,460)	13,291,980
TOTAL EXPENDITURES	**$79,766,391**	**($87,089)**	**$79,679,302**	**$3,032,851**	**$82,712,153**
ENDING BALANCE					
3400 Other Funds Ltd	6,894,772	(117,461)	6,777,311	(6,777,311)	-
6400 Federal Funds Ltd	(3,944,990)	204,550	(3,740,440)	3,744,460	4,020
TOTAL ENDING BALANCE	**$2,949,782**	**$87,089**	**$3,036,871**	**($3,032,851)**	**$4,020**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	205	-	205	15	220
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	204.00	-	204.00	9.85	213.85

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	(3,049,486)	-	(3,049,486)	-	(3,049,486)
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	3,049,486	-	3,049,486	-	3,049,486
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	-	-	-	-	-
REVENUE CATEGORIES					
TAXES					
0125 Workers Comp Insurance Taxes					
3400 Other Funds Ltd	381,400	-	381,400	-	381,400
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	381,400	-	381,400	-	381,400
TRANSFERS IN					
1010 Transfer In - Intrafund					
3200 Other Funds Non-Ltd	3,605,299	-	3,605,299	-	3,605,299
3400 Other Funds Ltd	70,710,016	-	70,710,016	-	70,710,016
All Funds	74,315,315	-	74,315,315	-	74,315,315
TOTAL REVENUES					
3200 Other Funds Non-Ltd	3,605,299	-	3,605,299	-	3,605,299
3400 Other Funds Ltd	71,091,416	-	71,091,416	-	71,091,416
6400 Federal Funds Ltd	381,400	-	381,400	-	381,400

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL REVENUES	**$75,078,115**	**-**	**$75,078,115**	**-**	**$75,078,115**
TRANSFERS OUT					
2121 Tsfr To Governor, Office of the					
3400 Other Funds Ltd	(520,310)	-	(520,310)	-	(520,310)
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	3,605,299	-	3,605,299	-	3,605,299
3400 Other Funds Ltd	70,571,106	-	70,571,106	-	70,571,106
6400 Federal Funds Ltd	381,400	-	381,400	-	381,400
TOTAL AVAILABLE REVENUES	**$74,557,805**	**-**	**$74,557,805**	**-**	**$74,557,805**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	38,712,036	-	38,712,036	737,271	39,449,307
6400 Federal Funds Ltd	221,832	-	221,832	-	221,832
All Funds	38,933,868	-	38,933,868	737,271	39,671,139
3160 Temporary Appointments					
3400 Other Funds Ltd	70,617	2,966	73,583	-	73,583
3170 Overtime Payments					
3400 Other Funds Ltd	122,714	5,154	127,868	-	127,868
3190 All Other Differential					
3400 Other Funds Ltd	99,120	4,163	103,283	-	103,283
TOTAL SALARIES & WAGES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	39,004,487	12,283	39,016,770	737,271	39,754,041
6400 Federal Funds Ltd	221,832	-	221,832	-	221,832
TOTAL SALARIES & WAGES	**$39,226,319**	**$12,283**	**$39,238,602**	**$737,271**	**$39,975,873**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	12,996	-	12,996	333	13,329
6400 Federal Funds Ltd	144	-	144	-	144
All Funds	13,140	-	13,140	333	13,473
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	8,191,692	1,961	8,193,653	155,122	8,348,775
6400 Federal Funds Ltd	46,673	-	46,673	-	46,673
All Funds	8,238,365	1,961	8,240,326	155,122	8,395,448
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,599,599	(72,803)	1,526,796	-	1,526,796
6400 Federal Funds Ltd	9,689	(990)	8,699	-	8,699
All Funds	1,609,288	(73,793)	1,535,495	-	1,535,495
3230 Social Security Taxes					
3400 Other Funds Ltd	2,955,494	940	2,956,434	56,401	3,012,835
6400 Federal Funds Ltd	16,970	-	16,970	-	16,970
All Funds	2,972,464	940	2,973,404	56,401	3,029,805
3240 Unemployment Assessments					
3400 Other Funds Ltd	11,736	497	12,233	-	12,233
3241 Paid Family Medical Leave Insurance					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	153,914	37	153,951	2,948	156,899
6400 Federal Funds Ltd	888	-	888	-	888
All Funds	154,802	37	154,839	2,948	157,787
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	7,581	-	7,581	195	7,776
6400 Federal Funds Ltd	84	-	84	-	84
All Funds	7,665	-	7,665	195	7,860
3260 Mass Transit Tax					
3400 Other Funds Ltd	193,531	40,570	234,101	3,800	237,901
3270 Flexible Benefits					
3400 Other Funds Ltd	7,654,644	-	7,654,644	196,137	7,850,781
6400 Federal Funds Ltd	84,816	-	84,816	-	84,816
All Funds	7,739,460	-	7,739,460	196,137	7,935,597
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	20,781,187	(28,798)	20,752,389	414,936	21,167,325
6400 Federal Funds Ltd	159,264	(990)	158,274	-	158,274
TOTAL OTHER PAYROLL EXPENSES	**$20,940,451**	**($29,788)**	**$20,910,663**	**$414,936**	**$21,325,599**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(513,315)	(1,426,535)	(1,939,850)	-	(1,939,850)
6400 Federal Funds Ltd	-	(11,519)	(11,519)	-	(11,519)
All Funds	(513,315)	(1,438,054)	(1,951,369)	-	(1,951,369)
TOTAL PERSONAL SERVICES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	59,272,359	(1,443,050)	57,829,309	1,152,207	58,981,516
6400 Federal Funds Ltd	381,096	(12,509)	368,587	-	368,587
TOTAL PERSONAL SERVICES	**$59,653,455**	**($1,455,559)**	**$58,197,896**	**$1,152,207**	**$59,350,103**
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	39,639	1,800	41,439	372	41,811
4125 Out of State Travel					
3400 Other Funds Ltd	4,198	242	4,440	404	4,844
6400 Federal Funds Ltd	228	10	238	(238)	-
All Funds	4,426	252	4,678	166	4,844
4150 Employee Training					
3400 Other Funds Ltd	128,538	5,600	134,138	6,444	140,582
6400 Federal Funds Ltd	1,386	58	1,444	(1,444)	-
All Funds	129,924	5,658	135,582	5,000	140,582
4175 Office Expenses					
3400 Other Funds Ltd	247,236	5,334	252,570	8,711	261,281
6400 Federal Funds Ltd	2,523	106	2,629	(2,629)	-
All Funds	249,759	5,440	255,199	6,082	261,281
4200 Telecommunications					
3400 Other Funds Ltd	741,487	33,574	775,061	10,739	785,800
6400 Federal Funds Ltd	1,181	50	1,231	(1,231)	-
All Funds	742,668	33,624	776,292	9,508	785,800
4225 State Gov. Service Charges					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	1,749,459	595,865	2,345,324	-	2,345,324
4250 Data Processing					
3400 Other Funds Ltd	2,054,281	103,704	2,157,985	32,210	2,190,195
4275 Publicity and Publications					
3400 Other Funds Ltd	12,964	544	13,508	-	13,508
4300 Professional Services					
3400 Other Funds Ltd	666,379	45,313	711,692	1,021	712,713
6400 Federal Funds Ltd	956	65	1,021	(1,021)	-
All Funds	667,335	45,378	712,713	-	712,713
4315 IT Professional Services					
3400 Other Funds Ltd	328,565	22,342	350,907	-	350,907
4325 Attorney General					
3400 Other Funds Ltd	16,296	3,790	20,086	-	20,086
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	8,040	338	8,378	-	8,378
4400 Dues and Subscriptions					
3400 Other Funds Ltd	70,633	3,085	73,718	484	74,202
6400 Federal Funds Ltd	18	1	19	(19)	-
All Funds	70,651	3,086	73,737	465	74,202
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	2,604,918	84,052	2,688,970	68,906	2,757,876
6400 Federal Funds Ltd	18,346	4,392	22,738	(10,352)	12,386
All Funds	2,623,264	88,444	2,711,708	58,554	2,770,262

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4450 Fuels and Utilities					
3400 Other Funds Ltd	309	13	322	-	322
4475 Facilities Maintenance					
3400 Other Funds Ltd	9,122	384	9,506	-	9,506
4575 Agency Program Related S and S					
3400 Other Funds Ltd	245,329	10,304	255,633	-	255,633
4600 Intra-agency Charges					
3200 Other Funds Non-Ltd	3,221,299	-	3,221,299	-	3,221,299
3400 Other Funds Ltd	17,765	745	18,510	-	18,510
All Funds	3,239,064	745	3,239,809	-	3,239,809
4650 Other Services and Supplies					
3200 Other Funds Non-Ltd	384,000	-	384,000	-	384,000
3400 Other Funds Ltd	251,699	10,571	262,270	6	262,276
6400 Federal Funds Ltd	6	-	6	(6)	-
All Funds	635,705	10,571	646,276	-	646,276
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	96,033	(52,235)	43,798	25,500	69,298
4715 IT Expendable Property					
3400 Other Funds Ltd	780,144	40,723	820,867	29,591	850,458
6400 Federal Funds Ltd	95	4	99	(99)	-
All Funds	780,239	40,727	820,966	29,492	850,458
TOTAL SERVICES & SUPPLIES					
3200 Other Funds Non-Ltd	3,605,299	-	3,605,299	-	3,605,299

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	10,073,034	916,088	10,989,122	184,388	11,173,510
6400 Federal Funds Ltd	24,739	4,686	29,425	(17,039)	12,386
TOTAL SERVICES & SUPPLIES	**$13,703,072**	**$920,774**	**$14,623,846**	**$167,349**	**$14,791,195**
CAPITAL OUTLAY					
5200 Technical Equipment					
3400 Other Funds Ltd	147,419	6,192	153,611	-	153,611
5600 Data Processing Hardware					
3400 Other Funds Ltd	251,890	10,579	262,469	-	262,469
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	399,309	16,771	416,080	-	416,080
TOTAL EXPENDITURES					
3200 Other Funds Non-Ltd	3,605,299	-	3,605,299	-	3,605,299
3400 Other Funds Ltd	69,744,702	(510,191)	69,234,511	1,336,595	70,571,106
6400 Federal Funds Ltd	405,835	(7,823)	398,012	(17,039)	380,973
TOTAL EXPENDITURES	**$73,755,836**	**($518,014)**	**$73,237,822**	**$1,319,556**	**$74,557,378**
ENDING BALANCE					
3400 Other Funds Ltd	826,404	510,191	1,336,595	(1,336,595)	-
6400 Federal Funds Ltd	(24,435)	7,823	(16,612)	17,039	427
TOTAL ENDING BALANCE	**$801,969**	**$518,014**	**$1,319,983**	**($1,319,556)**	**$427**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	183	-	183	5	188
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	182.50	-	182.50	4.64	187.14

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	1,351,750	-	1,351,750	-	1,351,750
3400 Other Funds Ltd	114,070,874	-	114,070,874	-	114,070,874
All Funds	115,422,624	-	115,422,624	-	115,422,624
0030 Beginning Balance Adjustment					
3200 Other Funds Non-Ltd	309,455	-	309,455	-	309,455
3400 Other Funds Ltd	175,152,136	-	175,152,136	-	175,152,136
All Funds	175,461,591	-	175,461,591	-	175,461,591
TOTAL BEGINNING BALANCE					
3200 Other Funds Non-Ltd	1,661,205	-	1,661,205	-	1,661,205
3400 Other Funds Ltd	289,223,010	-	289,223,010	-	289,223,010
TOTAL BEGINNING BALANCE	**$290,884,215**	**-**	**$290,884,215**	**-**	**$290,884,215**
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	5,000,000	(5,000,000)	-	-	-
TAXES					
0125 Workers Comp Insurance Taxes					
3400 Other Funds Ltd	414,016	-	414,016	-	414,016
0150 Insurance Taxes					
3400 Other Funds Ltd	680,760,313	-	680,760,313	-	680,760,313
8800 General Fund Revenue	191,962,323	-	191,962,323	-	191,962,323

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	872,722,636	-	872,722,636	-	872,722,636
TOTAL TAXES					
3400 Other Funds Ltd	681,174,329	-	681,174,329	-	681,174,329
8800 General Fund Revenue	191,962,323	-	191,962,323	-	191,962,323
TOTAL TAXES	**$873,136,652**	**-**	**$873,136,652**	**-**	**$873,136,652**
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	88,500,702	-	88,500,702	-	88,500,702
8800 General Fund Revenue	29,555,685	-	29,555,685	-	29,555,685
All Funds	118,056,387	-	118,056,387	-	118,056,387
0250 Fire Marshal Fees					
3400 Other Funds Ltd	43,715,700	-	43,715,700	-	43,715,700
TOTAL LICENSES AND FEES					
3400 Other Funds Ltd	132,216,402	-	132,216,402	-	132,216,402
8800 General Fund Revenue	29,555,685	-	29,555,685	-	29,555,685
TOTAL LICENSES AND FEES	**$161,772,087**	**-**	**$161,772,087**	**-**	**$161,772,087**
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	1,751,891	-	1,751,891	-	1,751,891
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	282,924	-	282,924	-	282,924
8800 General Fund Revenue	1,802,909	-	1,802,909	-	1,802,909

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	2,085,833	-	2,085,833	-	2,085,833
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	99,937	-	99,937	-	99,937
3400 Other Funds Ltd	13,349,562	-	13,349,562	-	13,349,562
8800 General Fund Revenue	606,146	-	606,146	-	606,146
All Funds	14,055,645	-	14,055,645	-	14,055,645
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	68,510	-	68,510	-	68,510
3400 Other Funds Ltd	417,559	-	417,559	-	417,559
All Funds	486,069	-	486,069	-	486,069
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	120,075,414	-	120,075,414	-	120,075,414
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	3,082,811	-	3,082,811	-	3,082,811
TOTAL REVENUES					
8000 General Fund	5,000,000	(5,000,000)	-	-	-
3200 Other Funds Non-Ltd	168,447	-	168,447	-	168,447
3400 Other Funds Ltd	832,275,478	-	832,275,478	-	832,275,478
8800 General Fund Revenue	223,927,063	-	223,927,063	-	223,927,063

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	120,075,414	-	120,075,414	-	120,075,414
TOTAL REVENUES	**$1,181,446,402**	**($5,000,000)**	**$1,176,446,402**	**-**	**$1,176,446,402**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(17,842,369)	-	(17,842,369)	-	(17,842,369)
2060 Transfer to General Fund					
8800 General Fund Revenue	(223,927,063)	-	(223,927,063)	-	(223,927,063)
2260 Tsfr to State FIre Marshal, Dept of					
3400 Other Funds Ltd	(43,244,472)	-	(43,244,472)	-	(43,244,472)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(510,465,880)	-	(510,465,880)	-	(510,465,880)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(571,552,721)	-	(571,552,721)	-	(571,552,721)
8800 General Fund Revenue	(223,927,063)	-	(223,927,063)	-	(223,927,063)
TOTAL TRANSFERS OUT	**($795,479,784)**	**-**	**($795,479,784)**	**-**	**($795,479,784)**
AVAILABLE REVENUES					
8000 General Fund	5,000,000	(5,000,000)	-	-	-
3200 Other Funds Non-Ltd	1,829,652	-	1,829,652	-	1,829,652
3400 Other Funds Ltd	549,945,767	-	549,945,767	-	549,945,767
6400 Federal Funds Ltd	120,075,414	-	120,075,414	-	120,075,414
TOTAL AVAILABLE REVENUES	**$676,850,833**	**($5,000,000)**	**$671,850,833**	**-**	**$671,850,833**
EXPENDITURES					
PERSONAL SERVICES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	42,471,120	-	42,471,120	503,655	42,974,775
3190 All Other Differential					
3400 Other Funds Ltd	1,125,288	47,262	1,172,550	-	1,172,550
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	43,596,408	47,262	43,643,670	503,655	44,147,325
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	14,688	-	14,688	252	14,940
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	9,172,656	9,944	9,182,600	105,969	9,288,569
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,758,802	(49,162)	1,709,640	-	1,709,640
3230 Social Security Taxes					
3400 Other Funds Ltd	3,330,626	3,615	3,334,241	38,531	3,372,772
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	174,080	190	174,270	2,015	176,285
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	8,568	-	8,568	148	8,716
3260 Mass Transit Tax					
3400 Other Funds Ltd	213,994	47,868	261,862	3,014	264,876
3270 Flexible Benefits					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	8,651,232	-	8,651,232	148,428	8,799,660
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	23,324,646	12,455	23,337,101	298,357	23,635,458
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(373,320)	(1,816,850)	(2,190,170)	-	(2,190,170)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	66,547,734	(1,757,133)	64,790,601	802,012	65,592,613
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	685,498	41,621	727,119	3,960	731,079
4125 Out of State Travel					
3400 Other Funds Ltd	234,159	14,390	248,549	3,844	252,393
4150 Employee Training					
3400 Other Funds Ltd	374,642	15,006	389,648	6,636	396,284
4175 Office Expenses					
3400 Other Funds Ltd	245,864	12,039	257,903	4,060	261,963
4200 Telecommunications					
3400 Other Funds Ltd	587,420	28,167	615,587	10,076	625,663
4225 State Gov. Service Charges					
3400 Other Funds Ltd	2,016,734	650,384	2,667,118	-	2,667,118
4250 Data Processing					
3400 Other Funds Ltd	1,117,228	66,291	1,183,519	22,364	1,205,883

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4275 Publicity and Publications					
3400 Other Funds Ltd	202,071	8,487	210,558	50,000	260,558
4300 Professional Services					
3400 Other Funds Ltd	1,290,790	(40,386)	1,250,404	3,945,000	5,195,404
4315 IT Professional Services					
3400 Other Funds Ltd	333,699	16,711	350,410	-	350,410
4325 Attorney General					
3400 Other Funds Ltd	1,906,267	443,398	2,349,665	-	2,349,665
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	25,154	1,056	26,210	-	26,210
4400 Dues and Subscriptions					
3400 Other Funds Ltd	203,804	16,981	220,785	4,144	224,929
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	2,080,124	991,984	3,072,108	44,312	3,116,420
4475 Facilities Maintenance					
3400 Other Funds Ltd	6,661	280	6,941	-	6,941
4575 Agency Program Related S and S					
3400 Other Funds Ltd	3,709	156	3,865	-	3,865
4600 Intra-agency Charges					
3400 Other Funds Ltd	111,149	4,668	115,817	-	115,817
4650 Other Services and Supplies					
3400 Other Funds Ltd	115,604	4,855	120,459	-	120,459
4700 Expendable Prop 250 - 5000					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	142,750	(76,843)	65,907	20,400	86,307
4715 IT Expendable Property					
3400 Other Funds Ltd	626,443	22,416	648,859	26,708	675,567
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	12,309,770	2,221,661	14,531,431	4,141,504	18,672,935
SPECIAL PAYMENTS					
6030 Dist to Non-Gov Units					
3200 Other Funds Non-Ltd	694,911	-	694,911	-	694,911
3400 Other Funds Ltd	106,724,586	(101,514,586)	5,210,000	112,476,296	117,686,296
6400 Federal Funds Ltd	120,075,414	(120,075,414)	-	120,075,414	120,075,414
All Funds	227,494,911	(221,590,000)	5,904,911	232,551,710	238,456,621
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	5,000,000	(5,000,000)	-	-	-
TOTAL SPECIAL PAYMENTS					
8000 General Fund	5,000,000	(5,000,000)	-	-	-
3200 Other Funds Non-Ltd	694,911	-	694,911	-	694,911
3400 Other Funds Ltd	106,724,586	(101,514,586)	5,210,000	112,476,296	117,686,296
6400 Federal Funds Ltd	120,075,414	(120,075,414)	-	120,075,414	120,075,414
TOTAL SPECIAL PAYMENTS	**$232,494,911**	**($226,590,000)**	**$5,904,911**	**$232,551,710**	**$238,456,621**
TOTAL EXPENDITURES					
8000 General Fund	5,000,000	(5,000,000)	-	-	-
3200 Other Funds Non-Ltd	694,911	-	694,911	-	694,911
3400 Other Funds Ltd	185,582,090	(101,050,058)	84,532,032	117,419,812	201,951,844

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	120,075,414	(120,075,414)	-	120,075,414	120,075,414
TOTAL EXPENDITURES	**$311,352,415**	**($226,125,472)**	**$85,226,943**	**$237,495,226**	**$322,722,169**
ENDING BALANCE					
3200 Other Funds Non-Ltd	1,134,741	-	1,134,741	-	1,134,741
3400 Other Funds Ltd	364,363,677	101,050,058	465,413,735	(117,419,812)	347,993,923
6400 Federal Funds Ltd	-	120,075,414	120,075,414	(120,075,414)	-
TOTAL ENDING BALANCE	**$365,498,418**	**$221,125,472**	**$586,623,890**	**($237,495,226)**	**$349,128,664**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	204	-	204	4	208
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	204.00	-	204.00	3.52	207.52

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	50,413,569	-	50,413,569	-	50,413,569
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	1,858,223	-	1,858,223	-	1,858,223
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	52,271,792	-	52,271,792	-	52,271,792
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	6,300,000	(6,300,000)	-	-	-
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	44,821,335	-	44,821,335	-	44,821,335
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	234,923	-	234,923	-	234,923
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	432,794	-	432,794	-	432,794
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	1,147,819	-	1,147,819	-	1,147,819

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	74,981	-	74,981	-	74,981
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	239,301	-	239,301	-	239,301
TOTAL REVENUES					
8000 General Fund	6,300,000	(6,300,000)	-	-	-
3400 Other Funds Ltd	46,711,852	-	46,711,852	-	46,711,852
6400 Federal Funds Ltd	239,301	-	239,301	-	239,301
TOTAL REVENUES	**$53,251,153**	**($6,300,000)**	**$46,951,153**	**-**	**$46,951,153**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(11,737,859)	-	(11,737,859)	-	(11,737,859)
2080 Transfer to Counties					
3400 Other Funds Ltd	(631,493)	-	(631,493)	-	(631,493)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(12,369,352)	-	(12,369,352)	-	(12,369,352)
AVAILABLE REVENUES					
8000 General Fund	6,300,000	(6,300,000)	-	-	-
3400 Other Funds Ltd	86,614,292	-	86,614,292	-	86,614,292
6400 Federal Funds Ltd	239,301	-	239,301	-	239,301
TOTAL AVAILABLE REVENUES	**$93,153,593**	**($6,300,000)**	**$86,853,593**	**-**	**$86,853,593**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	27,851,376	-	27,851,376	628,566	28,479,942
6400 Federal Funds Ltd	208,968	-	208,968	(52,242)	156,726
All Funds	28,060,344	-	28,060,344	576,324	28,636,668
3160 Temporary Appointments					
3400 Other Funds Ltd	192,247	8,074	200,321	-	200,321
3170 Overtime Payments					
3400 Other Funds Ltd	145,510	6,111	151,621	-	151,621
3190 All Other Differential					
3400 Other Funds Ltd	17,327	728	18,055	-	18,055
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	28,206,460	14,913	28,221,373	628,566	28,849,939
6400 Federal Funds Ltd	208,968	-	208,968	(52,242)	156,726
TOTAL SALARIES & WAGES	**$28,415,428**	**$14,913**	**$28,430,341**	**$576,324**	**$29,006,665**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	9,504	-	9,504	270	9,774
6400 Federal Funds Ltd	72	-	72	(18)	54
All Funds	9,576	-	9,576	252	9,828
3220 Public Employees' Retire Cont					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	5,887,076	1,439	5,888,515	132,252	6,020,767
6400 Federal Funds Ltd	43,967	-	43,967	(10,992)	32,975
All Funds	5,931,043	1,439	5,932,482	121,260	6,053,742
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,185,756	(87,175)	1,098,581	-	1,098,581
6400 Federal Funds Ltd	9,127	(932)	8,195	-	8,195
All Funds	1,194,883	(88,107)	1,106,776	-	1,106,776
3230 Social Security Taxes					
3400 Other Funds Ltd	2,153,291	1,141	2,154,432	48,085	2,202,517
6400 Federal Funds Ltd	15,986	-	15,986	(3,996)	11,990
All Funds	2,169,277	1,141	2,170,418	44,089	2,214,507
3240 Unemployment Assessments					
3400 Other Funds Ltd	14,665	616	15,281	-	15,281
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	111,622	27	111,649	2,513	114,162
6400 Federal Funds Ltd	836	-	836	(209)	627
All Funds	112,458	27	112,485	2,304	114,789
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	5,544	-	5,544	159	5,703
6400 Federal Funds Ltd	42	-	42	(10)	32
All Funds	5,586	-	5,586	149	5,735
3260 Mass Transit Tax					
3400 Other Funds Ltd	145,487	23,841	169,328	3,771	173,099

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3270 Flexible Benefits					
3400 Other Funds Ltd	5,597,856	-	5,597,856	159,030	5,756,886
6400 Federal Funds Ltd	42,408	-	42,408	(10,602)	31,806
All Funds	5,640,264	-	5,640,264	148,428	5,788,692
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	15,110,801	(60,111)	15,050,690	346,080	15,396,770
6400 Federal Funds Ltd	112,438	(932)	111,506	(25,827)	85,679
TOTAL OTHER PAYROLL EXPENSES	**$15,223,239**	**($61,043)**	**$15,162,196**	**$320,253**	**$15,482,449**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(209,993)	(1,208,655)	(1,418,648)	-	(1,418,648)
6400 Federal Funds Ltd	-	(10,851)	(10,851)	-	(10,851)
All Funds	(209,993)	(1,219,506)	(1,429,499)	-	(1,429,499)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	43,107,268	(1,253,853)	41,853,415	974,646	42,828,061
6400 Federal Funds Ltd	321,406	(11,783)	309,623	(78,069)	231,554
TOTAL PERSONAL SERVICES	**$43,428,674**	**($1,265,636)**	**$42,163,038**	**$896,577**	**$43,059,615**
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	606,488	28,398	634,886	30,709	665,595
6400 Federal Funds Ltd	8,756	368	9,124	(9,124)	-
All Funds	615,244	28,766	644,010	21,585	665,595
4125 Out of State Travel					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	16,074	716	16,790	632	17,422
6400 Federal Funds Ltd	28	1	29	(29)	-
All Funds	16,102	717	16,819	603	17,422
4150 Employee Training					
3400 Other Funds Ltd	186,900	8,850	195,750	4,178	199,928
6400 Federal Funds Ltd	171	7	178	(178)	-
All Funds	187,071	8,857	195,928	4,000	199,928
4175 Office Expenses					
3400 Other Funds Ltd	586,005	25,682	611,687	13,546	625,233
6400 Federal Funds Ltd	2,528	106	2,634	(2,634)	-
All Funds	588,533	25,788	614,321	10,912	625,233
4200 Telecommunications					
3400 Other Funds Ltd	334,488	15,342	349,830	13,746	363,576
6400 Federal Funds Ltd	2,156	91	2,247	(2,247)	-
All Funds	336,644	15,433	352,077	11,499	363,576
4225 State Gov. Service Charges					
3400 Other Funds Ltd	1,345,441	317,037	1,662,478	-	1,662,478
6400 Federal Funds Ltd	2,469	(2,469)	-	-	-
All Funds	1,347,910	314,568	1,662,478	-	1,662,478
4250 Data Processing					
3400 Other Funds Ltd	1,196,498	53,587	1,250,085	477,173	1,727,258
4275 Publicity and Publications					
3400 Other Funds Ltd	153,597	6,451	160,048	95	160,143

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	91	4	95	(95)	-
All Funds	153,688	6,455	160,143	-	160,143
4300 Professional Services					
3400 Other Funds Ltd	1,454,543	98,909	1,553,452	599	1,554,051
6400 Federal Funds Ltd	561	38	599	(599)	-
All Funds	1,455,104	98,947	1,554,051	-	1,554,051
4315 IT Professional Services					
3400 Other Funds Ltd	193,182	13,136	206,318	648,000	854,318
4325 Attorney General					
3400 Other Funds Ltd	409,396	91,614	501,010	60,634	561,644
6400 Federal Funds Ltd	2,948	686	3,634	(3,634)	-
All Funds	412,344	92,300	504,644	57,000	561,644
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	18,490	777	19,267	-	19,267
4400 Dues and Subscriptions					
3400 Other Funds Ltd	22,792	1,144	23,936	2,349	26,285
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	675,764	54,736	730,500	51,784	782,284
6400 Federal Funds Ltd	6,960	514	7,474	(7,474)	-
All Funds	682,724	55,250	737,974	44,310	782,284
4450 Fuels and Utilities					
3400 Other Funds Ltd	20,008	840	20,848	-	20,848
4475 Facilities Maintenance					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	75,485	3,170	78,655	56	78,711
6400 Federal Funds Ltd	54	2	56	(56)	-
All Funds	75,539	3,172	78,711	-	78,711
4575 Agency Program Related S and S					
3400 Other Funds Ltd	170	7	177	-	177
4600 Intra-agency Charges					
3400 Other Funds Ltd	162,300	6,817	169,117	-	169,117
4650 Other Services and Supplies					
8000 General Fund	300,000	(300,000)	-	-	-
3400 Other Funds Ltd	1,011,887	42,499	1,054,386	1,303	1,055,689
6400 Federal Funds Ltd	1,250	53	1,303	(1,303)	-
All Funds	1,313,137	(257,448)	1,055,689	-	1,055,689
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	137,325	1,079	138,404	20,400	158,804
4715 IT Expendable Property					
3400 Other Funds Ltd	898,262	38,419	936,681	35,889	972,570
6400 Federal Funds Ltd	2,955	124	3,079	(3,079)	-
All Funds	901,217	38,543	939,760	32,810	972,570
TOTAL SERVICES & SUPPLIES					
8000 General Fund	300,000	(300,000)	-	-	-
3400 Other Funds Ltd	9,505,095	809,210	10,314,305	1,361,093	11,675,398
6400 Federal Funds Ltd	30,927	(475)	30,452	(30,452)	-
TOTAL SERVICES & SUPPLIES	**$9,836,022**	**$508,735**	**$10,344,757**	**$1,330,641**	**$11,675,398**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
CAPITAL OUTLAY					
5200 Technical Equipment					
3400 Other Funds Ltd	542,898	22,802	565,700	-	565,700
5550 Data Processing Software					
3400 Other Funds Ltd	131,711	5,532	137,243	-	137,243
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	674,609	28,334	702,943	-	702,943
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	6,000,000	(6,000,000)	-	-	-
6025 Dist to Other Gov Unit					
3400 Other Funds Ltd	9,503	399	9,902	-	9,902
TOTAL SPECIAL PAYMENTS					
8000 General Fund	6,000,000	(6,000,000)	-	-	-
3400 Other Funds Ltd	9,503	399	9,902	-	9,902
TOTAL SPECIAL PAYMENTS	**$6,009,503**	**($5,999,601)**	**$9,902**	**-**	**$9,902**
TOTAL EXPENDITURES					
8000 General Fund	6,300,000	(6,300,000)	-	-	-
3400 Other Funds Ltd	53,296,475	(415,910)	52,880,565	2,335,739	55,216,304
6400 Federal Funds Ltd	352,333	(12,258)	340,075	(108,521)	231,554
TOTAL EXPENDITURES	**$59,948,808**	**($6,728,168)**	**$53,220,640**	**$2,227,218**	**$55,447,858**
ENDING BALANCE					
3400 Other Funds Ltd	33,317,817	415,910	33,733,727	(2,335,739)	31,397,988

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	(113,032)	12,258	(100,774)	108,521	7,747
TOTAL ENDING BALANCE	**$33,204,785**	**$428,168**	**$33,632,953**	**($2,227,218)**	**$31,405,735**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	133	-	133	4	137
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	133.00	-	133.00	3.52	136.52

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,847,376	56,798	1,904,174	-	1,904,174
AVAILABLE REVENUES					
8000 General Fund	1,847,376	56,798	1,904,174	-	1,904,174
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	674,376	-	674,376	-	674,376
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	216	-	216	-	216
3220 Public Employees' Retire Cont					
8000 General Fund	141,888	-	141,888	-	141,888
3221 Pension Obligation Bond					
8000 General Fund	20,386	6,060	26,446	-	26,446
3230 Social Security Taxes					
8000 General Fund	51,589	-	51,589	-	51,589
3241 Paid Family Medical Leave Insurance					
8000 General Fund	2,697	-	2,697	-	2,697
3250 Worker's Comp. Assess. (WCD)					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	126	-	126	-	126
3260 Mass Transit Tax					
8000 General Fund	-	4,046	4,046	-	4,046
3270 Flexible Benefits					
8000 General Fund	127,224	-	127,224	-	127,224
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	344,126	10,106	354,232	-	354,232
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(33,719)	(33,719)	-	(33,719)
TOTAL PERSONAL SERVICES					
8000 General Fund	1,018,502	(23,613)	994,889	-	994,889
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	12,468	1,085	13,553	-	13,553
4125 Out of State Travel					
8000 General Fund	-	199	199	-	199
4150 Employee Training					
8000 General Fund	3,959	166	4,125	-	4,125
4175 Office Expenses					
8000 General Fund	1,570	255	1,825	-	1,825
4200 Telecommunications					
8000 General Fund	5,892	607	6,499	-	6,499

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4225 State Gov. Service Charges					
8000 General Fund	-	34,974	34,974	-	34,974
4250 Data Processing					
8000 General Fund	7,044	1,143	8,187	-	8,187
4300 Professional Services					
8000 General Fund	500,000	34,000	534,000	-	534,000
4325 Attorney General					
8000 General Fund	41,020	9,541	50,561	-	50,561
4400 Dues and Subscriptions					
8000 General Fund	-	368	368	-	368
4425 Facilities Rental and Taxes					
8000 General Fund	36,398	11,318	47,716	-	47,716
4575 Agency Program Related S and S					
8000 General Fund	137,487	5,774	143,261	-	143,261
4600 Intra-agency Charges					
8000 General Fund	7,676	322	7,998	-	7,998
4700 Expendable Prop 250 - 5000					
8000 General Fund	15,300	(15,300)	-	-	-
4715 IT Expendable Property					
8000 General Fund	23,318	(5,584)	17,734	-	17,734
TOTAL SERVICES & SUPPLIES					
8000 General Fund	792,132	78,868	871,000	-	871,000
SPECIAL PAYMENTS					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6035 Dist to Individuals					
8000 General Fund	36,742	1,543	38,285	-	38,285
TOTAL EXPENDITURES					
8000 General Fund	1,847,376	56,798	1,904,174	-	1,904,174
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	3	-	3	-	3
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	3.00	-	3.00	-	3.00

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(11,243,202)	(23,613)	4,088	(11,323,100)	96,891	2,532
AVAILABLE REVENUES						
8000 General Fund	(11,243,202)	(23,613)	4,088	(11,323,100)	96,891	2,532
TOTAL AVAILABLE REVENUES	**($11,243,202)**	**($23,613)**	**$4,088**	**($11,323,100)**	**$96,891**	**$2,532**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	21,737	21,737	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	17,266	17,266	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	65,324	65,324	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	104,327	104,327	-	-	-	-
TOTAL SALARIES & WAGES	**$104,327**	**$104,327**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	17,378	17,378	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3221 Pension Obligation Bond						
8000 General Fund	6,060	6,060	-	-	-	-
3400 Other Funds Ltd	(476,745)	(476,745)	-	-	-	-
6400 Federal Funds Ltd	(31,238)	(31,238)	-	-	-	-
All Funds	(501,923)	(501,923)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	7,981	7,981	-	-	-	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	1,113	1,113	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	331	331	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	4,046	4,046	-	-	-	-
3400 Other Funds Ltd	185,454	185,454	-	-	-	-
All Funds	189,500	189,500	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	10,106	10,106	-	-	-	-
3400 Other Funds Ltd	(264,488)	(264,488)	-	-	-	-
6400 Federal Funds Ltd	(31,238)	(31,238)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($285,620)**	**($285,620)**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(33,719)	(33,719)	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	(8,060,569)	(8,060,569)	-	-	-	-
6400 Federal Funds Ltd	(210,733)	(210,733)	-	-	-	-
All Funds	(8,305,021)	(8,305,021)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(23,613)	(23,613)	-	-	-	-
3400 Other Funds Ltd	(8,220,730)	(8,220,730)	-	-	-	-
6400 Federal Funds Ltd	(241,971)	(241,971)	-	-	-	-
TOTAL PERSONAL SERVICES	**($8,486,314)**	**($8,486,314)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,085	-	561	-	524	-
3400 Other Funds Ltd	105,631	-	16,369	(6,216)	95,478	-
6400 Federal Funds Ltd	368	-	-	-	368	-
All Funds	107,084	-	16,930	(6,216)	96,370	-
4125 Out of State Travel						
8000 General Fund	199	-	199	-	-	-
3400 Other Funds Ltd	18,132	-	4,698	-	13,434	-
6400 Federal Funds Ltd	11	-	-	-	11	-
All Funds	18,342	-	4,897	-	13,445	-
4150 Employee Training						
8000 General Fund	166	-	-	-	166	-
3400 Other Funds Ltd	59,099	-	1,200	(700)	58,599	-
6400 Federal Funds Ltd	65	-	-	-	65	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
All Funds	59,330	-	1,200	(700)	58,830	-
4175 Office Expenses						
8000 General Fund	255	-	189	-	66	-
3400 Other Funds Ltd	111,237	-	8,072	(11,500)	114,665	-
6400 Federal Funds Ltd	212	-	-	-	212	-
All Funds	111,704	-	8,261	(11,500)	114,943	-
4200 Telecommunications						
8000 General Fund	607	-	672	(300)	235	-
3400 Other Funds Ltd	132,957	-	21,172	(13,200)	124,985	-
6400 Federal Funds Ltd	141	-	-	-	141	-
All Funds	133,705	-	21,844	(13,500)	125,361	-
4225 State Gov. Service Charges						
8000 General Fund	34,974	-	-	-	34,974	-
3400 Other Funds Ltd	2,702,281	-	-	-	2,702,281	-
6400 Federal Funds Ltd	(2,469)	-	-	-	(2,469)	-
All Funds	2,734,786	-	-	-	2,734,786	-
4250 Data Processing						
8000 General Fund	1,143	-	847	-	296	-
3400 Other Funds Ltd	300,689	-	40,468	-	260,221	-
All Funds	301,832	-	41,315	-	260,517	-
4275 Publicity and Publications						
3400 Other Funds Ltd	(118,031)	-	-	(141,700)	23,669	-
6400 Federal Funds Ltd	4	-	-	-	4	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
All Funds	(118,027)	-	-	(141,700)	23,673	-
4300 Professional Services						
8000 General Fund	34,000	-	-	-	34,000	-
3400 Other Funds Ltd	239,053	-	-	(120,000)	359,053	-
6400 Federal Funds Ltd	103	-	-	-	103	-
All Funds	273,156	-	-	(120,000)	393,156	-
4315 IT Professional Services						
3400 Other Funds Ltd	(5,506,717)	-	-	(5,578,999)	72,282	-
4325 Attorney General						
8000 General Fund	9,541	-	-	-	9,541	-
3400 Other Funds Ltd	1,293,001	-	-	(2,930)	1,295,931	-
6400 Federal Funds Ltd	686	-	-	-	686	-
All Funds	1,303,228	-	-	(2,930)	1,306,158	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	3,220	-	-	-	3,220	-
4400 Dues and Subscriptions						
8000 General Fund	368	-	368	-	-	-
3400 Other Funds Ltd	27,050	-	8,761	-	18,289	-
6400 Federal Funds Ltd	1	-	-	-	1	-
All Funds	27,419	-	9,129	-	18,290	-
4425 Facilities Rental and Taxes						
8000 General Fund	11,318	-	-	-	8,786	2,532
3400 Other Funds Ltd	2,442,697	-	-	-	2,080,143	362,554

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
6400 Federal Funds Ltd	4,906	-	-	-	4,906	-
All Funds	2,458,921	-	-	-	2,093,835	365,086
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,673	-	-	-	1,673	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	6,138	-	-	-	6,138	-
6400 Federal Funds Ltd	2	-	-	-	2	-
All Funds	6,140	-	-	-	6,140	-
4575 Agency Program Related S and S						
8000 General Fund	5,774	-	-	-	5,774	-
3400 Other Funds Ltd	23,255	-	-	-	23,255	-
All Funds	29,029	-	-	-	29,029	-
4600 Intra-agency Charges						
8000 General Fund	322	-	-	-	322	-
3400 Other Funds Ltd	19,773	-	-	-	19,773	-
All Funds	20,095	-	-	-	20,095	-
4650 Other Services and Supplies						
8000 General Fund	(300,000)	-	-	(300,000)	-	-
3400 Other Funds Ltd	79,928	-	-	-	79,928	-
6400 Federal Funds Ltd	13,182	-	-	-	13,182	-
All Funds	(206,890)	-	-	(300,000)	93,110	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(15,300)	-	-	(15,300)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	(124,089)	-	-	(138,000)	13,911	-
All Funds	(139,389)	-	-	(153,300)	13,911	-
4715 IT Expendable Property						
8000 General Fund	(5,584)	-	1,252	(7,500)	664	-
3400 Other Funds Ltd	118,546	-	55,410	(49,200)	112,336	-
6400 Federal Funds Ltd	128	-	-	-	128	-
All Funds	113,090	-	56,662	(56,700)	113,128	-
SERVICES & SUPPLIES						
8000 General Fund	(221,132)	-	4,088	(323,100)	95,348	2,532
3400 Other Funds Ltd	1,935,523	-	156,150	(6,062,445)	7,479,264	362,554
6400 Federal Funds Ltd	17,340	-	-	-	17,340	-
TOTAL SERVICES & SUPPLIES	**$1,731,731**	**-**	**$160,238**	**($6,385,545)**	**$7,591,952**	**$365,086**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	35,964	-	-	-	35,964	-
5550 Data Processing Software						
3400 Other Funds Ltd	5,532	-	-	-	5,532	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	11,957	-	-	-	11,957	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	53,453	-	-	-	53,453	-
TOTAL CAPITAL OUTLAY	**$53,453**	**-**	**-**	**-**	**$53,453**	**-**

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	(6,000,000)	-	-	(6,000,000)	-	-
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	399	-	-	-	399	-
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	(101,514,586)	-	-	(101,724,586)	210,000	-
6400 Federal Funds Ltd	(120,075,414)	-	-	(120,075,414)	-	-
All Funds	(221,590,000)	-	-	(221,800,000)	210,000	-
6035 Dist to Individuals						
8000 General Fund	1,543	-	-	-	1,543	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(5,000,000)	-	-	(5,000,000)	-	-
6085 Other Special Payments						
3400 Other Funds Ltd	26,112	-	-	-	26,112	-
SPECIAL PAYMENTS						
8000 General Fund	(10,998,457)	-	-	(11,000,000)	1,543	-
3400 Other Funds Ltd	(101,488,075)	-	-	(101,724,586)	236,511	-
6400 Federal Funds Ltd	(120,075,414)	-	-	(120,075,414)	-	-
TOTAL SPECIAL PAYMENTS	**($232,561,946)**	**-**	**-**	**($232,800,000)**	**$238,054**	**-**
EXPENDITURES						
8000 General Fund	(11,243,202)	(23,613)	4,088	(11,323,100)	96,891	2,532
3400 Other Funds Ltd	(107,719,829)	(8,220,730)	156,150	(107,787,031)	7,769,228	362,554

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
6400 Federal Funds Ltd	(120,300,045)	(241,971)	-	(120,075,414)	17,340	-
TOTAL EXPENDITURES	**($239,263,076)**	**($8,486,314)**	**$160,238**	**($239,185,545)**	**$7,883,459**	**$365,086**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	107,719,829	8,220,730	(156,150)	107,787,031	(7,769,228)	(362,554)
6400 Federal Funds Ltd	120,300,045	241,971	-	120,075,414	(17,340)	-
TOTAL ENDING BALANCE	**$228,019,874**	**$8,462,701**	**($156,150)**	**$227,862,445**	**($7,786,568)**	**($362,554)**

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	10,697	10,697	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	6,001	6,001	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	13,171	13,171	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	29,869	29,869	-	-	-	-
TOTAL SALARIES & WAGES	**$29,869**	**$29,869**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	4,034	4,034	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(267,605)	(267,605)	-	-	-	-
6400 Federal Funds Ltd	(29,316)	(29,316)	-	-	-	-
All Funds	(296,921)	(296,921)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	2,285	2,285	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	77	77	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3260 Mass Transit Tax						
3400 Other Funds Ltd	73,175	73,175	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(188,034)	(188,034)	-	-	-	-
6400 Federal Funds Ltd	(29,316)	(29,316)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($217,350)**	**($217,350)**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(3,608,529)	(3,608,529)	-	-	-	-
6400 Federal Funds Ltd	(188,363)	(188,363)	-	-	-	-
All Funds	(3,796,892)	(3,796,892)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(3,766,694)	(3,766,694)	-	-	-	-
6400 Federal Funds Ltd	(217,679)	(217,679)	-	-	-	-
TOTAL PERSONAL SERVICES	**($3,984,373)**	**($3,984,373)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	33,812	-	478	(6,216)	39,550	-
4125 Out of State Travel						
3400 Other Funds Ltd	2,784	-	36	-	2,748	-
4150 Employee Training						
3400 Other Funds Ltd	29,643	-	-	-	29,643	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4175 Office Expenses						
3400 Other Funds Ltd	68,182	-	232	(1,800)	69,750	-
4200 Telecommunications						
3400 Other Funds Ltd	55,874	-	301	(100)	55,673	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,138,995	-	-	-	1,138,995	-
4250 Data Processing						
3400 Other Funds Ltd	77,107	-	343	-	76,764	-
4275 Publicity and Publications						
3400 Other Funds Ltd	(133,513)	-	-	(141,700)	8,187	-
4300 Professional Services						
3400 Other Funds Ltd	135,217	-	-	-	135,217	-
4315 IT Professional Services						
3400 Other Funds Ltd	(5,558,906)	-	-	(5,573,399)	14,493	-
4325 Attorney General						
3400 Other Funds Ltd	754,199	-	-	-	754,199	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,049	-	-	-	1,049	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,840	-	33	-	5,807	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,311,925	-	-	-	951,127	131,382
4450 Fuels and Utilities						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	820	-	-	-	820	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	2,304	-	-	-	2,304	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	12,788	-	-	-	12,788	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	7,543	-	-	-	7,543	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	22,003	-	-	-	22,003	-
6400 Federal Funds Ltd	13,129	-	-	-	13,129	-
All Funds	35,132	-	-	-	35,132	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	3,910	-	-	-	3,910	-
4715 IT Expendable Property						
3400 Other Funds Ltd	16,988	-	431	(1,000)	17,557	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	(2,011,436)	-	1,854	(5,724,215)	3,350,127	131,382
6400 Federal Funds Ltd	13,129	-	-	-	13,129	-
TOTAL SERVICES & SUPPLIES	**($1,998,307)**	**-**	**$1,854**	**($5,724,215)**	**$3,363,256**	**$131,382**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	6,970	-	-	-	6,970	-
5600 Data Processing Hardware						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	1,378	-	-	-	1,378	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	8,348	-	-	-	8,348	-
TOTAL CAPITAL OUTLAY	**$8,348**	**-**	**-**	**-**	**$8,348**	**-**
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	26,112	-	-	-	26,112	-
EXPENDITURES						
3400 Other Funds Ltd	(5,743,670)	(3,766,694)	1,854	(5,724,215)	3,384,587	131,382
6400 Federal Funds Ltd	(204,550)	(217,679)	-	-	13,129	-
TOTAL EXPENDITURES	**($5,948,220)**	**($3,984,373)**	**$1,854**	**($5,724,215)**	**$3,397,716**	**$131,382**
ENDING BALANCE						
3400 Other Funds Ltd	5,743,670	3,766,694	(1,854)	5,724,215	(3,384,587)	(131,382)
6400 Federal Funds Ltd	204,550	217,679	-	-	(13,129)	-
TOTAL ENDING BALANCE	**$5,948,220**	**$3,984,373**	**($1,854)**	**$5,724,215**	**($3,397,716)**	**($131,382)**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
SERVICES & SUPPLIES						
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	229,416					
ENDING BALANCE						
3400 Other Funds Ltd	(229,416)					
TOTAL ENDING BALANCE	**($229,416)**					

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	2,366	2,366	-	-	-	
3170 Overtime Payments						
3400 Other Funds Ltd	142	142	-	-	-	
3190 All Other Differential						
3400 Other Funds Ltd	4,738	4,738	-	-	-	
SALARIES & WAGES						
3400 Other Funds Ltd	7,246	7,246	-	-	-	
TOTAL SALARIES & WAGES	**$7,246**	**$7,246**	**-**	**-**	**-**	
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,027	1,027	-	-	-	
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(76,895)	(76,895)	-	-	-	
3230 Social Security Taxes						
3400 Other Funds Ltd	554	554	-	-	-	
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	20	20	-	-	-	
3260 Mass Transit Tax						
3400 Other Funds Ltd	14,231	14,231	-	-	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(61,063)	(61,063)	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**($61,063)**	**($61,063)**	**-**	**-**	**-**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(783,054)	(783,054)	-	-	-	
PERSONAL SERVICES						
3400 Other Funds Ltd	(836,871)	(836,871)	-	-	-	
TOTAL PERSONAL SERVICES	**($836,871)**	**($836,871)**	**-**	**-**	**-**	
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	7,441	-	7,441	-	-	
4125 Out of State Travel						
3400 Other Funds Ltd	250	-	250	-	-	
4150 Employee Training						
3400 Other Funds Ltd	1,700	-	1,700	-	-	
4175 Office Expenses						
3400 Other Funds Ltd	10,967	-	10,967	-	-	
4200 Telecommunications						
3400 Other Funds Ltd	9,668	-	9,668	-	-	
4225 State Gov. Service Charges						
3400 Other Funds Ltd	201,128	-	201,128	-	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
4250 Data Processing						
3400 Other Funds Ltd	15,228	-	15,228	-	-	
4275 Publicity and Publications						
3400 Other Funds Ltd	250	-	250	-	-	
4300 Professional Services						
3400 Other Funds Ltd	57,787	-	57,787	-	-	
4315 IT Professional Services						
3400 Other Funds Ltd	7,880	-	7,880	-	-	
4325 Attorney General						
3400 Other Funds Ltd	2,043	-	2,043	-	-	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	67	-	67	-	-	
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,092	-	2,092	-	-	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	215,970	-	83,992	46,374	85,604	
4475 Facilities Maintenance						
3400 Other Funds Ltd	440	-	440	-	-	
4575 Agency Program Related S and S						
3400 Other Funds Ltd	4	-	4	-	-	
4600 Intra-agency Charges						
3400 Other Funds Ltd	28	-	28	-	-	
4650 Other Services and Supplies						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	1,168	-	1,168	-	-	
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	419	-	419	-	-	
4715 IT Expendable Property						
3400 Other Funds Ltd	1,387	-	1,387	-	-	
SERVICES & SUPPLIES						
3400 Other Funds Ltd	535,917	-	403,939	46,374	85,604	
TOTAL SERVICES & SUPPLIES	**$535,917**	**-**	**$403,939**	**$46,374**	**$85,604**	
CAPITAL OUTLAY						
5600 Data Processing Hardware						
3400 Other Funds Ltd	1,378	-	1,378	-	-	
EXPENDITURES						
3400 Other Funds Ltd	(299,576)	(836,871)	405,317	46,374	85,604	
TOTAL EXPENDITURES	**($299,576)**	**($836,871)**	**$405,317**	**$46,374**	**$85,604**	
ENDING BALANCE						
3400 Other Funds Ltd	299,576	836,871	(405,317)	(46,374)	(85,604)	
TOTAL ENDING BALANCE	**$299,576**	**$836,871**	**($405,317)**	**($46,374)**	**($85,604)**	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	8,331	8,331	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	5,859	5,859	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	698	698	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	14,888	14,888	-	-	-	-
TOTAL SALARIES & WAGES	**$14,888**	**$14,888**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,380	1,380	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(101,884)	(101,884)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,139	1,139	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	26	26	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	29,673	29,673	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(69,666)	(69,666)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($69,666)**	**($69,666)**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,237,847)	(1,237,847)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,292,625)	(1,292,625)	-	-	-	-
TOTAL PERSONAL SERVICES	**($1,292,625)**	**($1,292,625)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	5,364	-	-	5,364	-	-
4125 Out of State Travel						
3400 Other Funds Ltd	1,451	-	-	1,451	-	-
4150 Employee Training						
3400 Other Funds Ltd	4,090	-	-	4,090	-	-
4175 Office Expenses						
3400 Other Funds Ltd	33,159	-	(1,200)	34,359	-	-
4200 Telecommunications						
3400 Other Funds Ltd	19,244	-	-	19,244	-	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	413,063	-	-	413,063	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4250 Data Processing						
3400 Other Funds Ltd	25,913	-	-	25,913	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	6,051	-	-	6,051	-	-
4300 Professional Services						
3400 Other Funds Ltd	31,383	-	-	31,383	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	(5,568,239)	-	(5,573,399)	5,160	-	-
4325 Attorney General						
3400 Other Funds Ltd	307,777	-	-	307,777	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	152	-	-	152	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	902	-	-	902	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	435,570	-	-	447,260	498	(12,188)
4450 Fuels and Utilities						
3400 Other Funds Ltd	5	-	-	5	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	70	-	-	70	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1	-	-	1	-	-
4600 Intra-agency Charges						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	7,515	-	-	7,515	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,747	-	-	2,747	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	737	-	-	737	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	4,115	-	-	4,115	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	(4,268,930)	-	(5,574,599)	1,317,359	498	(12,188)
TOTAL SERVICES & SUPPLIES	**($4,268,930)**	**-**	**($5,574,599)**	**$1,317,359**	**$498**	**($12,188)**
EXPENDITURES						
3400 Other Funds Ltd	(5,561,555)	(1,292,625)	(5,574,599)	1,317,359	498	(12,188)
TOTAL EXPENDITURES	**($5,561,555)**	**($1,292,625)**	**($5,574,599)**	**$1,317,359**	**$498**	**($12,188)**
ENDING BALANCE						
3400 Other Funds Ltd	5,561,555	1,292,625	5,574,599	(1,317,359)	(498)	12,188
TOTAL ENDING BALANCE	**$5,561,555**	**$1,292,625**	**$5,574,599**	**($1,317,359)**	**($498)**	**$12,188**

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3190 All Other Differential						
3400 Other Funds Ltd	7,735	7,735	-	-	-	-
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,627	1,627	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(88,826)	(88,826)	-	-	-	-
6400 Federal Funds Ltd	(29,316)	(29,316)	-	-	-	-
All Funds	(118,142)	(118,142)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	592	592	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	31	31	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	29,271	29,271	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(57,305)	(57,305)	-	-	-	-
6400 Federal Funds Ltd	(29,316)	(29,316)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($86,621)**	**($86,621)**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,587,628)	(1,587,628)	-	-	-	-
6400 Federal Funds Ltd	(188,363)	(188,363)	-	-	-	-
All Funds	(1,775,991)	(1,775,991)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,637,198)	(1,637,198)	-	-	-	-
6400 Federal Funds Ltd	(217,679)	(217,679)	-	-	-	-
TOTAL PERSONAL SERVICES	**($1,854,877)**	**($1,854,877)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	21,007	-	478	(6,216)	26,745	-
4125 Out of State Travel						
3400 Other Funds Ltd	1,083	-	36	-	1,047	-
4150 Employee Training						
3400 Other Funds Ltd	23,853	-	-	-	23,853	-
4175 Office Expenses						
3400 Other Funds Ltd	24,056	-	232	(600)	24,424	-
4200 Telecommunications						
3400 Other Funds Ltd	26,962	-	301	(100)	26,761	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	524,804	-	-	-	524,804	-
4250 Data Processing						
3400 Other Funds Ltd	35,966	-	343	-	35,623	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4275 Publicity and Publications						
3400 Other Funds Ltd	(139,814)	-	-	(141,700)	1,886	-
4300 Professional Services						
3400 Other Funds Ltd	46,047	-	-	-	46,047	-
4315 IT Professional Services						
3400 Other Funds Ltd	1,453	-	-	-	1,453	-
4325 Attorney General						
3400 Other Funds Ltd	444,379	-	-	-	444,379	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	830	-	-	-	830	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,846	-	33	-	2,813	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	660,385	-	-	-	419,875	84,510
4450 Fuels and Utilities						
3400 Other Funds Ltd	815	-	-	-	815	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,794	-	-	-	1,794	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	12,783	-	-	-	12,783	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	18,088	-	-	-	18,088	-
6400 Federal Funds Ltd	13,129	-	-	-	13,129	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
All Funds	31,217	-	-	-	31,217	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	2,754	-	-	-	2,754	-
4715 IT Expendable Property						
3400 Other Funds Ltd	11,486	-	431	(1,000)	12,055	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,721,577	-	1,854	(149,616)	1,628,829	84,510
6400 Federal Funds Ltd	13,129	-	-	-	13,129	-
TOTAL SERVICES & SUPPLIES	**$1,734,706**	**-**	**$1,854**	**($149,616)**	**$1,641,958**	**$84,510**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	6,970	-	-	-	6,970	-
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	26,112	-	-	-	26,112	-
EXPENDITURES						
3400 Other Funds Ltd	117,461	(1,637,198)	1,854	(149,616)	1,661,911	84,510
6400 Federal Funds Ltd	(204,550)	(217,679)	-	-	13,129	-
TOTAL EXPENDITURES	**($87,089)**	**($1,854,877)**	**$1,854**	**($149,616)**	**$1,675,040**	**$84,510**
ENDING BALANCE						
3400 Other Funds Ltd	(117,461)	1,637,198	(1,854)	149,616	(1,661,911)	(84,510)
6400 Federal Funds Ltd	204,550	217,679	-	-	(13,129)	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
TOTAL ENDING BALANCE	**$87,089**	**$1,854,877**	**($1,854)**	**$149,616**	**($1,675,040)**	**($84,510)**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
SERVICES & SUPPLIES						
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	156,000					
ENDING BALANCE						
3400 Other Funds Ltd	(156,000)					
TOTAL ENDING BALANCE	**($156,000)**					

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	2,966	2,966	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	5,154	5,154	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	4,163	4,163	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	12,283	12,283	-	-	-	-
TOTAL SALARIES & WAGES	**$12,283**	**$12,283**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,961	1,961	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(72,803)	(72,803)	-	-	-	-
6400 Federal Funds Ltd	(990)	(990)	-	-	-	-
All Funds	(73,793)	(73,793)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	940	940	-	-	-	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	497	497	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	37	37	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	40,570	40,570	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(28,798)	(28,798)	-	-	-	-
6400 Federal Funds Ltd	(990)	(990)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($29,788)**	**($29,788)**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,426,535)	(1,426,535)	-	-	-	-
6400 Federal Funds Ltd	(11,519)	(11,519)	-	-	-	-
All Funds	(1,438,054)	(1,438,054)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,443,050)	(1,443,050)	-	-	-	-
6400 Federal Funds Ltd	(12,509)	(12,509)	-	-	-	-
TOTAL PERSONAL SERVICES	**($1,455,559)**	**($1,455,559)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	1,800	-	135	-	1,665	-
4125 Out of State Travel						
3400 Other Funds Ltd	242	-	66	-	176	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
6400 Federal Funds Ltd	10	-	-	-	10	-
All Funds	252	-	66	-	186	-
4150 Employee Training						
3400 Other Funds Ltd	5,600	-	200	-	5,400	-
6400 Federal Funds Ltd	58	-	-	-	58	-
All Funds	5,658	-	200	-	5,458	-
4175 Office Expenses						
3400 Other Funds Ltd	5,334	-	2,453	(7,200)	10,081	-
6400 Federal Funds Ltd	106	-	-	-	106	-
All Funds	5,440	-	2,453	(7,200)	10,187	-
4200 Telecommunications						
3400 Other Funds Ltd	33,574	-	4,203	(1,700)	31,071	-
6400 Federal Funds Ltd	50	-	-	-	50	-
All Funds	33,624	-	4,203	(1,700)	31,121	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	595,865	-	-	-	595,865	-
4250 Data Processing						
3400 Other Funds Ltd	103,704	-	17,424	-	86,280	-
4275 Publicity and Publications						
3400 Other Funds Ltd	544	-	-	-	544	-
4300 Professional Services						
3400 Other Funds Ltd	45,313	-	-	-	45,313	-
6400 Federal Funds Ltd	65	-	-	-	65	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
All Funds	45,378	-	-	-	45,378	-
4315 IT Professional Services						
3400 Other Funds Ltd	22,342	-	-	-	22,342	-
4325 Attorney General						
3400 Other Funds Ltd	3,790	-	-	-	3,790	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	338	-	-	-	338	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	3,085	-	119	-	2,966	-
6400 Federal Funds Ltd	1	-	-	-	1	-
All Funds	3,086	-	119	-	2,967	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	84,052	-	-	-	622,558	41,335
6400 Federal Funds Ltd	4,392	-	-	-	4,392	-
All Funds	88,444	-	-	-	626,950	41,335
4450 Fuels and Utilities						
3400 Other Funds Ltd	13	-	-	-	13	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	384	-	-	-	384	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	10,304	-	-	-	10,304	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	745	-	-	-	745	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4650 Other Services and Supplies						
3400 Other Funds Ltd	10,571	-	-	-	10,571	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(52,235)	-	-	(54,000)	1,765	-
4715 IT Expendable Property						
3400 Other Funds Ltd	40,723	-	21,816	(13,300)	32,207	-
6400 Federal Funds Ltd	4	-	-	-	4	-
All Funds	40,727	-	21,816	(13,300)	32,211	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	916,088	-	46,416	(76,200)	1,484,378	41,335
6400 Federal Funds Ltd	4,686	-	-	-	4,686	-
TOTAL SERVICES & SUPPLIES	**$920,774**	**-**	**$46,416**	**($76,200)**	**$1,489,064**	**$41,335**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	6,192	-	-	-	6,192	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	10,579	-	-	-	10,579	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	16,771	-	-	-	16,771	-
TOTAL CAPITAL OUTLAY	**$16,771**	**-**	**-**	**-**	**$16,771**	**-**
EXPENDITURES						
3400 Other Funds Ltd	(510,191)	(1,443,050)	46,416	(76,200)	1,501,149	41,335

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
6400 Federal Funds Ltd	(7,823)	(12,509)	-	-	4,686	-
TOTAL EXPENDITURES	**($518,014)**	**($1,455,559)**	**$46,416**	**($76,200)**	**$1,505,835**	**$41,335**
ENDING BALANCE						
3400 Other Funds Ltd	510,191	1,443,050	(46,416)	76,200	(1,501,149)	(41,335)
6400 Federal Funds Ltd	7,823	12,509	-	-	(4,686)	-
TOTAL ENDING BALANCE	**$518,014**	**$1,455,559**	**($46,416)**	**$76,200**	**($1,505,835)**	**($41,335)**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
SERVICES & SUPPLIES						
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(579,841)					
ENDING BALANCE						
3400 Other Funds Ltd	579,841					
TOTAL ENDING BALANCE	**$579,841**					

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(5,000,000)	-	-	(5,000,000)	-	-
AVAILABLE REVENUES						
8000 General Fund	(5,000,000)	-	-	(5,000,000)	-	-
TOTAL AVAILABLE REVENUES	**($5,000,000)**	**-**	**-**	**($5,000,000)**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3190 All Other Differential						
3400 Other Funds Ltd	47,262	47,262	-	-	-	-
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	9,944	9,944	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(49,162)	(49,162)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	3,615	3,615	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	190	190	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	47,868	47,868	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	12,455	12,455	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$12,455**	**$12,455**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,816,850)	(1,816,850)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,757,133)	(1,757,133)	-	-	-	-
TOTAL PERSONAL SERVICES	**($1,757,133)**	**($1,757,133)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	41,621	-	12,830	-	28,791	-
4125 Out of State Travel						
3400 Other Funds Ltd	14,390	-	4,555	-	9,835	-
4150 Employee Training						
3400 Other Funds Ltd	15,006	-	-	(700)	15,706	-
4175 Office Expenses						
3400 Other Funds Ltd	12,039	-	4,317	(2,500)	10,222	-
4200 Telecommunications						
3400 Other Funds Ltd	28,167	-	15,374	(11,400)	24,193	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	650,384	-	-	-	650,384	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4250 Data Processing						
3400 Other Funds Ltd	66,291	-	19,367	-	46,924	-
4275 Publicity and Publications						
3400 Other Funds Ltd	8,487	-	-	-	8,487	-
4300 Professional Services						
3400 Other Funds Ltd	(40,386)	-	-	(120,000)	79,614	-
4315 IT Professional Services						
3400 Other Funds Ltd	16,711	-	-	(5,600)	22,311	-
4325 Attorney General						
3400 Other Funds Ltd	443,398	-	-	-	443,398	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,056	-	-	-	1,056	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	16,981	-	8,422	-	8,559	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	991,984	-	-	-	456,516	188,152
4475 Facilities Maintenance						
3400 Other Funds Ltd	280	-	-	-	280	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	156	-	-	-	156	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	4,668	-	-	-	4,668	-
4650 Other Services and Supplies						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	4,855	-	-	-	4,855	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(76,843)	-	-	(79,500)	2,657	-
4715 IT Expendable Property						
3400 Other Funds Ltd	22,416	-	29,970	(32,500)	24,946	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,221,661	-	94,835	(252,200)	1,843,558	188,152
TOTAL SERVICES & SUPPLIES	**$2,221,661**	**-**	**$94,835**	**($252,200)**	**$1,843,558**	**$188,152**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	(101,514,586)	-	-	(101,724,586)	210,000	-
6400 Federal Funds Ltd	(120,075,414)	-	-	(120,075,414)	-	-
All Funds	(221,590,000)	-	-	(221,800,000)	210,000	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(5,000,000)	-	-	(5,000,000)	-	-
SPECIAL PAYMENTS						
8000 General Fund	(5,000,000)	-	-	(5,000,000)	-	-
3400 Other Funds Ltd	(101,514,586)	-	-	(101,724,586)	210,000	-
6400 Federal Funds Ltd	(120,075,414)	-	-	(120,075,414)	-	-
TOTAL SPECIAL PAYMENTS	**($226,590,000)**	**-**	**-**	**($226,800,000)**	**$210,000**	**-**
EXPENDITURES						
8000 General Fund	(5,000,000)	-	-	(5,000,000)	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	(101,050,058)	(1,757,133)	94,835	(101,976,786)	2,053,558	188,152
6400 Federal Funds Ltd	(120,075,414)	-	-	(120,075,414)	-	-
TOTAL EXPENDITURES	**($226,125,472)**	**($1,757,133)**	**$94,835**	**($227,052,200)**	**$2,053,558**	**$188,152**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	101,050,058	1,757,133	(94,835)	101,976,786	(2,053,558)	(188,152)
6400 Federal Funds Ltd	120,075,414	-	-	120,075,414	-	-
TOTAL ENDING BALANCE	**$221,125,472**	**$1,757,133**	**($94,835)**	**$222,052,200**	**($2,053,558)**	**($188,152)**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
SERVICES & SUPPLIES						
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	347,316					
ENDING BALANCE						
3400 Other Funds Ltd	(347,316)					
TOTAL ENDING BALANCE	**($347,316)**					

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(6,300,000)	-	-	(6,300,000)	-	-
AVAILABLE REVENUES						
8000 General Fund	(6,300,000)	-	-	(6,300,000)	-	-
TOTAL AVAILABLE REVENUES	**($6,300,000)**	**-**	**-**	**($6,300,000)**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	8,074	8,074	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	6,111	6,111	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	728	728	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	14,913	14,913	-	-	-	-
TOTAL SALARIES & WAGES	**$14,913**	**$14,913**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,439	1,439	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(87,175)	(87,175)	-	-	-	-
6400 Federal Funds Ltd	(932)	(932)	-	-	-	-
All Funds	(88,107)	(88,107)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,141	1,141	-	-	-	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	616	616	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	27	27	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	23,841	23,841	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(60,111)	(60,111)	-	-	-	-
6400 Federal Funds Ltd	(932)	(932)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($61,043)**	**($61,043)**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,208,655)	(1,208,655)	-	-	-	-
6400 Federal Funds Ltd	(10,851)	(10,851)	-	-	-	-
All Funds	(1,219,506)	(1,219,506)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,253,853)	(1,253,853)	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
6400 Federal Funds Ltd	(11,783)	(11,783)	-	-	-	-
TOTAL PERSONAL SERVICES	**($1,265,636)**	**($1,265,636)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	28,398	-	2,926	-	25,472	-
6400 Federal Funds Ltd	368	-	-	-	368	-
All Funds	28,766	-	2,926	-	25,840	-
4125 Out of State Travel						
3400 Other Funds Ltd	716	-	41	-	675	-
6400 Federal Funds Ltd	1	-	-	-	1	-
All Funds	717	-	41	-	676	-
4150 Employee Training						
3400 Other Funds Ltd	8,850	-	1,000	-	7,850	-
6400 Federal Funds Ltd	7	-	-	-	7	-
All Funds	8,857	-	1,000	-	7,857	-
4175 Office Expenses						
3400 Other Funds Ltd	25,682	-	1,070	-	24,612	-
6400 Federal Funds Ltd	106	-	-	-	106	-
All Funds	25,788	-	1,070	-	24,718	-
4200 Telecommunications						
3400 Other Funds Ltd	15,342	-	1,294	-	14,048	-
6400 Federal Funds Ltd	91	-	-	-	91	-
All Funds	15,433	-	1,294	-	14,139	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4225 State Gov. Service Charges						
3400 Other Funds Ltd	317,037	-	-	-	317,037	-
6400 Federal Funds Ltd	(2,469)	-	-	-	(2,469)	-
All Funds	314,568	-	-	-	314,568	-
4250 Data Processing						
3400 Other Funds Ltd	53,587	-	3,334	-	50,253	-
4275 Publicity and Publications						
3400 Other Funds Ltd	6,451	-	-	-	6,451	-
6400 Federal Funds Ltd	4	-	-	-	4	-
All Funds	6,455	-	-	-	6,455	-
4300 Professional Services						
3400 Other Funds Ltd	98,909	-	-	-	98,909	-
6400 Federal Funds Ltd	38	-	-	-	38	-
All Funds	98,947	-	-	-	98,947	-
4315 IT Professional Services						
3400 Other Funds Ltd	13,136	-	-	-	13,136	-
4325 Attorney General						
3400 Other Funds Ltd	91,614	-	-	(2,930)	94,544	-
6400 Federal Funds Ltd	686	-	-	-	686	-
All Funds	92,300	-	-	(2,930)	95,230	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	777	-	-	-	777	-
4400 Dues and Subscriptions						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	1,144	-	187	-	957	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	54,736	-	-	-	49,942	1,685
6400 Federal Funds Ltd	514	-	-	-	514	-
All Funds	55,250	-	-	-	50,456	1,685
4450 Fuels and Utilities						
3400 Other Funds Ltd	840	-	-	-	840	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	3,170	-	-	-	3,170	-
6400 Federal Funds Ltd	2	-	-	-	2	-
All Funds	3,172	-	-	-	3,172	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	7	-	-	-	7	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	6,817	-	-	-	6,817	-
4650 Other Services and Supplies						
8000 General Fund	(300,000)	-	-	(300,000)	-	-
3400 Other Funds Ltd	42,499	-	-	-	42,499	-
6400 Federal Funds Ltd	53	-	-	-	53	-
All Funds	(257,448)	-	-	(300,000)	42,552	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	1,079	-	-	(4,500)	5,579	-
4715 IT Expendable Property						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	38,419	-	3,193	(2,400)	37,626	-
6400 Federal Funds Ltd	124	-	-	-	124	-
All Funds	38,543	-	3,193	(2,400)	37,750	-
SERVICES & SUPPLIES						
8000 General Fund	(300,000)	-	-	(300,000)	-	-
3400 Other Funds Ltd	809,210	-	13,045	(9,830)	801,201	1,685
6400 Federal Funds Ltd	(475)	-	-	-	(475)	-
TOTAL SERVICES & SUPPLIES	**$508,735**	**-**	**$13,045**	**($309,830)**	**$800,726**	**$1,685**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	22,802	-	-	-	22,802	-
5550 Data Processing Software						
3400 Other Funds Ltd	5,532	-	-	-	5,532	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	28,334	-	-	-	28,334	-
TOTAL CAPITAL OUTLAY	**$28,334**	**-**	**-**	**-**	**$28,334**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	(6,000,000)	-	-	(6,000,000)	-	-
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	399	-	-	-	399	-
SPECIAL PAYMENTS						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	(6,000,000)	-	-	(6,000,000)	-	-
3400 Other Funds Ltd	399	-	-	-	399	-
TOTAL SPECIAL PAYMENTS	**($5,999,601)**	**-**	**-**	**($6,000,000)**	**$399**	**-**
EXPENDITURES						
8000 General Fund	(6,300,000)	-	-	(6,300,000)	-	-
3400 Other Funds Ltd	(415,910)	(1,253,853)	13,045	(9,830)	829,934	1,685
6400 Federal Funds Ltd	(12,258)	(11,783)	-	-	(475)	-
TOTAL EXPENDITURES	**($6,728,168)**	**($1,265,636)**	**$13,045**	**($6,309,830)**	**$829,459**	**$1,685**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	415,910	1,253,853	(13,045)	9,830	(829,934)	(1,685)
6400 Federal Funds Ltd	12,258	11,783	-	-	475	-
TOTAL ENDING BALANCE	**$428,168**	**$1,265,636**	**($13,045)**	**$9,830**	**($829,459)**	**($1,685)**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
SERVICES & SUPPLIES						
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	3,109					
ENDING BALANCE						
3400 Other Funds Ltd	(3,109)					
TOTAL ENDING BALANCE	**($3,109)**					

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	56,798	(23,613)	4,088	(23,100)	96,891	2,532
AVAILABLE REVENUES						
8000 General Fund	56,798	(23,613)	4,088	(23,100)	96,891	2,532
TOTAL AVAILABLE REVENUES	**$56,798**	**($23,613)**	**$4,088**	**($23,100)**	**$96,891**	**$2,532**
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
8000 General Fund	6,060	6,060	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	4,046	4,046	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	10,106	10,106	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$10,106**	**$10,106**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(33,719)	(33,719)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(23,613)	(23,613)	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
TOTAL PERSONAL SERVICES	**($23,613)**	**($23,613)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,085	-	561	-	524	-
4125 Out of State Travel						
8000 General Fund	199	-	199	-	-	-
4150 Employee Training						
8000 General Fund	166	-	-	-	166	-
4175 Office Expenses						
8000 General Fund	255	-	189	-	66	-
4200 Telecommunications						
8000 General Fund	607	-	672	(300)	235	-
4225 State Gov. Service Charges						
8000 General Fund	34,974	-	-	-	34,974	-
4250 Data Processing						
8000 General Fund	1,143	-	847	-	296	-
4300 Professional Services						
8000 General Fund	34,000	-	-	-	34,000	-
4325 Attorney General						
8000 General Fund	9,541	-	-	-	9,541	-
4400 Dues and Subscriptions						
8000 General Fund	368	-	368	-	-	-
4425 Facilities Rental and Taxes						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	11,318	-	-	-	8,786	2,532
4575 Agency Program Related S and S						
8000 General Fund	5,774	-	-	-	5,774	-
4600 Intra-agency Charges						
8000 General Fund	322	-	-	-	322	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(15,300)	-	-	(15,300)	-	-
4715 IT Expendable Property						
8000 General Fund	(5,584)	-	1,252	(7,500)	664	-
SERVICES & SUPPLIES						
8000 General Fund	78,868	-	4,088	(23,100)	95,348	2,532
TOTAL SERVICES & SUPPLIES	**$78,868**	**-**	**$4,088**	**($23,100)**	**$95,348**	**$2,532**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	1,543	-	-	-	1,543	-
EXPENDITURES						
8000 General Fund	56,798	(23,613)	4,088	(23,100)	96,891	2,532
TOTAL EXPENDITURES	**$56,798**	**($23,613)**	**$4,088**	**($23,100)**	**$96,891**	**$2,532**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 503 BCD State Plans Examiners Priority: 04
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	5,934,322	25,216	302,757	-	658,526	576,324
6400 Federal Funds Ltd	(2,360,882)	(2,519,902)	-	-	-	-
All Funds	3,573,440	(2,494,686)	302,757	-	658,526	576,324
3190 All Other Differential						
3400 Other Funds Ltd	17,301	-	-	-	17,301	-
SALARIES & WAGES						
3400 Other Funds Ltd	5,951,623	25,216	302,757	-	675,827	576,324
6400 Federal Funds Ltd	(2,360,882)	(2,519,902)	-	-	-	-
TOTAL SALARIES & WAGES	**$3,590,741**	**($2,494,686)**	**$302,757**	**-**	**$675,827**	**$576,324**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,562	9	189	-	381	252
6400 Federal Funds Ltd	(768)	(822)	-	-	-	-
All Funds	1,794	(813)	189	-	381	252
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,252,222	5,297	63,699	-	142,194	121,260
6400 Federal Funds Ltd	(496,728)	(530,186)	-	-	-	-
All Funds	755,494	(524,889)	63,699	-	142,194	121,260
3230 Social Security Taxes						

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 503 BCD State Plans Examiners Priority: 04
3400 Other Funds Ltd	455,305	1,930	23,162	-	51,698	44,088
6400 Federal Funds Ltd	(180,614)	(192,780)	-	-	-	-
All Funds	274,691	(190,850)	23,162	-	51,698	44,088
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	23,805	107	1,211	-	2,705	2,304
6400 Federal Funds Ltd	(9,443)	(10,079)	-	-	-	-
All Funds	14,362	(9,972)	1,211	-	2,705	2,304
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,491	(8)	111	-	219	148
6400 Federal Funds Ltd	(442)	(474)	-	-	-	-
All Funds	1,049	(482)	111	-	219	148
3260 Mass Transit Tax						
3400 Other Funds Ltd	34,702	-	1,817	-	3,951	3,458
3270 Flexible Benefits						
3400 Other Funds Ltd	1,509,152	5,435	111,321	-	224,409	148,428
6400 Federal Funds Ltd	(452,486)	(484,292)	-	-	-	-
All Funds	1,056,666	(478,857)	111,321	-	224,409	148,428
3280 Other OPE						
3400 Other Funds Ltd	-	(37,986)	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,279,239	(25,216)	201,510	-	425,557	319,938
6400 Federal Funds Ltd	(1,140,481)	(1,218,633)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$2,138,758**	**($1,243,849)**	**$201,510**	**-**	**$425,557**	**$319,938**

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 503 BCD State Plans Examiners Priority: 04
PERSONAL SERVICES						
3400 Other Funds Ltd	9,230,862	-	504,267	-	1,101,384	896,262
6400 Federal Funds Ltd	(3,501,363)	(3,738,535)	-	-	-	-
TOTAL PERSONAL SERVICES	**$5,729,499**	**($3,738,535)**	**$504,267**	**-**	**$1,101,384**	**$896,262**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	65,391	-	3,093	-	5,986	21,585
6400 Federal Funds Ltd	(9,124)	(9,124)	-	-	-	-
All Funds	56,267	(9,124)	3,093	-	5,986	21,585
4125 Out of State Travel						
3400 Other Funds Ltd	13,641	-	429	-	5,812	603
6400 Federal Funds Ltd	(267)	(267)	-	-	-	-
All Funds	13,374	(267)	429	-	5,812	603
4150 Employee Training						
3400 Other Funds Ltd	48,054	-	3,000	-	16,590	4,000
6400 Federal Funds Ltd	(1,622)	(1,622)	-	-	-	-
All Funds	46,432	(1,622)	3,000	-	16,590	4,000
4175 Office Expenses						
3400 Other Funds Ltd	52,503	-	9,341	-	6,138	10,912
6400 Federal Funds Ltd	(5,263)	(5,263)	-	-	-	-
All Funds	47,240	(5,263)	9,341	-	6,138	10,912
4200 Telecommunications						
3400 Other Funds Ltd	74,512	-	7,109	-	15,628	11,499

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 503 BCD State Plans Examiners Priority: 04
6400 Federal Funds Ltd	(3,478)	(3,478)	-	-	-	-
All Funds	71,034	(3,478)	7,109	-	15,628	11,499
4250 Data Processing						
3400 Other Funds Ltd	606,910	-	16,225	-	33,810	45,173
4275 Publicity and Publications						
3400 Other Funds Ltd	50,095	-	-	-	-	-
6400 Federal Funds Ltd	(95)	(95)	-	-	-	-
All Funds	50,000	(95)	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	3,946,620	-	-	120,000	-	-
6400 Federal Funds Ltd	(1,620)	(1,620)	-	-	-	-
All Funds	3,945,000	(1,620)	-	120,000	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	13,532,064	-	12,856,064	-	28,000	-
4325 Attorney General						
3400 Other Funds Ltd	73,834	-	13,200	-	-	-
6400 Federal Funds Ltd	(3,634)	(3,634)	-	-	-	-
All Funds	70,200	(3,634)	13,200	-	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	14,887	-	241	-	6,266	2,349
6400 Federal Funds Ltd	(19)	(19)	-	-	-	-
All Funds	14,868	(19)	241	-	6,266	2,349
4425 Facilities Rental and Taxes						

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 503 BCD State Plans Examiners Priority: 04
3400 Other Funds Ltd	371,718	-	28,485	-	110,775	44,310
6400 Federal Funds Ltd	(17,826)	(17,826)	-	-	-	-
All Funds	353,892	(17,826)	28,485	-	110,775	44,310
4475 Facilities Maintenance						
3400 Other Funds Ltd	56	-	-	-	-	-
6400 Federal Funds Ltd	(56)	(56)	-	-	-	-
All Funds	-	(56)	-	-	-	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	54,000	-	54,000	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	378,475	-	-	-	56,000	-
6400 Federal Funds Ltd	(322,475)	(322,475)	-	-	-	-
All Funds	56,000	(322,475)	-	-	56,000	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	163,200	-	15,300	-	51,000	20,400
4715 IT Expendable Property						
3400 Other Funds Ltd	2,952,198	-	16,930	-	307,792	32,810
6400 Federal Funds Ltd	(3,178)	(3,178)	-	-	-	-
All Funds	2,949,020	(3,178)	16,930	-	307,792	32,810
SERVICES & SUPPLIES						
3400 Other Funds Ltd	22,398,158	-	13,023,417	120,000	643,797	193,641
6400 Federal Funds Ltd	(368,657)	(368,657)	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$22,029,501**	**($368,657)**	**$13,023,417**	**$120,000**	**$643,797**	**$193,641**

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 503 BCD State Plans Examiners Priority: 04
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	112,476,296	-	-	112,476,296	-	-
6400 Federal Funds Ltd	120,075,414	-	-	120,075,414	-	-
All Funds	232,551,710	-	-	232,551,710	-	-
EXPENDITURES						
3400 Other Funds Ltd	144,105,316	-	13,527,684	112,596,296	1,745,181	1,089,903
6400 Federal Funds Ltd	116,205,394	(4,107,192)	-	120,075,414	-	-
TOTAL EXPENDITURES	**$260,310,710**	**($4,107,192)**	**$13,527,684**	**$232,671,710**	**$1,745,181**	**$1,089,903**
ENDING BALANCE						
3400 Other Funds Ltd	(144,105,316)	-	(13,527,684)	(112,596,296)	(1,745,181)	(1,089,903)
6400 Federal Funds Ltd	(116,205,394)	4,107,192	-	(120,075,414)	-	-
TOTAL ENDING BALANCE	**($260,310,710)**	**$4,107,192**	**($13,527,684)**	**($232,671,710)**	**($1,745,181)**	**($1,089,903)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	32	(1)	3	-	10	4
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	25.05	(11.23)	2.64	-	5.33	3.52

Description	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 107 FS Workday Support Priority: 09	Pkg: 113 DFR Auto Rating Study Priority: 10
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	549,477	-	-	94,848	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	261	-	-	72	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	-	115,611	-	-	19,956	-
3230 Social Security Taxes						
3400 Other Funds Ltd	-	42,034	-	-	7,256	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	2,197	-	-	379	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	153	-	-	42	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	-	3,197	-	-	569	-
3270 Flexible Benefits						
3400 Other Funds Ltd	-	153,729	-	-	42,408	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	317,182	-	-	70,682	-
TOTAL OTHER PAYROLL EXPENSES	**-**	**$317,182**	**-**	**-**	**$70,682**	**-**

Description	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 107 FS Workday Support Priority: 09	Pkg: 113 DFR Auto Rating Study Priority: 10
PERSONAL SERVICES						
3400 Other Funds Ltd	-	866,659	-	-	165,530	-
TOTAL PERSONAL SERVICES	**-**	**$866,659**	**-**	**-**	**$165,530**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	15,749	-	-	-	-
4125 Out of State Travel						
3400 Other Funds Ltd	-	1,113	-	-	27	-
4150 Employee Training						
3400 Other Funds Ltd	-	8,052	-	-	1,000	-
4175 Office Expenses						
3400 Other Funds Ltd	-	7,596	-	-	1,676	-
4200 Telecommunications						
3400 Other Funds Ltd	-	10,525	-	-	1,739	-
4250 Data Processing						
3400 Other Funds Ltd	-	20,180	108,800	323,200	7,299	-
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	-	-	500,000
4315 IT Professional Services						
3400 Other Funds Ltd	-	-	163,200	484,800	-	-
4325 Attorney General						
3400 Other Funds Ltd	-	-	15,000	42,000	-	-
4400 Dues and Subscriptions						

Description	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 107 FS Workday Support Priority: 09	Pkg: 113 DFR Auto Rating Study Priority: 10
3400 Other Funds Ltd	-	1,098	-	-	5	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	45,300	-	-	12,660	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	20,400	-	-	5,100	-
4715 IT Expendable Property						
3400 Other Funds Ltd	2,500,000	24,714	-	-	6,238	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,500,000	154,727	287,000	850,000	35,744	500,000
TOTAL SERVICES & SUPPLIES	**$2,500,000**	**$154,727**	**$287,000**	**$850,000**	**$35,744**	**$500,000**
EXPENDITURES						
3400 Other Funds Ltd	2,500,000	1,021,386	287,000	850,000	201,274	500,000
TOTAL EXPENDITURES	**$2,500,000**	**$1,021,386**	**$287,000**	**$850,000**	**$201,274**	**$500,000**
ENDING BALANCE						
3400 Other Funds Ltd	(2,500,000)	(1,021,386)	(287,000)	(850,000)	(201,274)	(500,000)
TOTAL ENDING BALANCE	**($2,500,000)**	**($1,021,386)**	**($287,000)**	**($850,000)**	**($201,274)**	**($500,000)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	4	-	-	1	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	3.64	-	-	1.00	-

Description	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 110 ES Agency Classification Review Priority: 12	Pkg: 111 DO Legislative & Strategic Planing Coord. Priority: 13	Pkg: 114 DFR Contractual Exam Services Priority: 14	Pkg: 103 Ombudsman Outreach Priority: 15	Pkg: 108 FS Assessments Support Priority: 16
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	131,145	135,849	188,712	-	108,549	108,549
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	63	63	72	-	63	63
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	27,593	28,583	39,705	-	22,839	22,839
3230 Social Security Taxes						
3400 Other Funds Ltd	10,033	10,392	14,436	-	8,304	8,304
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	525	543	755	-	434	434
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	37	37	42	-	37	37
3260 Mass Transit Tax						
3400 Other Funds Ltd	787	815	978	-	651	651
3270 Flexible Benefits						
3400 Other Funds Ltd	37,107	37,107	42,408	-	37,107	37,107
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	76,145	77,540	98,396	-	69,435	69,435
TOTAL OTHER PAYROLL EXPENSES	**$76,145**	**$77,540**	**$98,396**	**-**	**$69,435**	**$69,435**

Description	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 110 ES Agency Classification Review Priority: 12	Pkg: 111 DO Legislative & Strategic Planing Coord. Priority: 13	Pkg: 114 DFR Contractual Exam Services Priority: 14	Pkg: 103 Ombudsman Outreach Priority: 15	Pkg: 108 FS Assessments Support Priority: 16
PERSONAL SERVICES						
3400 Other Funds Ltd	207,290	213,389	287,108	-	177,984	177,984
TOTAL PERSONAL SERVICES	**$207,290**	**$213,389**	**$287,108**	**-**	**$177,984**	**$177,984**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,801	-	372	-	1,721	-
4125 Out of State Travel						
3400 Other Funds Ltd	269	-	91	-	1,138	24
4150 Employee Training						
3400 Other Funds Ltd	2,013	1,000	1,000	-	1,141	1,000
4175 Office Expenses						
3400 Other Funds Ltd	1,834	668	804	-	1,277	1,467
4200 Telecommunications						
3400 Other Funds Ltd	2,544	2,014	2,687	-	4,145	1,534
4250 Data Processing						
3400 Other Funds Ltd	4,871	5,536	6,601	-	77	6,387
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	3,000,000	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	265	317	135	-	40	4
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	11,078	11,078	12,660	-	11,078	11,078
4700 Expendable Prop 250 - 5000						

Description	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 110 ES Agency Classification Review Priority: 12	Pkg: 111 DO Legislative & Strategic Planing Coord. Priority: 13	Pkg: 114 DFR Contractual Exam Services Priority: 14	Pkg: 103 Ombudsman Outreach Priority: 15	Pkg: 108 FS Assessments Support Priority: 16
3400 Other Funds Ltd	5,100	5,100	5,100	-	5,100	5,100
4715 IT Expendable Property						
3400 Other Funds Ltd	6,100	6,017	5,345	-	4,474	5,946
SERVICES & SUPPLIES						
3400 Other Funds Ltd	37,875	31,730	34,795	3,000,000	30,191	32,540
TOTAL SERVICES & SUPPLIES	**$37,875**	**$31,730**	**$34,795**	**$3,000,000**	**$30,191**	**$32,540**
EXPENDITURES						
3400 Other Funds Ltd	245,165	245,119	321,903	3,000,000	208,175	210,524
TOTAL EXPENDITURES	**$245,165**	**$245,119**	**$321,903**	**$3,000,000**	**$208,175**	**$210,524**
ENDING BALANCE						
3400 Other Funds Ltd	(245,165)	(245,119)	(321,903)	(3,000,000)	(208,175)	(210,524)
TOTAL ENDING BALANCE	**($245,165)**	**($245,119)**	**($321,903)**	**($3,000,000)**	**($208,175)**	**($210,524)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	1	1	-	1	1
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.88	0.88	1.00	-	0.88	0.88

Description	Pkg: 109 FS Account Support Priority: 17	Pkg: 115 DFR Advocacy Priority: 18	Pkg: 116 DFR Market Analysis Priority: 19	Pkg: 117 DFR Credit Unions Priority: 20	Pkg: 118 DFR Enforcement Priority: 21	Pkg: 119 DFR Settlement Funds Priority: 22
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	131,145	131,145	151,326	94,479	125,265	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	63	63	63	63	63	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	27,593	27,593	31,839	19,878	26,356	-
3230 Social Security Taxes						
3400 Other Funds Ltd	10,033	10,033	11,576	7,228	9,583	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	525	525	605	378	501	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	37	37	37	37	37	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	787	787	908	567	752	-
3270 Flexible Benefits						
3400 Other Funds Ltd	37,107	37,107	37,107	37,107	37,107	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	76,145	76,145	82,135	65,258	74,399	-
TOTAL OTHER PAYROLL EXPENSES	**$76,145**	**$76,145**	**$82,135**	**$65,258**	**$74,399**	**-**

Description	Pkg: 109 FS Account Support Priority: 17	Pkg: 115 DFR Advocacy Priority: 18	Pkg: 116 DFR Market Analysis Priority: 19	Pkg: 117 DFR Credit Unions Priority: 20	Pkg: 118 DFR Enforcement Priority: 21	Pkg: 119 DFR Settlement Funds Priority: 22
PERSONAL SERVICES						
3400 Other Funds Ltd	207,290	207,290	233,461	159,737	199,664	-
TOTAL PERSONAL SERVICES	**$207,290**	**$207,290**	**$233,461**	**$159,737**	**$199,664**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	990	990	990	990	-
4125 Out of State Travel						
3400 Other Funds Ltd	24	961	961	961	961	-
4150 Employee Training						
3400 Other Funds Ltd	1,000	1,659	1,659	1,659	1,659	-
4175 Office Expenses						
3400 Other Funds Ltd	1,467	1,015	1,015	1,015	1,015	-
4200 Telecommunications						
3400 Other Funds Ltd	1,534	2,519	2,519	2,519	2,519	-
4250 Data Processing						
3400 Other Funds Ltd	6,387	5,591	5,591	5,591	5,591	-
4275 Publicity and Publications						
3400 Other Funds Ltd	-	-	-	-	-	50,000
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	-	-	325,000
4400 Dues and Subscriptions						
3400 Other Funds Ltd	4	1,036	1,036	1,036	1,036	-
4425 Facilities Rental and Taxes						

Description	Pkg: 109 FS Account Support Priority: 17	Pkg: 115 DFR Advocacy Priority: 18	Pkg: 116 DFR Market Analysis Priority: 19	Pkg: 117 DFR Credit Unions Priority: 20	Pkg: 118 DFR Enforcement Priority: 21	Pkg: 119 DFR Settlement Funds Priority: 22
3400 Other Funds Ltd	11,078	11,078	11,078	11,078	11,078	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,100	5,100	5,100	5,100	5,100	-
4715 IT Expendable Property						
3400 Other Funds Ltd	5,946	6,677	6,677	6,677	6,677	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	32,540	36,626	36,626	36,626	36,626	375,000
TOTAL SERVICES & SUPPLIES	**$32,540**	**$36,626**	**$36,626**	**$36,626**	**$36,626**	**$375,000**
EXPENDITURES						
3400 Other Funds Ltd	239,830	243,916	270,087	196,363	236,290	375,000
TOTAL EXPENDITURES	**$239,830**	**$243,916**	**$270,087**	**$196,363**	**$236,290**	**$375,000**
ENDING BALANCE						
3400 Other Funds Ltd	(239,830)	(243,916)	(270,087)	(196,363)	(236,290)	(375,000)
TOTAL ENDING BALANCE	**($239,830)**	**($243,916)**	**($270,087)**	**($196,363)**	**($236,290)**	**($375,000)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	1	1	1	1	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.88	0.88	0.88	0.88	0.88	-

Description	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24	Pkg: 122 IT&R Revenue Shortfall Addback Priority: 25	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	83,050	2,285,718	-	52,242		
6400 Federal Funds Ltd	2,294	-	-	156,726		
All Funds	85,344	2,285,718	-	208,968		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	741	-	18		
6400 Federal Funds Ltd	-	-	-	54		
All Funds	-	741	-	72		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	17,473	480,922	-	10,992		
6400 Federal Funds Ltd	483	-	-	32,975		
All Funds	17,956	480,922	-	43,967		
3230 Social Security Taxes						
3400 Other Funds Ltd	6,354	174,864	-	3,997		
6400 Federal Funds Ltd	176	-	-	11,990		
All Funds	6,530	174,864	-	15,987		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	332	9,136	-	209		
6400 Federal Funds Ltd	9	-	-	627		

Description	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24	Pkg: 122 IT&R Revenue Shortfall Addback Priority: 25	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26		
All Funds	341	9,136	-	836		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	440	-	11		
6400 Federal Funds Ltd	-	-	-	32		
All Funds	-	440	-	43		
3260 Mass Transit Tax						
3400 Other Funds Ltd	-	13,714	-	313		
3270 Flexible Benefits						
3400 Other Funds Ltd	-	436,449	-	10,602		
6400 Federal Funds Ltd	-	-	-	31,806		
All Funds	-	436,449	-	42,408		
3280 Other OPE						
3400 Other Funds Ltd	-	37,986	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	24,159	1,154,252	-	26,142		
6400 Federal Funds Ltd	668	-	-	77,484		
TOTAL OTHER PAYROLL EXPENSES	**$24,827**	**$1,154,252**	**-**	**$103,626**		
PERSONAL SERVICES						
3400 Other Funds Ltd	107,209	3,439,970	-	78,384		
6400 Federal Funds Ltd	2,962	-	-	234,210		
TOTAL PERSONAL SERVICES	**$110,171**	**$3,439,970**	**-**	**$312,594**		
SERVICES & SUPPLIES						

Description	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24	Pkg: 122 IT&R Revenue Shortfall Addback Priority: 25	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26		
4100 Instate Travel						
3400 Other Funds Ltd	-	-	-	9,124		
4125 Out of State Travel						
3400 Other Funds Ltd	-	-	238	29		
4150 Employee Training						
3400 Other Funds Ltd	-	-	1,444	178		
4175 Office Expenses						
3400 Other Funds Ltd	-	-	2,629	2,634		
4200 Telecommunications						
3400 Other Funds Ltd	-	-	1,231	2,247		
4275 Publicity and Publications						
3400 Other Funds Ltd	-	-	-	95		
4300 Professional Services						
3400 Other Funds Ltd	-	-	1,021	599		
4325 Attorney General						
3400 Other Funds Ltd	-	-	-	3,634		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	-	-	19	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	-	10,352	7,474		
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	-	-	56		
4650 Other Services and Supplies						

Description	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24	Pkg: 122 IT&R Revenue Shortfall Addback Priority: 25	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26		
3400 Other Funds Ltd	-	321,166	6	1,303		
4715 IT Expendable Property						
3400 Other Funds Ltd	-	-	99	3,079		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	-	321,166	17,039	30,452		
TOTAL SERVICES & SUPPLIES	**-**	**$321,166**	**$17,039**	**$30,452**		
EXPENDITURES						
3400 Other Funds Ltd	107,209	3,761,136	17,039	108,836		
6400 Federal Funds Ltd	2,962	-	-	234,210		
TOTAL EXPENDITURES	**$110,171**	**$3,761,136**	**$17,039**	**$343,046**		
ENDING BALANCE						
3400 Other Funds Ltd	(107,209)	(3,761,136)	(17,039)	(108,836)		
6400 Federal Funds Ltd	(2,962)	-	-	(234,210)		
TOTAL ENDING BALANCE	**($110,171)**	**($3,761,136)**	**($17,039)**	**($343,046)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	-	1		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	10.23	-	1.00		

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	4,064,830	25,216	302,757	658,526	-	549,477
6400 Federal Funds Ltd	(2,308,640)	(2,310,934)	-	-	-	-
All Funds	1,756,190	(2,285,718)	302,757	658,526	-	549,477
3190 All Other Differential						
3400 Other Funds Ltd	17,301	-	-	17,301	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	4,082,131	25,216	302,757	675,827	-	549,477
6400 Federal Funds Ltd	(2,308,640)	(2,310,934)	-	-	-	-
TOTAL SALARIES & WAGES	**$1,773,491**	**($2,285,718)**	**$302,757**	**$675,827**	**-**	**$549,477**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,707	9	189	381	-	261
6400 Federal Funds Ltd	(750)	(750)	-	-	-	-
All Funds	957	(741)	189	381	-	261
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	858,879	5,297	63,699	142,194	-	115,611
6400 Federal Funds Ltd	(485,736)	(486,219)	-	-	-	-
All Funds	373,143	(480,922)	63,699	142,194	-	115,611
3230 Social Security Taxes						

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06
3400 Other Funds Ltd	312,288	1,930	23,162	51,698	-	42,034
6400 Federal Funds Ltd	(176,618)	(176,794)	-	-	-	-
All Funds	135,670	(174,864)	23,162	51,698	-	42,034
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	16,329	107	1,211	2,705	-	2,197
6400 Federal Funds Ltd	(9,234)	(9,243)	-	-	-	-
All Funds	7,095	(9,136)	1,211	2,705	-	2,197
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	989	(8)	111	219	-	153
6400 Federal Funds Ltd	(432)	(432)	-	-	-	-
All Funds	557	(440)	111	219	-	153
3260 Mass Transit Tax						
3400 Other Funds Ltd	24,117	-	1,817	3,951	-	3,197
3270 Flexible Benefits						
3400 Other Funds Ltd	1,005,557	5,435	111,321	224,409	-	153,729
6400 Federal Funds Ltd	(441,884)	(441,884)	-	-	-	-
All Funds	563,673	(436,449)	111,321	224,409	-	153,729
3280 Other OPE						
3400 Other Funds Ltd	-	(37,986)	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	2,219,866	(25,216)	201,510	425,557	-	317,182
6400 Federal Funds Ltd	(1,114,654)	(1,115,322)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$1,105,212**	**($1,140,538)**	**$201,510**	**$425,557**	**-**	**$317,182**

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06
PERSONAL SERVICES						
3400 Other Funds Ltd	6,301,997	-	504,267	1,101,384	-	866,659
6400 Federal Funds Ltd	(3,423,294)	(3,426,256)	-	-	-	-
TOTAL PERSONAL SERVICES	**$2,878,703**	**($3,426,256)**	**$504,267**	**$1,101,384**	**-**	**$866,659**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	30,350	-	3,093	5,986	-	15,749
4125 Out of State Travel						
3400 Other Funds Ltd	8,761	-	429	5,812	-	1,113
4150 Employee Training						
3400 Other Funds Ltd	30,796	-	3,000	16,590	-	8,052
4175 Office Expenses						
3400 Other Funds Ltd	26,186	-	9,341	6,138	-	7,596
4200 Telecommunications						
3400 Other Funds Ltd	39,951	-	7,109	15,628	-	10,525
4250 Data Processing						
3400 Other Funds Ltd	75,163	-	16,225	33,810	-	20,180
4315 IT Professional Services						
3400 Other Funds Ltd	12,884,064	-	12,856,064	28,000	-	-
4325 Attorney General						
3400 Other Funds Ltd	13,200	-	13,200	-	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	7,910	-	241	6,266	-	1,098

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	206,716	-	28,485	110,775	-	45,300
4600 Intra-agency Charges						
3400 Other Funds Ltd	54,000	-	54,000	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	377,166	-	-	56,000	-	-
6400 Federal Funds Ltd	(321,166)	(321,166)	-	-	-	-
All Funds	56,000	(321,166)	-	56,000	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	96,900	-	15,300	51,000	-	20,400
4715 IT Expendable Property						
3400 Other Funds Ltd	2,860,010	-	16,930	307,792	2,500,000	24,714
SERVICES & SUPPLIES						
3400 Other Funds Ltd	16,711,173	-	13,023,417	643,797	2,500,000	154,727
6400 Federal Funds Ltd	(321,166)	(321,166)	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$16,390,007**	**($321,166)**	**$13,023,417**	**$643,797**	**$2,500,000**	**$154,727**
EXPENDITURES						
3400 Other Funds Ltd	23,013,170	-	13,527,684	1,745,181	2,500,000	1,021,386
6400 Federal Funds Ltd	(3,744,460)	(3,747,422)	-	-	-	-
TOTAL EXPENDITURES	**$19,268,710**	**($3,747,422)**	**$13,527,684**	**$1,745,181**	**$2,500,000**	**$1,021,386**
ENDING BALANCE						
3400 Other Funds Ltd	(23,013,170)	-	(13,527,684)	(1,745,181)	(2,500,000)	(1,021,386)

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 102 WCD Modernization Priority: 01	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 101 WCB Modernization Priority: 05	Pkg: 105 OSHA Outreach Priority: 06
6400 Federal Funds Ltd	3,744,460	3,747,422	-	-	-	-
TOTAL ENDING BALANCE	**($19,268,710)**	**$3,747,422**	**($13,527,684)**	**($1,745,181)**	**($2,500,000)**	**($1,021,386)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	19	-	3	10	-	4
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	13.37	(10.23)	2.64	5.33	-	3.64

Description	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 103 Ombudsman Outreach Priority: 15	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	131,145	108,549	3,442	2,285,718		
6400 Federal Funds Ltd	-	-	2,294	-		
All Funds	131,145	108,549	5,736	2,285,718		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	63	63	-	741		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	27,593	22,839	724	480,922		
6400 Federal Funds Ltd	-	-	483	-		
All Funds	27,593	22,839	1,207	480,922		
3230 Social Security Taxes						
3400 Other Funds Ltd	10,033	8,304	263	174,864		
6400 Federal Funds Ltd	-	-	176	-		
All Funds	10,033	8,304	439	174,864		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	525	434	14	9,136		
6400 Federal Funds Ltd	-	-	9	-		
All Funds	525	434	23	9,136		
3250 Workers Comp. Assess. (WCD)						

Description	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 103 Ombudsman Outreach Priority: 15	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24		
3400 Other Funds Ltd	37	37	-	440		
3260 Mass Transit Tax						
3400 Other Funds Ltd	787	651	-	13,714		
3270 Flexible Benefits						
3400 Other Funds Ltd	37,107	37,107	-	436,449		
3280 Other OPE						
3400 Other Funds Ltd	-	-	-	37,986		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	76,145	69,435	1,001	1,154,252		
6400 Federal Funds Ltd	-	-	668	-		
TOTAL OTHER PAYROLL EXPENSES	**$76,145**	**$69,435**	**$1,669**	**$1,154,252**		
PERSONAL SERVICES						
3400 Other Funds Ltd	207,290	177,984	4,443	3,439,970		
6400 Federal Funds Ltd	-	-	2,962	-		
TOTAL PERSONAL SERVICES	**$207,290**	**$177,984**	**$7,405**	**$3,439,970**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,801	1,721	-	-		
4125 Out of State Travel						
3400 Other Funds Ltd	269	1,138	-	-		
4150 Employee Training						
3400 Other Funds Ltd	2,013	1,141	-	-		

Description	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 103 Ombudsman Outreach Priority: 15	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24		
4175 Office Expenses						
3400 Other Funds Ltd	1,834	1,277	-	-		
4200 Telecommunications						
3400 Other Funds Ltd	2,544	4,145	-	-		
4250 Data Processing						
3400 Other Funds Ltd	4,871	77	-	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	265	40	-	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	11,078	11,078	-	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	-	-	321,166		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,100	5,100	-	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	6,100	4,474	-	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	37,875	30,191	-	321,166		
TOTAL SERVICES & SUPPLIES	**$37,875**	**$30,191**	**-**	**$321,166**		
EXPENDITURES						
3400 Other Funds Ltd	245,165	208,175	4,443	3,761,136		
6400 Federal Funds Ltd	-	-	2,962	-		

Description	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 103 Ombudsman Outreach Priority: 15	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24		
TOTAL EXPENDITURES	**$245,165**	**$208,175**	**$7,405**	**$3,761,136**		
ENDING BALANCE						
3400 Other Funds Ltd	(245,165)	(208,175)	(4,443)	(3,761,136)		
6400 Federal Funds Ltd	-	-	(2,962)	-		
TOTAL ENDING BALANCE	**($245,165)**	**($208,175)**	**($7,405)**	**($3,761,136)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	1	-	-		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.88	0.88	-	10.23		

Description	Total Policy Packages	Pkg: 101 WCB Modernization Priority: 05				
EXPENDITURES						
SERVICES & SUPPLIES						
4715 IT Expendable Property						
3400 Other Funds Ltd	2,500,000	2,500,000				
ENDING BALANCE						
3400 Other Funds Ltd	(2,500,000)	(2,500,000)				
TOTAL ENDING BALANCE	**($2,500,000)**	**($2,500,000)**				

Description	Total Policy Packages	Pkg: 102 WCD Modernization Priority: 01	Pkg: 103 Ombudsman Outreach Priority: 15			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	411,306	302,757	108,549			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	252	189	63			
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	86,538	63,699	22,839			
3230 Social Security Taxes						
3400 Other Funds Ltd	31,466	23,162	8,304			
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	1,645	1,211	434			
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	148	111	37			
3260 Mass Transit Tax						
3400 Other Funds Ltd	2,468	1,817	651			
3270 Flexible Benefits						
3400 Other Funds Ltd	148,428	111,321	37,107			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	270,945	201,510	69,435			
TOTAL OTHER PAYROLL EXPENSES	**$270,945**	**$201,510**	**$69,435**			

Description	Total Policy Packages	Pkg: 102 WCD Modernization Priority: 01	Pkg: 103 Ombudsman Outreach Priority: 15			
PERSONAL SERVICES						
3400 Other Funds Ltd	682,251	504,267	177,984			
TOTAL PERSONAL SERVICES	**$682,251**	**$504,267**	**$177,984**			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	4,814	3,093	1,721			
4125 Out of State Travel						
3400 Other Funds Ltd	1,567	429	1,138			
4150 Employee Training						
3400 Other Funds Ltd	4,141	3,000	1,141			
4175 Office Expenses						
3400 Other Funds Ltd	10,618	9,341	1,277			
4200 Telecommunications						
3400 Other Funds Ltd	11,254	7,109	4,145			
4250 Data Processing						
3400 Other Funds Ltd	16,302	16,225	77			
4315 IT Professional Services						
3400 Other Funds Ltd	12,856,064	12,856,064	-			
4325 Attorney General						
3400 Other Funds Ltd	13,200	13,200	-			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	281	241	40			
4425 Facilities Rental and Taxes						

Description	Total Policy Packages	Pkg: 102 WCD Modernization Priority: 01	Pkg: 103 Ombudsman Outreach Priority: 15			
3400 Other Funds Ltd	39,563	28,485	11,078			
4600 Intra-agency Charges						
3400 Other Funds Ltd	54,000	54,000	-			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	20,400	15,300	5,100			
4715 IT Expendable Property						
3400 Other Funds Ltd	21,404	16,930	4,474			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	13,053,608	13,023,417	30,191			
TOTAL SERVICES & SUPPLIES	**$13,053,608**	**$13,023,417**	**$30,191**			
EXPENDITURES						
3400 Other Funds Ltd	13,735,859	13,527,684	208,175			
TOTAL EXPENDITURES	**$13,735,859**	**$13,527,684**	**$208,175**			
ENDING BALANCE						
3400 Other Funds Ltd	(13,735,859)	(13,527,684)	(208,175)			
TOTAL ENDING BALANCE	**($13,735,859)**	**($13,527,684)**	**($208,175)**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	3	1			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.52	2.64	0.88			

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 120 Technical Adjustment - Reclasses Priority: 23
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	3,653,524	25,216	658,526	549,477	131,145	3,442
6400 Federal Funds Ltd	(2,308,640)	(2,310,934)	-	-	-	2,294
All Funds	1,344,884	(2,285,718)	658,526	549,477	131,145	5,736
3190 All Other Differential						
3400 Other Funds Ltd	17,301	-	17,301	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	3,670,825	25,216	675,827	549,477	131,145	3,442
6400 Federal Funds Ltd	(2,308,640)	(2,310,934)	-	-	-	2,294
TOTAL SALARIES & WAGES	**$1,362,185**	**($2,285,718)**	**$675,827**	**$549,477**	**$131,145**	**$5,736**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,455	9	381	261	63	-
6400 Federal Funds Ltd	(750)	(750)	-	-	-	-
All Funds	705	(741)	381	261	63	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	772,341	5,297	142,194	115,611	27,593	724
6400 Federal Funds Ltd	(485,736)	(486,219)	-	-	-	483
All Funds	286,605	(480,922)	142,194	115,611	27,593	1,207
3230 Social Security Taxes						

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 120 Technical Adjustment - Reclasses Priority: 23
3400 Other Funds Ltd	280,822	1,930	51,698	42,034	10,033	263
6400 Federal Funds Ltd	(176,618)	(176,794)	-	-	-	176
All Funds	104,204	(174,864)	51,698	42,034	10,033	439
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	14,684	107	2,705	2,197	525	14
6400 Federal Funds Ltd	(9,234)	(9,243)	-	-	-	9
All Funds	5,450	(9,136)	2,705	2,197	525	23
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	841	(8)	219	153	37	-
6400 Federal Funds Ltd	(432)	(432)	-	-	-	-
All Funds	409	(440)	219	153	37	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	21,649	-	3,951	3,197	787	-
3270 Flexible Benefits						
3400 Other Funds Ltd	857,129	5,435	224,409	153,729	37,107	-
6400 Federal Funds Ltd	(441,884)	(441,884)	-	-	-	-
All Funds	415,245	(436,449)	224,409	153,729	37,107	-
3280 Other OPE						
3400 Other Funds Ltd	-	(37,986)	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,948,921	(25,216)	425,557	317,182	76,145	1,001
6400 Federal Funds Ltd	(1,114,654)	(1,115,322)	-	-	-	668
TOTAL OTHER PAYROLL EXPENSES	**$834,267**	**($1,140,538)**	**$425,557**	**$317,182**	**$76,145**	**$1,669**

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 120 Technical Adjustment - Reclasses Priority: 23
PERSONAL SERVICES						
3400 Other Funds Ltd	5,619,746	-	1,101,384	866,659	207,290	4,443
6400 Federal Funds Ltd	(3,423,294)	(3,426,256)	-	-	-	2,962
TOTAL PERSONAL SERVICES	**$2,196,452**	**($3,426,256)**	**$1,101,384**	**$866,659**	**$207,290**	**$7,405**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	25,536	-	5,986	15,749	3,801	-
4125 Out of State Travel						
3400 Other Funds Ltd	7,194	-	5,812	1,113	269	-
4150 Employee Training						
3400 Other Funds Ltd	26,655	-	16,590	8,052	2,013	-
4175 Office Expenses						
3400 Other Funds Ltd	15,568	-	6,138	7,596	1,834	-
4200 Telecommunications						
3400 Other Funds Ltd	28,697	-	15,628	10,525	2,544	-
4250 Data Processing						
3400 Other Funds Ltd	58,861	-	33,810	20,180	4,871	-
4315 IT Professional Services						
3400 Other Funds Ltd	28,000	-	28,000	-	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	7,629	-	6,266	1,098	265	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	167,153	-	110,775	45,300	11,078	-

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 120 Technical Adjustment - Reclasses Priority: 23
4650 Other Services and Supplies						
3400 Other Funds Ltd	377,166	-	56,000	-	-	-
6400 Federal Funds Ltd	(321,166)	(321,166)	-	-	-	-
All Funds	56,000	(321,166)	56,000	-	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	76,500	-	51,000	20,400	5,100	-
4715 IT Expendable Property						
3400 Other Funds Ltd	338,606	-	307,792	24,714	6,100	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,157,565	-	643,797	154,727	37,875	-
6400 Federal Funds Ltd	(321,166)	(321,166)	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$836,399**	**($321,166)**	**$643,797**	**$154,727**	**$37,875**	**-**
EXPENDITURES						
3400 Other Funds Ltd	6,777,311	-	1,745,181	1,021,386	245,165	4,443
6400 Federal Funds Ltd	(3,744,460)	(3,747,422)	-	-	-	2,962
TOTAL EXPENDITURES	**$3,032,851**	**($3,747,422)**	**$1,745,181**	**$1,021,386**	**$245,165**	**$7,405**
ENDING BALANCE						
3400 Other Funds Ltd	(6,777,311)	-	(1,745,181)	(1,021,386)	(245,165)	(4,443)
6400 Federal Funds Ltd	3,744,460	3,747,422	-	-	-	(2,962)
TOTAL ENDING BALANCE	**($3,032,851)**	**$3,747,422**	**($1,745,181)**	**($1,021,386)**	**($245,165)**	**($7,405)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	15	-	10	4	1	-

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 104 OSHA Ag. Labor Housing Compliance Priority: 03	Pkg: 105 OSHA Outreach Priority: 06	Pkg: 106 OSHA OTIS/ORCA Support Priority: 11	Pkg: 120 Technical Adjustment - Reclasses Priority: 23
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	9.85	(10.23)	5.33	3.64	0.88	-

Description	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	2,285,718					
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	741					
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	480,922					
3230 Social Security Taxes						
3400 Other Funds Ltd	174,864					
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	9,136					
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	440					
3260 Mass Transit Tax						
3400 Other Funds Ltd	13,714					
3270 Flexible Benefits						
3400 Other Funds Ltd	436,449					
3280 Other OPE						
3400 Other Funds Ltd	37,986					
OTHER PAYROLL EXPENSES						

Description	Pkg: 121 OSHA Revenue Shortfall Addback Priority: 24					
3400 Other Funds Ltd	1,154,252					
TOTAL OTHER PAYROLL EXPENSES	**$1,154,252**					
PERSONAL SERVICES						
3400 Other Funds Ltd	3,439,970					
TOTAL PERSONAL SERVICES	**$3,439,970**					
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3400 Other Funds Ltd	321,166					
EXPENDITURES						
3400 Other Funds Ltd	3,761,136					
TOTAL EXPENDITURES	**$3,761,136**					
ENDING BALANCE						
3400 Other Funds Ltd	(3,761,136)					
TOTAL ENDING BALANCE	**($3,761,136)**					
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	10.23					

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 107 FS Workday Support Priority: 09	Pkg: 110 ES Agency Classification Review Priority: 12	Pkg: 111 DO Legislative & Strategic Planing Coord. Priority: 13	Pkg: 108 FS Assessments Support Priority: 16
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	737,271	-	94,848	135,849	188,712	108,549
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	333	-	72	63	72	63
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	155,122	-	19,956	28,583	39,705	22,839
3230 Social Security Taxes						
3400 Other Funds Ltd	56,401	-	7,256	10,392	14,436	8,304
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	2,948	-	379	543	755	434
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	195	-	42	37	42	37
3260 Mass Transit Tax						
3400 Other Funds Ltd	3,800	-	569	815	978	651
3270 Flexible Benefits						
3400 Other Funds Ltd	196,137	-	42,408	37,107	42,408	37,107
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	414,936	-	70,682	77,540	98,396	69,435
TOTAL OTHER PAYROLL EXPENSES	**$414,936**	**-**	**$70,682**	**$77,540**	**$98,396**	**$69,435**

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 107 FS Workday Support Priority: 09	Pkg: 110 ES Agency Classification Review Priority: 12	Pkg: 111 DO Legislative & Strategic Planing Coord. Priority: 13	Pkg: 108 FS Assessments Support Priority: 16
PERSONAL SERVICES						
3400 Other Funds Ltd	1,152,207	-	165,530	213,389	287,108	177,984
TOTAL PERSONAL SERVICES	**$1,152,207**	**-**	**$165,530**	**$213,389**	**$287,108**	**$177,984**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	372	-	-	-	372	-
4125 Out of State Travel						
3400 Other Funds Ltd	404	-	27	-	91	24
6400 Federal Funds Ltd	(238)	(238)	-	-	-	-
All Funds	166	(238)	27	-	91	24
4150 Employee Training						
3400 Other Funds Ltd	6,444	-	1,000	1,000	1,000	1,000
6400 Federal Funds Ltd	(1,444)	(1,444)	-	-	-	-
All Funds	5,000	(1,444)	1,000	1,000	1,000	1,000
4175 Office Expenses						
3400 Other Funds Ltd	8,711	-	1,676	668	804	1,467
6400 Federal Funds Ltd	(2,629)	(2,629)	-	-	-	-
All Funds	6,082	(2,629)	1,676	668	804	1,467
4200 Telecommunications						
3400 Other Funds Ltd	10,739	-	1,739	2,014	2,687	1,534
6400 Federal Funds Ltd	(1,231)	(1,231)	-	-	-	-
All Funds	9,508	(1,231)	1,739	2,014	2,687	1,534
4250 Data Processing						

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 107 FS Workday Support Priority: 09	Pkg: 110 ES Agency Classification Review Priority: 12	Pkg: 111 DO Legislative & Strategic Planing Coord. Priority: 13	Pkg: 108 FS Assessments Support Priority: 16
3400 Other Funds Ltd	32,210	-	7,299	5,536	6,601	6,387
4300 Professional Services						
3400 Other Funds Ltd	1,021	-	-	-	-	-
6400 Federal Funds Ltd	(1,021)	(1,021)	-	-	-	-
All Funds	-	(1,021)	-	-	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	484	-	5	317	135	4
6400 Federal Funds Ltd	(19)	(19)	-	-	-	-
All Funds	465	(19)	5	317	135	4
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	68,906	-	12,660	11,078	12,660	11,078
6400 Federal Funds Ltd	(10,352)	(10,352)	-	-	-	-
All Funds	58,554	(10,352)	12,660	11,078	12,660	11,078
4650 Other Services and Supplies						
3400 Other Funds Ltd	6	-	-	-	-	-
6400 Federal Funds Ltd	(6)	(6)	-	-	-	-
All Funds	-	(6)	-	-	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	25,500	-	5,100	5,100	5,100	5,100
4715 IT Expendable Property						
3400 Other Funds Ltd	29,591	-	6,238	6,017	5,345	5,946
6400 Federal Funds Ltd	(99)	(99)	-	-	-	-
All Funds	29,492	(99)	6,238	6,017	5,345	5,946

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 107 FS Workday Support Priority: 09	Pkg: 110 ES Agency Classification Review Priority: 12	Pkg: 111 DO Legislative & Strategic Planing Coord. Priority: 13	Pkg: 108 FS Assessments Support Priority: 16
SERVICES & SUPPLIES						
3400 Other Funds Ltd	184,388	-	35,744	31,730	34,795	32,540
6400 Federal Funds Ltd	(17,039)	(17,039)	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$167,349**	**($17,039)**	**$35,744**	**$31,730**	**$34,795**	**$32,540**
EXPENDITURES						
3400 Other Funds Ltd	1,336,595	-	201,274	245,119	321,903	210,524
6400 Federal Funds Ltd	(17,039)	(17,039)	-	-	-	-
TOTAL EXPENDITURES	**$1,319,556**	**($17,039)**	**$201,274**	**$245,119**	**$321,903**	**$210,524**
ENDING BALANCE						
3400 Other Funds Ltd	(1,336,595)	-	(201,274)	(245,119)	(321,903)	(210,524)
6400 Federal Funds Ltd	17,039	17,039	-	-	-	-
TOTAL ENDING BALANCE	**($1,319,556)**	**$17,039**	**($201,274)**	**($245,119)**	**($321,903)**	**($210,524)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	5	-	1	1	1	1
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4.64	-	1.00	0.88	1.00	0.88

Description	Pkg: 109 FS Account Support Priority: 17	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 122 IT&R Revenue Shortfall Addback Priority: 25			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	131,145	78,168	-			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	63	-	-			
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	27,593	16,446	-			
3230 Social Security Taxes						
3400 Other Funds Ltd	10,033	5,980	-			
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	525	312	-			
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	37	-	-			
3260 Mass Transit Tax						
3400 Other Funds Ltd	787	-	-			
3270 Flexible Benefits						
3400 Other Funds Ltd	37,107	-	-			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	76,145	22,738	-			
TOTAL OTHER PAYROLL EXPENSES	**$76,145**	**$22,738**	**-**			

Description	Pkg: 109 FS Account Support Priority: 17	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 122 IT&R Revenue Shortfall Addback Priority: 25			
PERSONAL SERVICES						
3400 Other Funds Ltd	207,290	100,906	-			
TOTAL PERSONAL SERVICES	**$207,290**	**$100,906**	**-**			
SERVICES & SUPPLIES						
4125 Out of State Travel						
3400 Other Funds Ltd	24	-	238			
4150 Employee Training						
3400 Other Funds Ltd	1,000	-	1,444			
4175 Office Expenses						
3400 Other Funds Ltd	1,467	-	2,629			
4200 Telecommunications						
3400 Other Funds Ltd	1,534	-	1,231			
4250 Data Processing						
3400 Other Funds Ltd	6,387	-	-			
4300 Professional Services						
3400 Other Funds Ltd	-	-	1,021			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	4	-	19			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	11,078	-	10,352			
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	-	6			
4700 Expendable Prop 250 - 5000						

Description	Pkg: 109 FS Account Support Priority: 17	Pkg: 120 Technical Adjustment - Reclasses Priority: 23	Pkg: 122 IT&R Revenue Shortfall Addback Priority: 25			
3400 Other Funds Ltd	5,100	-	-			
4715 IT Expendable Property						
3400 Other Funds Ltd	5,946	-	99			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	32,540	-	17,039			
TOTAL SERVICES & SUPPLIES	**$32,540**	**-**	**$17,039**			
EXPENDITURES						
3400 Other Funds Ltd	239,830	100,906	17,039			
TOTAL EXPENDITURES	**$239,830**	**$100,906**	**$17,039**			
ENDING BALANCE						
3400 Other Funds Ltd	(239,830)	(100,906)	(17,039)			
TOTAL ENDING BALANCE	**($239,830)**	**($100,906)**	**($17,039)**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	-	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.88	-	-			

Description	Total Policy Packages	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 113 DFR Auto Rating Study Priority: 10	Pkg: 114 DFR Contractual Exam Services Priority: 14	Pkg: 115 DFR Advocacy Priority: 18	Pkg: 116 DFR Market Analysis Priority: 19
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	503,655	-	-	-	131,145	151,326
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	252	-	-	-	63	63
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	105,969	-	-	-	27,593	31,839
3230 Social Security Taxes						
3400 Other Funds Ltd	38,531	-	-	-	10,033	11,576
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	2,015	-	-	-	525	605
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	148	-	-	-	37	37
3260 Mass Transit Tax						
3400 Other Funds Ltd	3,014	-	-	-	787	908
3270 Flexible Benefits						
3400 Other Funds Ltd	148,428	-	-	-	37,107	37,107
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	298,357	-	-	-	76,145	82,135
TOTAL OTHER PAYROLL EXPENSES	**$298,357**	**-**	**-**	**-**	**$76,145**	**$82,135**

Description	Total Policy Packages	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 113 DFR Auto Rating Study Priority: 10	Pkg: 114 DFR Contractual Exam Services Priority: 14	Pkg: 115 DFR Advocacy Priority: 18	Pkg: 116 DFR Market Analysis Priority: 19
PERSONAL SERVICES						
3400 Other Funds Ltd	802,012	-	-	-	207,290	233,461
TOTAL PERSONAL SERVICES	**$802,012**	**-**	**-**	**-**	**$207,290**	**$233,461**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,960	-	-	-	990	990
4125 Out of State Travel						
3400 Other Funds Ltd	3,844	-	-	-	961	961
4150 Employee Training						
3400 Other Funds Ltd	6,636	-	-	-	1,659	1,659
4175 Office Expenses						
3400 Other Funds Ltd	4,060	-	-	-	1,015	1,015
4200 Telecommunications						
3400 Other Funds Ltd	10,076	-	-	-	2,519	2,519
4250 Data Processing						
3400 Other Funds Ltd	22,364	-	-	-	5,591	5,591
4275 Publicity and Publications						
3400 Other Funds Ltd	50,000	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	3,945,000	120,000	500,000	3,000,000	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	4,144	-	-	-	1,036	1,036
4425 Facilities Rental and Taxes						

Description	Total Policy Packages	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 113 DFR Auto Rating Study Priority: 10	Pkg: 114 DFR Contractual Exam Services Priority: 14	Pkg: 115 DFR Advocacy Priority: 18	Pkg: 116 DFR Market Analysis Priority: 19
3400 Other Funds Ltd	44,312	-	-	-	11,078	11,078
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	20,400	-	-	-	5,100	5,100
4715 IT Expendable Property						
3400 Other Funds Ltd	26,708	-	-	-	6,677	6,677
SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,141,504	120,000	500,000	3,000,000	36,626	36,626
TOTAL SERVICES & SUPPLIES	**$4,141,504**	**$120,000**	**$500,000**	**$3,000,000**	**$36,626**	**$36,626**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
3400 Other Funds Ltd	112,476,296	112,476,296	-	-	-	-
6400 Federal Funds Ltd	120,075,414	120,075,414	-	-	-	-
All Funds	232,551,710	232,551,710	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	117,419,812	112,596,296	500,000	3,000,000	243,916	270,087
6400 Federal Funds Ltd	120,075,414	120,075,414	-	-	-	-
TOTAL EXPENDITURES	**$237,495,226**	**$232,671,710**	**$500,000**	**$3,000,000**	**$243,916**	**$270,087**
ENDING BALANCE						
3400 Other Funds Ltd	(117,419,812)	(112,596,296)	(500,000)	(3,000,000)	(243,916)	(270,087)
6400 Federal Funds Ltd	(120,075,414)	(120,075,414)	-	-	-	-
TOTAL ENDING BALANCE	**($237,495,226)**	**($232,671,710)**	**($500,000)**	**($3,000,000)**	**($243,916)**	**($270,087)**
AUTHORIZED POSITIONS						

Description	Total Policy Packages	Pkg: 112 Oregon Reinsurance Program Priority: 02	Pkg: 113 DFR Auto Rating Study Priority: 10	Pkg: 114 DFR Contractual Exam Services Priority: 14	Pkg: 115 DFR Advocacy Priority: 18	Pkg: 116 DFR Market Analysis Priority: 19
8150 Class/Unclass Positions	4	-	-	-	1	1
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.52	-	-	-	0.88	0.88

Description	Pkg: 117 DFR Credit Unions Priority: 20	Pkg: 118 DFR Enforcement Priority: 21	Pkg: 119 DFR Settlement Funds Priority: 22	Pkg: 120 Technical Adjustment - Reclasses Priority: 23		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	94,479	125,265	-	1,440		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	63	63	-	-		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	19,878	26,356	-	303		
3230 Social Security Taxes						
3400 Other Funds Ltd	7,228	9,583	-	111		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	378	501	-	6		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	37	37	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	567	752	-	-		
3270 Flexible Benefits						
3400 Other Funds Ltd	37,107	37,107	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	65,258	74,399	-	420		
TOTAL OTHER PAYROLL EXPENSES	**$65,258**	**$74,399**	**-**	**$420**		

Description	Pkg: 117 DFR Credit Unions Priority: 20	Pkg: 118 DFR Enforcement Priority: 21	Pkg: 119 DFR Settlement Funds Priority: 22	Pkg: 120 Technical Adjustment - Reclasses Priority: 23		
PERSONAL SERVICES						
3400 Other Funds Ltd	159,737	199,664	-	1,860		
TOTAL PERSONAL SERVICES	**$159,737**	**$199,664**	**-**	**$1,860**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	990	990	-	-		
4125 Out of State Travel						
3400 Other Funds Ltd	961	961	-	-		
4150 Employee Training						
3400 Other Funds Ltd	1,659	1,659	-	-		
4175 Office Expenses						
3400 Other Funds Ltd	1,015	1,015	-	-		
4200 Telecommunications						
3400 Other Funds Ltd	2,519	2,519	-	-		
4250 Data Processing						
3400 Other Funds Ltd	5,591	5,591	-	-		
4275 Publicity and Publications						
3400 Other Funds Ltd	-	-	50,000	-		
4300 Professional Services						
3400 Other Funds Ltd	-	-	325,000	-		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,036	1,036	-	-		
4425 Facilities Rental and Taxes						

Description	Pkg: 117 DFR Credit Unions Priority: 20	Pkg: 118 DFR Enforcement Priority: 21	Pkg: 119 DFR Settlement Funds Priority: 22	Pkg: 120 Technical Adjustment - Reclasses Priority: 23		
3400 Other Funds Ltd	11,078	11,078	-	-		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,100	5,100	-	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	6,677	6,677	-	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	36,626	36,626	375,000	-		
TOTAL SERVICES & SUPPLIES	**$36,626**	**$36,626**	**$375,000**	**-**		
EXPENDITURES						
3400 Other Funds Ltd	196,363	236,290	375,000	1,860		
TOTAL EXPENDITURES	**$196,363**	**$236,290**	**$375,000**	**$1,860**		
ENDING BALANCE						
3400 Other Funds Ltd	(196,363)	(236,290)	(375,000)	(1,860)		
TOTAL ENDING BALANCE	**($196,363)**	**($236,290)**	**($375,000)**	**($1,860)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	1	-	-		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.88	0.88	-	-		

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 503 BCD State Plans Examiners Priority: 04	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	628,566	-	576,324	-	-	52,242
6400 Federal Funds Ltd	(52,242)	(208,968)	-	-	-	156,726
All Funds	576,324	(208,968)	576,324	-	-	208,968
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	270	-	252	-	-	18
6400 Federal Funds Ltd	(18)	(72)	-	-	-	54
All Funds	252	(72)	252	-	-	72
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	132,252	-	121,260	-	-	10,992
6400 Federal Funds Ltd	(10,992)	(43,967)	-	-	-	32,975
All Funds	121,260	(43,967)	121,260	-	-	43,967
3230 Social Security Taxes						
3400 Other Funds Ltd	48,085	-	44,088	-	-	3,997
6400 Federal Funds Ltd	(3,996)	(15,986)	-	-	-	11,990
All Funds	44,089	(15,986)	44,088	-	-	15,987
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	2,513	-	2,304	-	-	209
6400 Federal Funds Ltd	(209)	(836)	-	-	-	627

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 503 BCD State Plans Examiners Priority: 04	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26
All Funds	2,304	(836)	2,304	-	-	836
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	159	-	148	-	-	11
6400 Federal Funds Ltd	(10)	(42)	-	-	-	32
All Funds	149	(42)	148	-	-	43
3260 Mass Transit Tax						
3400 Other Funds Ltd	3,771	-	3,458	-	-	313
3270 Flexible Benefits						
3400 Other Funds Ltd	159,030	-	148,428	-	-	10,602
6400 Federal Funds Ltd	(10,602)	(42,408)	-	-	-	31,806
All Funds	148,428	(42,408)	148,428	-	-	42,408
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	346,080	-	319,938	-	-	26,142
6400 Federal Funds Ltd	(25,827)	(103,311)	-	-	-	77,484
TOTAL OTHER PAYROLL EXPENSES	**$320,253**	**($103,311)**	**$319,938**	**-**	**-**	**$103,626**
PERSONAL SERVICES						
3400 Other Funds Ltd	974,646	-	896,262	-	-	78,384
6400 Federal Funds Ltd	(78,069)	(312,279)	-	-	-	234,210
TOTAL PERSONAL SERVICES	**$896,577**	**($312,279)**	**$896,262**	**-**	**-**	**$312,594**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	30,709	-	21,585	-	-	9,124

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 503 BCD State Plans Examiners Priority: 04	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26
6400 Federal Funds Ltd	(9,124)	(9,124)	-	-	-	-
All Funds	21,585	(9,124)	21,585	-	-	9,124
4125 Out of State Travel						
3400 Other Funds Ltd	632	-	603	-	-	29
6400 Federal Funds Ltd	(29)	(29)	-	-	-	-
All Funds	603	(29)	603	-	-	29
4150 Employee Training						
3400 Other Funds Ltd	4,178	-	4,000	-	-	178
6400 Federal Funds Ltd	(178)	(178)	-	-	-	-
All Funds	4,000	(178)	4,000	-	-	178
4175 Office Expenses						
3400 Other Funds Ltd	13,546	-	10,912	-	-	2,634
6400 Federal Funds Ltd	(2,634)	(2,634)	-	-	-	-
All Funds	10,912	(2,634)	10,912	-	-	2,634
4200 Telecommunications						
3400 Other Funds Ltd	13,746	-	11,499	-	-	2,247
6400 Federal Funds Ltd	(2,247)	(2,247)	-	-	-	-
All Funds	11,499	(2,247)	11,499	-	-	2,247
4250 Data Processing						
3400 Other Funds Ltd	477,173	-	45,173	108,800	323,200	-
4275 Publicity and Publications						
3400 Other Funds Ltd	95	-	-	-	-	95
6400 Federal Funds Ltd	(95)	(95)	-	-	-	-

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 503 BCD State Plans Examiners Priority: 04	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26
All Funds	-	(95)	-	-	-	95
4300 Professional Services						
3400 Other Funds Ltd	599	-	-	-	-	599
6400 Federal Funds Ltd	(599)	(599)	-	-	-	-
All Funds	-	(599)	-	-	-	599
4315 IT Professional Services						
3400 Other Funds Ltd	648,000	-	-	163,200	484,800	-
4325 Attorney General						
3400 Other Funds Ltd	60,634	-	-	15,000	42,000	3,634
6400 Federal Funds Ltd	(3,634)	(3,634)	-	-	-	-
All Funds	57,000	(3,634)	-	15,000	42,000	3,634
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,349	-	2,349	-	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	51,784	-	44,310	-	-	7,474
6400 Federal Funds Ltd	(7,474)	(7,474)	-	-	-	-
All Funds	44,310	(7,474)	44,310	-	-	7,474
4475 Facilities Maintenance						
3400 Other Funds Ltd	56	-	-	-	-	56
6400 Federal Funds Ltd	(56)	(56)	-	-	-	-
All Funds	-	(56)	-	-	-	56
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,303	-	-	-	-	1,303

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 503 BCD State Plans Examiners Priority: 04	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26
6400 Federal Funds Ltd	(1,303)	(1,303)	-	-	-	-
All Funds	-	(1,303)	-	-	-	1,303
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	20,400	-	20,400	-	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	35,889	-	32,810	-	-	3,079
6400 Federal Funds Ltd	(3,079)	(3,079)	-	-	-	-
All Funds	32,810	(3,079)	32,810	-	-	3,079
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,361,093	-	193,641	287,000	850,000	30,452
6400 Federal Funds Ltd	(30,452)	(30,452)	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$1,330,641**	**($30,452)**	**$193,641**	**$287,000**	**$850,000**	**$30,452**
EXPENDITURES						
3400 Other Funds Ltd	2,335,739	-	1,089,903	287,000	850,000	108,836
6400 Federal Funds Ltd	(108,521)	(342,731)	-	-	-	234,210
TOTAL EXPENDITURES	**$2,227,218**	**($342,731)**	**$1,089,903**	**$287,000**	**$850,000**	**$343,046**
ENDING BALANCE						
3400 Other Funds Ltd	(2,335,739)	-	(1,089,903)	(287,000)	(850,000)	(108,836)
6400 Federal Funds Ltd	108,521	342,731	-	-	-	(234,210)
TOTAL ENDING BALANCE	**($2,227,218)**	**$342,731**	**($1,089,903)**	**($287,000)**	**($850,000)**	**($343,046)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	(1)	4	-	-	1

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls Priority: 00	Pkg: 503 BCD State Plans Examiners Priority: 04	Pkg: 501 BCD Learning Management System Technology Priority: 07	Pkg: 502 BCD Permitting & Billing Technology Priority: 08	Pkg: 123 BCD Revenue Shortfall Addback Priority: 26
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.52	(1.00)	3.52	-	-	1.00

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											674,376	-	198,727,215	9,320,177	208,721,768
Total OPE											323,740	-	98,663,852	4,693,387	103,680,979
Total Personal Services					**1,021**	**1,012.55**					**998,116**	**-**	**297,391,067**	**14,013,564**	**312,402,747**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2000001	MENN Z7521 AF	WORKERS COMPENSATION BOARD ME	38	PF	1	1.00	24	9	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2000002	MESN Z7521 AF	WORKERS COMPENSATION BOARD ME	38	PF	1	1.00	24	9	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2000003	MENN Z7521 AF	WORKERS COMPENSATION BOARD ME	38	PF	1	1.00	24	9	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2000008	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	8	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
2000009	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
2000010	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2000011	MMS X7426 AP	LEGAL SUPPORT SERVICES SUPERVIS	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
2000013	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2000015	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2000016	MESN Z0833 AF	SUPERVISOR EXECUTIVE ASSISTANT	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
2000019	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
2000043	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760
										OPE	-	-	106,159	-	106,159
2000051	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2000052	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2000068	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
2000101	MMN X0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	8	10021	SAL	-	-	240,504	-	240,504

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	-	-	112,485	-	112,485
2000214	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	8	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
2000238	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2000397	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2000403	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
2000635	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	10	11066	SAL	-	-	265,584	-	265,584
										OPE	-	-	119,780	-	119,780
2000642	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2000712	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2000775	MESN Z7402 AF	LEGAL DISPUTE AND RESOLUTION ADM	38X	PF	1	1.00	24	3	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
2000777	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	10	11066	SAL	-	-	265,584	-	265,584
										OPE	-	-	119,780	-	119,780
2000779	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	10	11066	SAL	-	-	265,584	-	265,584
										OPE	-	-	119,780	-	119,780
2000781	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2100025	MESN Z7560 AF	WCB PRESIDING ADMINISTRATIVE LAW	38	PF	1	1.00	24	9	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2100026	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100028	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	3	10538	SAL	-	-	252,912	-	252,912
										OPE	-	-	116,095	-	116,095
2100029	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2100032	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2100061	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100109	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2100129	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2100162	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100170	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100213	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2100217	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100219	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100221	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100232	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100233	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	3	10538	SAL	-	-	252,912	-	252,912
										OPE	-	-	116,095	-	116,095
2100234	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100243	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2100363	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100398	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	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
2100577	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2100580	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2100584	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2100588	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100591	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	4	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2100593	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2100596	MMS X7426 AP	LEGAL SUPPORT SERVICES SUPERVIS(	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
2100600	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	3	10538	SAL	-	-	252,912	-	252,912
										OPE	-	-	116,095	-	116,095
2100602	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100604	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100649	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2100650	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2100660	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100666	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2100667	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	3	10538	SAL	-	-	252,912	-	252,912
										OPE	-	-	116,095	-	116,095

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2200188	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2200189	UA U7522 AP	WCB ADMINISTRATIVE LAW JUDGE	37W	PF	1	1.00	24	10	14744	SAL	-	-	353,856	-	353,856
										OPE	-	-	144,359	-	144,359
2200191	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
2200193	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	10	11066	SAL	-	-	265,584	-	265,584
										OPE	-	-	119,780	-	119,780
2200230	MENN Z7521 AF	WORKERS COMPENSATION BOARD ME	38	PF	1	1.00	24	9	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2200231	MENN Z7521 AF	WORKERS COMPENSATION BOARD ME	38	PF	1	1.00	24	9	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2200235	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	10	11066	SAL	-	-	265,584	-	265,584
										OPE	-	-	119,780	-	119,780
2200236	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2200352	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2200483	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	10	11066	SAL	-	-	265,584	-	265,584
										OPE	-	-	119,780	-	119,780
2200486	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	10	11066	SAL	-	-	265,584	-	265,584
										OPE	-	-	119,780	-	119,780
2200487	UA C1545 AP	LEGAL STAFF	32	PF	1	1.00	24	3	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	97,802	-	97,802
2200494	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
2200500	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2200515	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2200520	OAS C2511 AP	ELECTRONIC PUBLISHING DESIGN SPE	22	PF	1	1.00	24	10	6866	SAL	-	-	164,784	-	164,784

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	-	-	90,458	-	90,458
2200523	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	9	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
Total Salary											-	-	18,642,816	-	18,642,816
Total OPE											-	-	8,748,844	-	8,748,844
Total Personal Services					**79**	**79.00**					**-**	**-**	**27,391,660**	**-**	**27,391,660**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3000002	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	8	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
3000003	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
3000004	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
3000005	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
3000007	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000009	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
3000010	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
3000011	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
3000014	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
3000015	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
3000016	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
3000017	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
3000018	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
3000020	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000021	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	7	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
3000023	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632

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	-	-	77,032	-	77,032
3000024	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000026	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000027	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
3000028	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
3000029	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
3000030	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
3000032	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	9	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
3000033	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
3000037	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.88	21	3	4499	SAL	-	-	94,479	-	94,479
										OPE	-	-	64,691	-	64,691
3000038	OAS C1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	0.88	21	3	5419	SAL	-	-	113,799	-	113,799
										OPE	-	-	70,311	-	70,311
3000039	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	0.88	21	3	4499	SAL	-	-	94,479	-	94,479
										OPE	-	-	64,691	-	64,691
3000049	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000050	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	6	6265	SAL	-	-	150,360	-	150,360
										OPE	-	-	86,262	-	86,262
3000055	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
3000058	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

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3000063	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000070	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000072	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
3000074	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000075	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
3000076	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
3000077	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000078	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
3000079	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
3000101	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000107	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	8	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
3000108	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
3000109	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
3000110	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000111	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
3000155	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
3000164	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
3000177	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000184	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000201	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000208	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000223	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000224	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000230	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
3000237	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
3000239	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	5	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
3000240	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000250	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000251	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000259	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000269	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	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
3000305	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000321	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
3000404	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
3000405	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
3000406	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
3000411	OAS C0102 AP	OFFICE ASSISTANT 2	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
3000530	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000531	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000532	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
3000560	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
3000562	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000563	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
3000575	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
3000592	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	7	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
3000615	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
3000617	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
3000703	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000704	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000705	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
3000715	MMS X7146 AP	COMPLIANCE AND REGULATORY SUPEI	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
3000716	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
3000720	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000721	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
3000725	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
3000726	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3000727	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	9	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
3000767	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000769	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	9	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
3000851	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
3200232	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	8	6164	SAL	-	-	147,936	-	147,936
										OPE	-	-	85,557	-	85,557
3200295	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3200569	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
3200622	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	9	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
3200717	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
3900007	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
3900008	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
4000035	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
4000038	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
4000041	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
4000042	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
4000071	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
4000178	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
4000179	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
4000180	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
4000181	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
4000182	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
4000202	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	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
4000555	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
4000598	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
4000761	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
4200206	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
4200208	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
4200210	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
4200211	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
4200212	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
5000090	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
6000025	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
6000028	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
6000029	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
6000033	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6000034	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
6000205	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	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
6000290	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
6000306	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
6000318	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
6000357	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
6000368	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
6000372	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
6200226	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
7000507	OAS C2512 AP	ELECTRONIC PUBLISHING DESIGN SPE	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
7000809	OAS C2511 AP	ELECTRONIC PUBLISHING DESIGN SPE	22	PF	1	1.00	24	10	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
8000020	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	3	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
8000470	MESN Z7143 AF	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	9	12769	SAL	-	-	306,456	-	306,456
										OPE	-	-	131,670	-	131,670
8000503	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
8000558	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
8100531	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
8100539	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
8200323	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672

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	-	-	119,515	-	119,515
8200324	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
8200509	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
8200510	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
8200516	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
8200651	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
8300229	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
8300572	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
8300573	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
8300617	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
8300645	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	7	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
8300682	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
8400561	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	5986	SAL	-	-	143,664	-	143,664
										OPE	-	-	84,314	-	84,314
8400583	OAS C0323 AP	PUBLIC SERVICE REPRESENTATIVE 3	15	PF	1	1.00	24	6	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
8400658	MMS X7146 AP	COMPLIANCE AND REGULATORY SUPEI	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
8400671	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

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
9000043	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
9000044	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
9000045	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
9000046	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	6	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
9000180	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
9000211	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
9000227	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
9000228	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
9000636	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
9000640	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	9	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
9000690	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
9000708	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
9000731	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
9000793	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
9000794	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
9000798	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	4499	SAL	-	-	107,976	-	107,976

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	-	-	73,932	-	73,932
9000800	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
9000801	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
9000802	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
9000804	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
9000819	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
9200645	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
Total Salary											-	-	32,036,877	-	32,036,877
Total OPE											-	-	16,830,013	-	16,830,013
Total Personal Services					**177**	**176.64**					**-**	**-**	**48,866,890**	**-**	**48,866,890**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1000049	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.88	21	3	5169	SAL	-	-	108,549	-	108,549
										OPE	-	-	68,784	-	68,784
1000518	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
1000637	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	7	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
1000638	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
1000745	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
1000747	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
1000748	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
Total Salary											-	-	1,306,341	-	1,306,341
Total OPE											-	-	672,353	-	672,353
Total Personal Services					**7**	**6.88**					**-**	**-**	**1,978,694**	**-**	**1,978,694**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1000047	MENN Z7085 AF	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	7	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
1000048	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
Total Salary											-	-	378,888	-	378,888
Total OPE											-	-	195,263	-	195,263
Total Personal Services					**2**	**2.00**					**-**	**-**	**574,151**	**-**	**574,151**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003095	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
1000443	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	-	-	94,706	60,550	155,256
										OPE	-	-	53,488	34,198	87,686
3000576	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	4	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
5000000	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
5000001	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
5000004	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	131,659	87,773	219,432
										OPE	-	-	63,813	42,542	106,355
5000006	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000011	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	9	7801	SAL	-	-	112,334	74,890	187,224
										OPE	-	-	58,192	38,794	96,986
5000013	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000016	MESN Z7484 AF	OCCUPATIONAL HEALTH AND SAFETY M	33X	PF	1	1.00	24	10	12165	SAL	-	-	178,096	113,864	291,960
										OPE	-	-	77,746	49,707	127,453
5000028	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	147,366	94,218	241,584
										OPE	-	-	68,807	43,991	112,798
5000029	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	144,950	96,634	241,584
										OPE	-	-	67,679	45,119	112,798
5000030	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	147,366	94,218	241,584
										OPE	-	-	68,807	43,991	112,798
5000031	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
5000032	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	147,366	94,218	241,584
										OPE	-	-	68,807	43,991	112,798
5000033	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	144,950	96,634	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	-	-	67,679	45,119	112,798
5000034	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	8314	SAL	-	-	119,722	79,814	199,536
										OPE	-	-	60,340	40,227	100,567
5000035	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000036	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
5000038	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
5000039	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	2	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
5000040	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000041	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
5000042	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
5000046	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5000048	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000049	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	5	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
5000052	MMS X7484 AP	OCCUPATIONAL HEALTH AND SAFETY M	33X	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
5000054	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
5000055	MESN Z7484 AF	OCCUPATIONAL HEALTH AND SAFETY M	33X	PF	1	0.88	21	3	8658	SAL	-	-	181,818	-	181,818
										OPE	-	-	90,098	-	90,098
5000056	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	0.88	21	3	6866	SAL	-	-	144,186	-	144,186
										OPE	-	-	79,151	-	79,151

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5000057	MMS X0833 AP	SUPERVISOR EXECUTIVE ASSISTANT	26	PF	1	0.88	21	3	6469	SAL	-	-	135,849	-	135,849
										OPE	-	-	76,725	-	76,725
5000058	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	3	3651	SAL	-	-	87,624	-	87,624
										OPE	-	-	68,011	-	68,011
5000060	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	0.63	15	3	6245	SAL	-	-	93,675	-	93,675
										OPE	-	-	53,826	-	53,826
5000061	MMS X0833 AP	SUPERVISOR EXECUTIVE ASSISTANT	26	PF	1	0.88	21	3	6469	SAL	-	-	135,849	-	135,849
										OPE	-	-	76,725	-	76,725
5000062	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	0.88	21	3	3952	SAL	-	-	82,992	-	82,992
										OPE	-	-	61,350	-	61,350
5000063	OAS C5709 AP	OCCUPATIONAL SAFETY SPECIALIST 1	22	SF	1	0.42	10	3	4943	SAL	-	-	49,430	-	49,430
										OPE	-	-	32,096	-	32,096
5000064	OAS C5709 AP	OCCUPATIONAL SAFETY SPECIALIST 1	22	SF	1	0.42	10	3	4943	SAL	-	-	49,430	-	49,430
										OPE	-	-	32,096	-	32,096
5000065	OAS C5709 AP	OCCUPATIONAL SAFETY SPECIALIST 1	22	SF	1	0.42	10	3	4943	SAL	-	-	49,430	-	49,430
										OPE	-	-	32,096	-	32,096
5000066	OAS C5709 AP	OCCUPATIONAL SAFETY SPECIALIST 1	22	SF	1	0.42	10	3	4943	SAL	-	-	49,430	-	49,430
										OPE	-	-	32,096	-	32,096
5000067	OAS C5709 AP	OCCUPATIONAL SAFETY SPECIALIST 1	22	SF	1	0.42	10	3	4943	SAL	-	-	49,430	-	49,430
										OPE	-	-	32,096	-	32,096
5000068	OAS C5709 AP	OCCUPATIONAL SAFETY SPECIALIST 1	22	SF	1	0.42	10	3	4943	SAL	-	-	49,430	-	49,430
										OPE	-	-	32,096	-	32,096
5000069	OAS C5709 AP	OCCUPATIONAL SAFETY SPECIALIST 1	22	SF	1	0.42	10	3	4943	SAL	-	-	49,430	-	49,430
										OPE	-	-	32,096	-	32,096
5000070	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	-	-	131,145	-	131,145
										OPE	-	-	75,358	-	75,358
5000082	OAS C1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	1.00	24	10	7562	SAL	-	-	110,708	70,780	181,488
										OPE	-	-	58,143	37,174	95,317
5000089	OAS C0532 AP	WORD PROCESSING TECHNICIAN 3	16	PF	1	1.00	24	10	5169	SAL	-	-	75,674	48,382	124,056
										OPE	-	-	47,951	30,658	78,609
5000092	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	79,334	50,722	130,056

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	-	-	49,017	31,338	80,355
5000094	MMS X0833 AP	SUPERVISOR EXECUTIVE ASSISTANT	26	PF	1	1.00	24	9	8658	SAL	-	-	126,753	81,039	207,792
										OPE	-	-	62,810	40,158	102,968
5000096	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	10	17074	SAL	-	-	245,866	163,910	409,776
										OPE	-	-	94,162	62,774	156,936
5000100	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	5	7562	SAL	-	-	110,708	70,780	181,488
										OPE	-	-	58,143	37,174	95,317
5000101	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	121,717	77,819	199,536
										OPE	-	-	61,346	39,221	100,567
5000106	OAS C3717 AP	CHEMIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
5000107	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000108	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000110	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	115,993	74,159	190,152
										OPE	-	-	59,681	38,157	97,838
5000112	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000115	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000117	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000121	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000123	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000124	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000125	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5000126	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
5000128	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	105,496	67,448	172,944
										OPE	-	-	56,627	36,204	92,831
5000131	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
5000135	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000137	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	91,427	58,453	149,880
										OPE	-	-	52,535	33,588	86,123
5000138	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000139	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	105,496	67,448	172,944
										OPE	-	-	56,627	36,204	92,831
5000140	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000141	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000142	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000146	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	79,334	50,722	130,056
										OPE	-	-	49,017	31,338	80,355
5000148	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
5000149	OAS C4339 AP	SCIENTIFIC INSTRUMENT TECHNICIAN	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
5000150	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000154	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	79,334	50,722	130,056
										OPE	-	-	49,017	31,338	80,355
5000156	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672

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	-	-	119,515	-	119,515
5000158	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	161,450	103,222	264,672
										OPE	-	-	72,904	46,611	119,515
5000163	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000172	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000173	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000174	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	154,379	98,701	253,080
										OPE	-	-	70,847	45,296	116,143
5000176	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	161,450	103,222	264,672
										OPE	-	-	72,904	46,611	119,515
5000183	MESN Z7484 AF	OCCUPATIONAL HEALTH AND SAFETY M	33X	PF	1	1.00	24	9	11578	SAL	-	-	169,502	108,370	277,872
										OPE	-	-	75,246	48,108	123,354
5000186	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	115,993	74,159	190,152
										OPE	-	-	59,681	38,157	97,838
5000189	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000197	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000231	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000244	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
5000245	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000246	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000248	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5000250	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	133,854	85,578	219,432
										OPE	-	-	64,877	41,478	106,355
5000251	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000252	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000253	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
5000254	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000255	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	2	5965	SAL	-	-	87,328	55,832	143,160
										OPE	-	-	51,342	32,826	84,168
5000258	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000262	OAS C3717 AP	CHEMIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000264	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	154,379	98,701	253,080
										OPE	-	-	70,847	45,296	116,143
5000265	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	121,717	77,819	199,536
										OPE	-	-	61,346	39,221	100,567
5000272	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000314	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
5000319	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000320	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
5000323	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	72,366	46,266	118,632
										OPE	-	-	46,990	30,042	77,032
5000324	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	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	-	-	63,045	40,307	103,352
5000327	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	133,854	85,578	219,432
										OPE	-	-	64,877	41,478	106,355
5000331	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000335	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
5000341	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	71,179	47,453	118,632
										OPE	-	-	46,219	30,813	77,032
5000344	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
5000345	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	161,450	103,222	264,672
										OPE	-	-	72,904	46,611	119,515
5000379	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	119,722	79,814	199,536
										OPE	-	-	60,340	40,227	100,567
5000381	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000382	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	138,067	92,045	230,112
										OPE	-	-	65,677	43,785	109,462
5000383	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000386	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	133,854	85,578	219,432
										OPE	-	-	64,877	41,478	106,355
5000390	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000391	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
5000392	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	6	7206	SAL	-	-	103,766	69,178	172,944
										OPE	-	-	55,699	37,132	92,831
5000395	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	121,717	77,819	199,536
										OPE	-	-	61,346	39,221	100,567

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5000414	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
5000421	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	57,857	36,991	94,848
										OPE	-	-	42,769	27,344	70,113
5000422	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000424	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5000426	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	10	7923	SAL	-	-	115,993	74,159	190,152
										OPE	-	-	59,681	38,157	97,838
5000435	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000439	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000444	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000446	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000450	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	71,179	47,453	118,632
										OPE	-	-	46,219	30,813	77,032
5000454	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	161,450	103,222	264,672
										OPE	-	-	72,904	46,611	119,515
5000456	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000457	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000458	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	10	7521	SAL	-	-	110,107	70,397	180,504
										OPE	-	-	57,969	37,062	95,031
5000461	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000464	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	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	-	-	66,772	42,690	109,462
5000465	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000469	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	138,067	92,045	230,112
										OPE	-	-	65,677	43,785	109,462
5000477	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5000489	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5000491	MMS X7765 AP	SCIENCE CHEMISTRY AND LABORATOR	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
5000501	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
5000503	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4943	SAL	-	-	72,366	46,266	118,632
										OPE	-	-	46,990	30,042	77,032
5000504	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5169	SAL	-	-	75,674	48,382	124,056
										OPE	-	-	47,951	30,658	78,609
5000505	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	79,334	50,722	130,056
										OPE	-	-	49,017	31,338	80,355
5000506	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	79,334	50,722	130,056
										OPE	-	-	49,017	31,338	80,355
5000533	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	72,366	46,266	118,632
										OPE	-	-	46,990	30,042	77,032
5000538	OAS C5706 AP	INDUSTRIAL HYGIENIST 2	27	PF	1	1.00	24	4	6549	SAL	-	-	95,877	61,299	157,176
										OPE	-	-	53,829	34,416	88,245
5000540	MESN Z7484 AF	OCCUPATIONAL HEALTH AND SAFETY M	33X	PF	1	1.00	24	10	12165	SAL	-	-	178,096	113,864	291,960
										OPE	-	-	77,746	49,707	127,453
5000543	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	158,803	105,869	264,672
										OPE	-	-	71,709	47,806	119,515
5000548	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	133,854	85,578	219,432
										OPE	-	-	64,877	41,478	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
5000565	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	147,366	94,218	241,584
										OPE	-	-	68,807	43,991	112,798
5000578	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	124,675	83,117	207,792
										OPE	-	-	61,781	41,187	102,968
5000612	MESN Z7484 AF	OCCUPATIONAL HEALTH AND SAFETY M	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
5000613	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5000624	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PP	1	0.50	12	5	4300	SAL	-	-	51,600	-	51,600
										OPE	-	-	36,271	-	36,271
5000628	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	78,034	52,022	130,056
										OPE	-	-	48,213	32,142	80,355
5000629	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	-	-	147,366	94,218	241,584
										OPE	-	-	68,807	43,991	112,798
5000670	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	127,558	81,554	209,112
										OPE	-	-	63,045	40,307	103,352
5000675	MESN Z7483 AF	OCCUPATIONAL HEALTH AND SAFETY M	35X	PF	1	1.00	24	10	13392	SAL	-	-	196,059	125,349	321,408
										OPE	-	-	82,972	53,048	136,020
5000710	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000711	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5000975	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
5000977	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
5000980	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
5000981	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
5000982	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720

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	-	-	55	-	55
5100346	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5100440	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5100452	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
5200066	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200067	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	138,067	92,045	230,112
										OPE	-	-	65,677	43,785	109,462
5200068	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5200069	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
5200071	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	133,854	85,578	219,432
										OPE	-	-	64,877	41,478	106,355
5200072	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5200073	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200074	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	138,067	92,045	230,112
										OPE	-	-	65,677	43,785	109,462
5200075	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	115,993	74,159	190,152
										OPE	-	-	59,681	38,157	97,838
5200076	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
5200077	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	125,467	83,645	209,112
										OPE	-	-	62,011	41,341	103,352
5200078	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5200079	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200082	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200083	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	31X	PF	1	1.00	24	10	11028	SAL	-	-	161,450	103,222	264,672
										OPE	-	-	72,904	46,611	119,515
5200085	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	154,379	98,701	253,080
										OPE	-	-	70,847	45,296	116,143
5200086	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200089	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4300	SAL	-	-	61,920	41,280	103,200
										OPE	-	-	43,526	29,017	72,543
5200090	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	91,427	58,453	149,880
										OPE	-	-	52,535	33,588	86,123
5200092	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	79,334	50,722	130,056
										OPE	-	-	49,017	31,338	80,355
5200093	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	78,034	52,022	130,056
										OPE	-	-	48,213	32,142	80,355
5200094	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	138,067	92,045	230,112
										OPE	-	-	65,677	43,785	109,462
5200095	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5200097	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5200098	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5200100	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200102	OAS C5710 AP	OCCUPATIONAL SAFETY SPECIALIST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	125,467	83,645	209,112
										OPE	-	-	62,011	41,341	103,352
5200103	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	2	6549	SAL	-	-	157,176	-	157,176

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	-	-	88,245	-	88,245
5200105	OAS C0104 AP	OFFICE SPECIALIST 2	15	PP	1	0.50	12	10	4943	SAL	-	-	59,316	-	59,316
										OPE	-	-	38,516	-	38,516
5200106	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200107	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	10	7923	SAL	-	-	115,993	74,159	190,152
										OPE	-	-	59,681	38,157	97,838
5200108	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5200109	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5200111	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	154,379	98,701	253,080
										OPE	-	-	70,847	45,296	116,143
5200112	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5200113	OAS C5708 AP	INDUSTRIAL HYGIENIST 4	31	PF	1	1.00	24	10	10545	SAL	-	-	253,080	-	253,080
										OPE	-	-	116,143	-	116,143
5200114	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200116	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	125,467	83,645	209,112
										OPE	-	-	62,011	41,341	103,352
5200120	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5200121	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5200122	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
5200124	OAS C5711 AP	OCCUPATIONAL SAFETY SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200127	MMS X7485 AP	OCCUPATIONAL HEALTH AND SAFETY M	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
5200129	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	10	5965	SAL	-	-	87,328	55,832	143,160
										OPE	-	-	51,342	32,826	84,168
5200130	OAS C5707 AP	INDUSTRIAL HYGIENIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	140,368	89,744	230,112
										OPE	-	-	66,772	42,690	109,462
5200131	OAS C3717 AP	CHEMIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200132	OAS C3717 AP	CHEMIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
5200133	OAS C3715 AP	CHEMIST 1	24	PF	1	1.00	24	8	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
5200135	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	8167	SAL	-	-	119,565	76,443	196,008
										OPE	-	-	60,720	38,821	99,541
5200138	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3785	SAL	-	-	55,412	35,428	90,840
										OPE	-	-	42,058	26,889	68,947
5200203	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	79,334	50,722	130,056
										OPE	-	-	49,017	31,338	80,355
Total Salary											-	-	35,458,269	8,941,619	44,399,888
Total OPE											-	-	17,534,887	4,466,329	22,001,216
Total Personal Services					**220**	**213.85**					**-**	**-**	**52,993,156**	**13,407,948**	**66,401,104**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0000520	AT C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	3	5912	SAL	-	-	141,888	-	141,888
										OPE	-	-	83,797	-	83,797
0001076	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
1000581	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
5000512	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	4300	SAL	-	-	-	103,200	103,200
										OPE	-	-	-	72,543	72,543
7000018	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
7000025	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	9765	SAL	-	-	234,360	-	234,360
										OPE	-	-	110,697	-	110,697
7000029	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
7000030	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
7000032	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
7000033	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
7000037	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	3	5917	SAL	-	-	142,008	-	142,008
										OPE	-	-	83,832	-	83,832
7000040	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
7000042	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
7000043	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	3	7827	SAL	-	-	187,848	-	187,848
										OPE	-	-	97,166	-	97,166
7000046	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	3	8935	SAL	-	-	214,440	-	214,440
										OPE	-	-	104,903	-	104,903
7000056	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	7070	SAL	-	-	169,680	-	169,680

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	-	-	91,883	-	91,883
7000057	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	3	6610	SAL	-	-	158,640	-	158,640
										OPE	-	-	88,671	-	88,671
7000060	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
7000061	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	3	6610	SAL	-	-	158,640	-	158,640
										OPE	-	-	88,671	-	88,671
7000063	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	3	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
7000064	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	7	7110	SAL	-	-	170,640	-	170,640
										OPE	-	-	92,162	-	92,162
7000067	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	3	6610	SAL	-	-	158,640	-	158,640
										OPE	-	-	88,671	-	88,671
7000401	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760
										OPE	-	-	106,159	-	106,159
7100002	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
7100003	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	6	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
7100010	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
7100011	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
7100016	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	7	9409	SAL	-	-	225,816	-	225,816
										OPE	-	-	108,212	-	108,212
7100017	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
7100018	MESN Z7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
7100021	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

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
7100022	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	9	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
7100024	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
7100026	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	7	8499	SAL	-	-	203,976	-	203,976
										OPE	-	-	101,859	-	101,859
7100028	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
7100029	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
7100032	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
7100033	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	4	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
7100035	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	5	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
7100036	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
7100038	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
7100039	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	7	10743	SAL	-	-	257,832	-	257,832
										OPE	-	-	117,525	-	117,525
7100040	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760
										OPE	-	-	106,159	-	106,159
7100042	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
7100043	MMS X7895 IP	INFORMATION TECHNOLOGY APPLICAT	31X	PF	1	1.00	24	3	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
7100044	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	3	6610	SAL	-	-	158,640	-	158,640
										OPE	-	-	88,671	-	88,671
7100057	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	3	5917	SAL	-	-	142,008	-	142,008

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	-	-	83,832	-	83,832
7100058	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	7	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
7100064	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	6	10261	SAL	-	-	246,264	-	246,264
										OPE	-	-	114,160	-	114,160
7100065	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760
										OPE	-	-	106,159	-	106,159
7100099	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
7100100	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
7100235	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	9	9323	SAL	-	-	223,752	-	223,752
										OPE	-	-	107,611	-	107,611
7100262	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	5	7753	SAL	-	-	186,072	-	186,072
										OPE	-	-	96,651	-	96,651
7100263	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
7100264	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	5	7753	SAL	-	-	186,072	-	186,072
										OPE	-	-	96,651	-	96,651
7100265	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760
										OPE	-	-	106,159	-	106,159
7100301	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	7	8499	SAL	-	-	203,976	-	203,976
										OPE	-	-	101,859	-	101,859
7100308	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	8	11250	SAL	-	-	270,000	-	270,000
										OPE	-	-	121,065	-	121,065
7100329	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
7100331	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	3	6610	SAL	-	-	158,640	-	158,640
										OPE	-	-	88,671	-	88,671
7100336	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	9765	SAL	-	-	234,360	-	234,360
										OPE	-	-	110,697	-	110,697

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
7100337	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760
										OPE	-	-	106,159	-	106,159
7100338	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	6	6793	SAL	-	-	163,032	-	163,032
										OPE	-	-	89,948	-	89,948
7100339	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	6	7590	SAL	-	-	182,160	-	182,160
										OPE	-	-	95,512	-	95,512
7100341	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	9765	SAL	-	-	234,360	-	234,360
										OPE	-	-	110,697	-	110,697
7100342	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
7100343	MMS X7894 IP	INFORMATION TECHNOLOGY APPLICAT	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
7100385	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
7100416	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
7100417	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
7100419	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	3	8935	SAL	-	-	214,440	-	214,440
										OPE	-	-	104,903	-	104,903
7100428	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	6	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7100474	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
7100484	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
7100490	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	6	8986	SAL	-	-	215,664	-	215,664
										OPE	-	-	105,259	-	105,259
7100513	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
7100589	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	10	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
7100606	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
7100626	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
7100640	MMN X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	9	12562	SAL	-	-	301,488	-	301,488
										OPE	-	-	130,225	-	130,225
7100641	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	4	7402	SAL	-	-	177,648	-	177,648
										OPE	-	-	94,200	-	94,200
7100674	MMS X7894 IP	INFORMATION TECHNOLOGY APPLICAT	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
7100677	MESN Z7724 AF	RESEARCH ANALYSIS AND STATISTICS	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
7100680	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
7100681	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
7100684	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	9765	SAL	-	-	234,360	-	234,360
										OPE	-	-	110,697	-	110,697
7100689	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
7100705	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	8	8903	SAL	-	-	213,672	-	213,672
										OPE	-	-	104,680	-	104,680
7100708	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
7100752	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
7100755	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
7100756	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

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
7100759	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
7100760	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760
										OPE	-	-	106,159	-	106,159
9000460	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	-	118,632	118,632
										OPE	-	-	-	77,032	77,032
Total Salary											-	-	21,285,528	221,832	21,507,360
Total OPE											-	-	10,186,654	149,575	10,336,229
Total Personal Services					**96**	**96.00**					**-**	**-**	**31,472,182**	**371,407**	**31,843,589**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0004772	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	4	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0004896	AT C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0101001	UA C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	84,133	-	84,133
1000012	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	4	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
2100573	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
7000000	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
7000002	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	6	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000008	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000009	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000011	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
7000021	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
7000022	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
7000026	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
7000027	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
7000028	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
7000055	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160

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	-	-	84,168	-	84,168
7000070	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
7000073	OAS C5641 AP	FISCAL AUDITOR 1	23	PF	1	0.88	21	3	5169	SAL	-	-	108,549	-	108,549
										OPE	-	-	68,784	-	68,784
7000074	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	0.88	21	3	6245	SAL	-	-	131,145	-	131,145
										OPE	-	-	75,358	-	75,358
7000075	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
7000100	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	2	7490	SAL	-	-	179,760	-	179,760
										OPE	-	-	94,815	-	94,815
7000101	OAS C1243 AP	FISCAL ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
7000102	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
7000178	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000236	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
7000242	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
7000281	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
7000328	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR I	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
7000366	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000378	OAS C5641 AP	FISCAL AUDITOR 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
7000409	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	8	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
7000475	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
7000476	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000478	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000483	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	7	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
7000541	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	7	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
7000576	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
7000632	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
7000634	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000658	MESN Z7034 AF	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
7000739	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000786	OAS C5641 AP	FISCAL AUDITOR 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
7000791	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
Total Salary											-	-	7,646,382	-	7,646,382
Total OPE											-	-	4,037,364	-	4,037,364
Total Personal Services					**43**	**42.76**					**-**	**-**	**11,683,746**	**-**	**11,683,746**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0004893	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	6	7490	SAL	-	-	179,760	-	179,760
										OPE	-	-	94,815	-	94,815
1000006	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	9	7490	SAL	-	-	179,760	-	179,760
										OPE	-	-	94,815	-	94,815
1000007	MMN X1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	9	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
1000010	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
1000013	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	0.88	21	3	6469	SAL	-	-	135,849	-	135,849
										OPE	-	-	76,725	-	76,725
1000100	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	3	5607	SAL	-	-	134,568	-	134,568
										OPE	-	-	81,667	-	81,667
1000101	MMC X0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5607	SAL	-	-	134,568	-	134,568
										OPE	-	-	81,667	-	81,667
1100000	MMC X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	7	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
1100056	MMC X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
1100327	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
1100396	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	9	7490	SAL	-	-	179,760	-	179,760
										OPE	-	-	94,815	-	94,815
1100541	MMS X7344 AP	HUMAN RESOURCES MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
1100742	MMC X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	5	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
1100743	MMC X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
1100744	MESN Z7343 AF	HUMAN RESOURCES MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
Total Salary											-	-	3,070,041	-	3,070,041

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 OPE											-	-	1,525,588	-	1,525,588
Total Personal Services					**15**	**14.88**					**-**	**-**	**4,595,629**	**-**	**4,595,629**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1000002	MENN Z7663 AF	COMMUNICATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
1000003	OAS C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
1000008	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	9	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
1000014	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
1000169	OAS C2512 AP	ELECTRONIC PUBLISHING DESIGN SPE	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
1000351	MMN X0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
1000432	MEAH Z7583 HF	AGENCY HEAD 3	45X	PF	1	1.00	24	10	23233	SAL	-	-	557,592	-	557,592
										OPE	-	-	190,179	-	190,179
1000441	MESN Z7595 DF	DEPUTY/CHIEF 5	42X	PF	1	1.00	24	10	19391	SAL	-	-	465,384	-	465,384
										OPE	-	-	169,442	-	169,442
1000484	MMN X0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
1000652	MENN Z7598 AF	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
1000664	MMN X5619 AP	INTERNAL AUDITOR CHIEF EXECUTIVE	34X	PF	1	1.00	24	7	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
5000012	MMN X0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
5000462	OAS C2512 AP	ELECTRONIC PUBLISHING DESIGN SPE	24	PF	1	1.00	24	7	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
7100101	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
7100166	MENN Z7663 AF	COMMUNICATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
7100782	OAS C2512 AP	ELECTRONIC PUBLISHING DESIGN SPE	24	PF	1	1.00	24	8	6866	SAL	-	-	164,784	-	164,784

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	-	-	90,458	-	90,458
Total Salary											-	-	4,371,624	-	4,371,624
Total OPE											-	-	1,929,052	-	1,929,052
Total Personal Services					**16**	**16.00**					**-**	**-**	**6,300,676**	**-**	**6,300,676**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0003023	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
2200518	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
3000051	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	8	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
7000004	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
7000005	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
7000014	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	2	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
7000019	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
7000269	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
7000350	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
7000354	OAS C0758 AP	SUPPLY SPECIALIST 1	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
7000377	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
7000557	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	4	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
7100998	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
7100999	OAS C0103 AP	OFFICE SPECIALIST 1	13	PP	1	0.50	12	10	4499	SAL	-	-	53,988	-	53,988
										OPE	-	-	36,966	-	36,966
9000814	OAS C0436 AP	PROCUREMENT & CONTRACT SPECIAL	23	PF	1	1.00	24	5	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
Total Salary											-	-	2,426,940	-	2,426,940

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 OPE											-	-	1,322,566	-	1,322,566
Total Personal Services					**15**	**14.50**					**-**	**-**	**3,749,506**	**-**	**3,749,506**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1000000	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
1000004	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1100745	MESN Z7203 AF	DIVERSITY EQUITY AND INCLUSION MA	35X	PF	1	1.00	24	7	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
Total Salary											-	-	648,792	-	648,792
Total OPE											-	-	316,298	-	316,298
Total Personal Services					**3**	**3.00**					**-**	**-**	**965,090**	**-**	**965,090**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0001027	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001033	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
0001034	OAS C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001037	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0001041	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
0001045	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	6	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001046	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	3	7827	SAL	-	-	187,848	-	187,848
										OPE	-	-	97,166	-	97,166
0001048	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	4	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001049	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001050	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
0001085	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001086	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001087	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001088	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	3	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0001089	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001090	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	3	6549	SAL	-	-	157,176	-	157,176

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	-	-	88,245	-	88,245
0001091	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	3	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001092	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	5	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0001093	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001094	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
0001109	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	-	-	131,145	-	131,145
										OPE	-	-	75,358	-	75,358
0001110	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	0.88	21	3	7206	SAL	-	-	151,326	-	151,326
										OPE	-	-	81,227	-	81,227
0001116	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001117	OAS C2511 AP	ELECTRONIC PUBLISHING DESIGN SPE	22	PF	1	1.00	24	10	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001118	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0001119	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
0001121	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	3	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0002002	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
0003000	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0003001	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
0003002	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	9	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0003003	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0003006	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0003008	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	4	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
0003009	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0003010	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0003011	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0003012	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0003017	MMN X1190 AP	ACTUARY	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0003018	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
0003019	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0003020	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003022	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0003024	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	7	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0003025	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003026	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0003027	OAS C0861 AP	PROGRAM ANALYST 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
0003028	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003029	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003031	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	9	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0003032	MMN X0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	8	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0003033	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0003034	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0003035	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0003037	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0003038	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	6	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003039	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0003041	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0003043	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	8	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0003044	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003045	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003048	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003049	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003050	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0003054	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003059	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003061	MMN X1190 AP	ACTUARY	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0003062	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003065	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0003066	MESN Z7143 AF	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0003067	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003068	MMN X1190 AP	ACTUARY	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0003069	MMN X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0003070	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	9	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0003073	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	8	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
0003074	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003075	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003078	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	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
0003079	MMN X1190 AP	ACTUARY	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0003080	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	6	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003084	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
0003085	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0003086	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0003087	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
0003096	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
0003101	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0003104	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0003106	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
0003200	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0003267	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003268	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	4	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0003270	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0003277	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003278	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0003279	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003280	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0003281	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
0003329	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0003388	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
0003396	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003443	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0003444	OAS C5632 AP	TAX AUDITOR 2	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0003533	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0003581	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
0003605	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003606	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
0003608	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0003612	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0003614	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160

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	-	-	84,168	-	84,168
0003644	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0003645	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0003648	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0003652	MMN X0806 AP	OFFICE MANAGER 2	22	PF	1	1.00	24	3	5323	SAL	-	-	127,752	-	127,752
										OPE	-	-	79,685	-	79,685
0003653	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0003654	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
0003655	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0003657	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0003672	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
0003673	MMN X1190 AP	ACTUARY	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0003674	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	5	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0003686	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
3000040	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
3000047	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
3000071	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
3000103	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
4000639	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
8100507	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	4	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
Total Salary											-	-	25,785,639	-	25,785,639
Total OPE											-	-	12,885,891	-	12,885,891
Total Personal Services					**127**	**126.76**					**-**	**-**	**38,671,530**	**-**	**38,671,530**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0001003	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001007	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	8	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0001008	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001009	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001013	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
0001014	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001015	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
0001016	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001017	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001023	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001028	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001029	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	4	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0001030	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
0001032	OAS C5671 AP	SECURITIES EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001038	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001039	OAS C5676 AP	FINANCIAL EXAMINER 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
0001042	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001043	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001052	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
0001058	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
0001060	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0001061	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001062	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001065	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001066	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001067	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001069	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	5	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0001070	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0001071	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0001079	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0001080	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0001081	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0001082	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	6	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001084	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
0001095	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0001096	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001097	MMS X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0001101	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0001102	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0001104	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0001107	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001108	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0001111	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.88	21	3	4499	SAL	-	-	94,479	-	94,479
										OPE	-	-	64,691	-	64,691
0001112	OAS C1524 AP	PARALEGAL	26	PF	1	0.88	21	3	5965	SAL	-	-	125,265	-	125,265
										OPE	-	-	73,647	-	73,647
0001115	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0001171	OAS C5677 AP	FINANCIAL EXAMINER 3	30	PF	1	1.00	24	4	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001173	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	1	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
0001315	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	5	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0001316	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0001317	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0001422	OAS C5748 AP	INSURANCE EXAMINER	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001630	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001631	OAS C5676 AP	FINANCIAL EXAMINER 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0001632	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
0001636	OAS C5675 AP	FINANCIAL EXAMINER 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0002001	MESN Z7143 AF	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0002003	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0002005	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0002008	OAS C5233 AP	INVESTIGATOR 3	26	PF	1	1.00	24	3	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0002023	OAS C5671 AP	SECURITIES EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0002025	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0002033	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0002034	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0002076	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	9	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
0002081	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
0002092	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0002093	OAS C1547 AP	FINANCIAL ENFORCEMENT OFFICER	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0002535	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0002543	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
0002634	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0002982	OAS C5671 AP	SECURITIES EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0002983	OAS C5671 AP	SECURITIES EXAMINER	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0009701	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
3000052	OAS C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
7000016	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
Total Salary											-	-	15,894,264	-	15,894,264
Total OPE											-	-	7,802,146	-	7,802,146
Total Personal Services					**75**	**74.76**					**-**	**-**	**23,696,410**	**-**	**23,696,410**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0003271	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
0003272	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
0003273	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
0003274	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0003275	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
0003276	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
Total Salary											-	-	1,294,872	-	1,294,872
Total OPE											-	-	631,809	-	631,809
Total Personal Services					**6**	**6.00**					**-**	**-**	**1,926,681**	**-**	**1,926,681**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0000515	AT C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	3	5170	SAL	-	-	124,080	-	124,080
										OPE	-	-	78,616	-	78,616
0000518	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	80,328	-	80,328
0000521	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	82,247	-	82,247
0004000	MMN X7144 AP	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0004002	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
0004003	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
0004004	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
0004005	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
0004007	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
0004008	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	100,532	-	100,532
0004017	AT C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	3	5170	SAL	-	-	124,080	-	124,080
										OPE	-	-	78,616	-	78,616
0004020	AT C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	92,789	-	92,789
0004021	AT C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	9	5177	SAL	-	-	124,248	-	124,248
										OPE	-	-	78,666	-	78,666
0004022	AT C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	92,789	-	92,789
0004023	AT C5372 AP	ELECTRICAL INSPECTOR MULTI DISCIP	29	PF	1	1.00	24	9	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	106,319	-	106,319
0004024	AT C5362 AP	PLUMBING INSPECTOR MULTI DISCIPLII	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088

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	-	-	109,455	-	109,455
0004025	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004037	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004044	AT C5382 AP	STRUCTURAL/MECHANICAL INSPECTOI	29	PF	1	1.00	24	9	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	106,319	-	106,319
0004047	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004048	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
0004050	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
0004052	MMN X3149 AP	PROFESSIONAL ENGINEER 2	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0004053	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
0004055	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
0004056	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	4116	SAL	-	-	98,784	-	98,784
										OPE	-	-	71,258	-	71,258
0004060	AT C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	92,789	-	92,789
0004061	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004062	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004064	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
0004066	AT C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0004069	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004071	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0004073	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	8	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0004074	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
0004075	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004078	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	92,789	-	92,789
0004079	AT C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004080	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	5	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0004081	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5177	SAL	-	-	124,248	-	124,248
										OPE	-	-	78,666	-	78,666
0004083	AT C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10784	SAL	-	-	258,816	-	258,816
										OPE	-	-	117,811	-	117,811
0004085	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
0004087	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004088	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
0004089	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
0004090	MESN Z0833 AF	SUPERVISOR EXECUTIVE ASSISTANT	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0004091	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512

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	-	-	112,778	-	112,778
0004092	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004093	MMN X3149 AP	PROFESSIONAL ENGINEER 2	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0004094	AT C5362 AP	PLUMBING INSPECTOR MULTI DISCIPLII	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004095	AT C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	8	4942	SAL	-	-	118,608	-	118,608
										OPE	-	-	77,025	-	77,025
0004096	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	9	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	84,133	-	84,133
0004097	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004098	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004099	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	1.00	24	9	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	106,319	-	106,319
0004100	AT C5371 AP	ELECTRICAL INSPECTOR COMMERCIAL	28	PF	1	1.00	24	10	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	106,319	-	106,319
0004101	AT C5372 AP	ELECTRICAL INSPECTOR MULTI DISCIP	29	PF	1	1.00	24	9	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	106,319	-	106,319
0004102	AT C5372 AP	ELECTRICAL INSPECTOR MULTI DISCIP	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004103	AT C5382 AP	STRUCTURAL/MECHANICAL INSPECTOI	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004104	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004105	AT C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	92,789	-	92,789
0004106	AT C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	8	6545	SAL	-	-	157,080	-	157,080
										OPE	-	-	88,217	-	88,217

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0004107	AT C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	6	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	84,133	-	84,133
0004109	AT C5382 AP	STRUCTURAL/MECHANICAL INSPECTOI	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004113	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004114	AT C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	9	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	90,423	-	90,423
0004115	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	0.88	21	3	6861	SAL	-	-	144,081	-	144,081
										OPE	-	-	79,120	-	79,120
0004116	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	0.88	21	3	6861	SAL	-	-	144,081	-	144,081
										OPE	-	-	79,120	-	79,120
0004117	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	0.88	21	3	6861	SAL	-	-	144,081	-	144,081
										OPE	-	-	79,120	-	79,120
0004118	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	0.88	21	3	6861	SAL	-	-	144,081	-	144,081
										OPE	-	-	79,120	-	79,120
0004385	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004429	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004431	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004502	AT C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	97,802	-	97,802
0004526	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4942	SAL	-	-	118,608	-	118,608
										OPE	-	-	77,025	-	77,025
0004541	AT C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	9	4829	SAL	-	-	115,896	-	115,896
										OPE	-	-	76,237	-	76,237
0004556	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004570	AT C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032

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	-	-	97,802	-	97,802
0004577	AT C5382 AP	STRUCTURAL/MECHANICAL INSPECTOI	29	PF	1	1.00	24	7	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	100,532	-	100,532
0004590	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004591	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004592	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004593	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004594	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004595	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004596	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004597	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004599	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004605	AT C5362 AP	PLUMBING INSPECTOR MULTI DISCIPLII	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004606	AT C5362 AP	PLUMBING INSPECTOR MULTI DISCIPLII	29	PF	1	1.00	24	9	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	106,319	-	106,319
0004614	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004615	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004616	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0004617	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004618	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004619	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004625	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
0004627	AT C5372 AP	ELECTRICAL INSPECTOR MULTI DISCIP	29	PF	1	1.00	24	9	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	106,319	-	106,319
0004650	MESN Z7143 AF	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0004659	AT C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004661	AT C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	10	7523	SAL	-	-	180,552	-	180,552
										OPE	-	-	95,044	-	95,044
0004662	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004664	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0004665	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004666	AT C5353 AP	BOILER INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004669	AT C5353 AP	BOILER INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004675	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004690	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
0004691	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720

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	-	-	55	-	55
0004692	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004693	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004694	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004695	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004696	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004697	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004700	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
0004704	AT C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	80,328	-	80,328
0004705	AT C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	80,328	-	80,328
0004709	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5177	SAL	-	-	124,248	-	124,248
										OPE	-	-	78,666	-	78,666
0004714	AT C5391 AP	PLANS EXAMINER COMMERCIAL & RES	29	PF	1	1.00	24	8	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004716	MENN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0004738	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0004746	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004747	AT C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	97,802	-	97,802

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0004748	AT C5372 AP	ELECTRICAL INSPECTOR MULTI DISCIP	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004749	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004750	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004751	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004752	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004753	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004754	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004755	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004756	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004757	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004758	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004759	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004760	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004761	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004766	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004775	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960

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	-	-	80,328	-	80,328
0004779	AT C5353 AP	BOILER INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004781	AT C5353 AP	BOILER INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004782	AT C5353 AP	BOILER INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004785	AT C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	97,802	-	97,802
0004792	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004793	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004794	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004795	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004796	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004797	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004798	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004799	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0004801	AT C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10784	SAL	-	-	258,816	-	258,816
										OPE	-	-	117,811	-	117,811
0004814	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004815	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	6	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	100,532	-	100,532

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0004818	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004820	AT C5382 AP	STRUCTURAL/MECHANICAL INSPECTOI	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004822	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004835	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	80,328	-	80,328
0004837	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	80,328	-	80,328
0004842	AT C5372 AP	ELECTRICAL INSPECTOR MULTI DISCIP	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	109,455	-	109,455
0004846	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004857	AT C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	112,778	-	112,778
0004862	AT C5342 AP	ELEVATOR INSPECTOR	27	PF	1	1.00	24	7	7557	SAL	-	-	181,368	-	181,368
										OPE	-	-	95,282	-	95,282
0004874	AT C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	5063	SAL	-	-	121,512	-	121,512
										OPE	-	-	77,870	-	77,870
0004879	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	80,328	-	80,328
0004895	MESN Z7074 AF	BUDGET AND FISCAL MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0004898	AT C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4942	SAL	-	-	118,608	-	118,608
										OPE	-	-	77,025	-	77,025
0004900	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
0004904	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0004905	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832

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	-	-	86,108	-	86,108
0004910	AT C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
0004912	AT C5390 AP	PLANS EXAMINER RESIDENTIAL	26	PF	1	1.00	24	10	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	100,532	-	100,532
0004921	AT C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	8157	SAL	-	-	195,768	-	195,768
										OPE	-	-	99,471	-	99,471
0004923	AT C5353 AP	BOILER INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004924	AT C5353 AP	BOILER INSPECTOR	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	103,311	-	103,311
0004926	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	8	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0004932	AT C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	52,242	156,726	208,968
										OPE	-	-	25,828	77,483	103,311
0400005	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
0400007	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
7000003	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
7100025	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
7100027	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
7100031	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
Total Salary											-	-	28,479,942	156,726	28,636,668
Total OPE											-	-	14,045,124	77,483	14,122,607
Total Personal Services					**137**	**136.52**					**-**	**-**	**42,525,066**	**234,209**	**42,759,275**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0001056	MESN Z7144 AF	COMPLIANCE AND REGULATORY MANA	33X	PF	1	1.00	24	9	11578	SAL	277,872	-	-	-	277,872
										OPE	123,354	-	-	-	123,354
0001057	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
0001059	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	118,632	-	-	-	118,632
										OPE	77,032	-	-	-	77,032
Total Salary											674,376	-	-	-	674,376
Total OPE											323,740	-	-	-	323,740
Total Personal Services					**3**	**3.00**					**998,116**	**-**	**-**	**-**	**998,116**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium
Agency Request Budget

Cross Reference Number: 44000-011-13-00-00000
Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000037	1441575		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
3000038	1441576		OAS C1338 A P	LEARNING & DEVELOPMENT SPEC	24	PF	21	3	5,419	113,799	70,311	184,110	1	0.88
3000038	1441576		OAS C1338 A P	LEARNING & DEVELOPMENT SPEC	24		0	3	5,419	0	0	0	0	0.00
3000039	1441577		OAS C0324 A P	PUBLIC SERVICE REPRESENTATIV	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**302,757**	**199,693**	**502,450**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**302,757**	**199,693**	**502,450**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1000049	1441578		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	21	3	5,169	108,549	68,784	177,333	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**108,549**	**68,784**	**177,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**108,549**	**68,784**	**177,333**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000000	805850	7077	OAS C0870 A P	OPERATIONS & POLICY ANALYST '	23	PF	0	7	6,245	-56,205	-32,297	-88,502	0	-0.37
5000031	1215530	25718	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	10	10,066	-90,594	-42,299	-132,893	0	-0.37
5000106	226640	37153	OAS C3717 A P	CHEMIST 3	29	PF	0	7	8,314	-74,826	-37,713	-112,539	0	-0.37
5000108	226660	40230	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5000135	226850	18392	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000149	226970	17918	OAS C4339 A P	SCIENTIFIC INSTRUMENT TECHNI(	21	PF	0	10	6,549	-58,941	-33,092	-92,033	0	-0.37
5000251	539100	33732	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000252	539110	7747	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-210,936	-100,340	-311,276	0	-0.92
5000254	227180	63021	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5000262	227220	7452	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5000422	227650	43398	OAS C5707 A P	INDUSTRIAL HYGIENIST 3	29	PF	0	10	9,588	-210,936	-100,340	-311,276	0	-0.92
5000489	227890	11722	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	0	10	10,545	-94,905	-43,554	-138,459	0	-0.37
5000491	227900	6234	MMS X7765 A P	SCIENCE CHEMISTRY AND LABOR	31X	PF	0	10	11,028	-99,252	-44,818	-144,070	0	-0.37
5100452	228170	32345	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	0	10	5,419	-48,771	-30,134	-78,905	0	-0.37
5200066	228180	33538	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200078	228300	63034	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200095	228470	1699	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	0	10	10,545	-105,450	-48,393	-153,843	0	-0.42
5200100	228520	14480	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200114	228660	32282	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5200124	228760	3463	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200127	228790	26143	MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	10	11,028	-99,252	-44,818	-144,070	0	-0.37
5200131	228830	13097	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-86,292	-41,049	-127,341	0	-0.37
5200132	228840	48922	OAS C3717 A P	CHEMIST 3	29	PF	0	10	9,588	-95,880	-45,610	-141,490	0	-0.42
5200133	228850	46296	OAS C3715 A P	CHEMIST 1	24	PF	0	8	6,866	-61,794	-33,922	-95,716	0	-0.37
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-2,285,718**	**-1,102,552**	**-3,388,270**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-2,285,718**	**-1,102,552**	**-3,388,270**	**0**	**-10.23**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000576	225500	26437	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	0	4	4,118	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 44000-011-15-00-00000**

Agency Request Budget **Package Number: 104**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000060	1441582		OAS C5710 A P	OCCUPATIONAL SAFETY SPECIALI	27	PF	15	3	6,245	93,675	53,826	147,501	1	0.63
5000061	1441694		MMS X0833 A P	SUPERVISOR EXECUTIVE ASSISTA	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
5000062	1441695		OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,952	82,992	61,350	144,342	1	0.88
5000063	1441697		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000064	1441698		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000065	1441699		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000066	1441703		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000067	1441700		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000068	1441701		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
5000069	1441702		OAS C5709 A P	OCCUPATIONAL SAFETY SPECIALI	22	SF	10	3	4,943	49,430	32,096	81,526	1	0.42
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**658,526**	**416,573**	**1,075,099**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**658,526**	**416,573**	**1,075,099**	**10**	**5.33**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000055	1441595		MESN Z7484 A P	OCCUPATIONAL HEALTH AND SAFI	33X	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
5000055	1441595		MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	3	7,863	0	0	0	0	0.00
5000056	1441597		OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	21	3	6,866	144,186	79,151	223,337	1	0.88
5000057	1441598		MMS X0833 A P	SUPERVISOR EXECUTIVE ASSIST/	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
5000058	1441599		OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	3	3,651	87,624	68,011	155,635	1	1.00
5000060	1441582		MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	0	3	7,863	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**549,477**	**313,985**	**863,462**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**549,477**	**313,985**	**863,462**	**4**	**3.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000070	1441600		OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**131,145**	**75,358**	**206,503**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
3000576	225500	26437	OAS C0870 A P	OPERATIONS & POLICY ANALYST	23	PF	0	10	7,206	0	0	0	0	0.00
5000011	860100	11749	OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	0	9	7,801	5,736	1,669	7,405	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**3,442**	**1,001**	**4,443**		
				Federal Funds						**2,294**	**668**	**2,962**		
				Total Funds						**5,736**	**1,669**	**7,405**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5000000	805850	7077	OAS C0870 A P	OPERATIONS & POLICY ANALYST '	23	PF	0	7	6,245	56,205	32,297	88,502	0	0.37
5000031	1215530	25718	OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	10	10,066	90,594	42,299	132,893	0	0.37
5000106	226640	37153	OAS C3717 A P	CHEMIST 3	29	PF	24	7	8,314	74,826	37,713	112,539	0	0.37
5000108	226660	40230	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5000135	226850	18392	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000149	226970	17918	OAS C4339 A P	SCIENTIFIC INSTRUMENT TECHNI(	21	PF	24	10	6,549	58,941	33,092	92,033	0	0.37
5000251	539100	33732	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000252	539110	7747	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	210,936	100,340	311,276	0	0.92
5000254	227180	63021	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5000262	227220	7452	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5000422	227650	43398	OAS C5707 A P	INDUSTRIAL HYGIENIST 3	29	PF	24	10	9,588	210,936	100,340	311,276	0	0.92
5000489	227890	11722	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	24	10	10,545	94,905	43,554	138,459	0	0.37
5000491	227900	6234	MMS X7765 A P	SCIENCE CHEMISTRY AND LABOR	31X	PF	24	10	11,028	99,252	44,818	144,070	0	0.37
5100452	228170	32345	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	5,419	48,771	30,134	78,905	0	0.37
5200066	228180	33538	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200078	228300	63034	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200095	228470	1699	OAS C5708 A P	INDUSTRIAL HYGIENIST 4	31	PF	24	10	10,545	105,450	48,393	153,843	0	0.42
5200100	228520	14480	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200114	228660	32282	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5200124	228760	3463	OAS C5711 A P	OCCUPATIONAL SAFETY SPECIALI	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200127	228790	26143	MMS X7485 A P	OCCUPATIONAL HEALTH AND SAFI	31X	PF	24	10	11,028	99,252	44,818	144,070	0	0.37
5200131	228830	13097	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	86,292	41,049	127,341	0	0.37
5200132	228840	48922	OAS C3717 A P	CHEMIST 3	29	PF	24	10	9,588	95,880	45,610	141,490	0	0.42
5200133	228850	46296	OAS C3715 A P	CHEMIST 1	24	PF	24	8	6,866	61,794	33,922	95,716	0	0.37
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**2,285,718**	**1,102,552**	**3,388,270**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**2,285,718**	**1,102,552**	**3,388,270**	**0**	**10.23**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
7000075	1441608		OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	3	3,952	94,848	70,113	164,961	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**94,848**	**70,113**	**164,961**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**94,848**	**70,113**	**164,961**	**1**	**1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
700073	1441610		OAS C5641 A P	FISCAL AUDITOR 1	23	PF	0	3	5,169	0	0	0	0	0.00
7000073	1441613		OAS C5641 A P	FISCAL AUDITOR 1	23	PF	21	3	5,169	108,549	68,784	177,333	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**108,549**	**68,784**	**177,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**108,549**	**68,784**	**177,333**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
7000074	1441555		OAS C1217 A P	ACCOUNTANT 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
7000076	1441614		OAS C1217 A P	ACCOUNTANT 2	27	PF	0	3	6,245	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**131,145**	**75,358**	**206,503**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1000013	1441609		MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	21	3	6,469	135,849	76,725	212,574	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**135,849**	**76,725**	**212,574**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**135,849**	**76,725**	**212,574**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1000014	1441606		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
1000014	1441606		MMN C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	3	6,791	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**188,712**	**97,418**	**286,130**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**188,712**	**97,418**	**286,130**	**1**	**1.00**

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Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1100745	1254800	87	MESN Z7203 A P	DIVERSITY EQUITY AND INCLUSIO	35X	PF	0	7	11,578	13,200	3,839	17,039	0	0.00
7000557	229910	54661	OAS C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	4	7,206	64,968	18,899	83,867	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**78,168**	**22,738**	**100,906**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**78,168**	**22,738**	**100,906**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1109	1441604		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**131,145**	**75,358**	**206,503**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1110	1441601		OAS C5748 A P	INSURANCE EXAMINER	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**151,326**	**81,227**	**232,553**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**151,326**	**81,227**	**232,553**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1111	1441596		OAS C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	4,499	94,479	64,691	159,170	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**94,479**	**64,691**	**159,170**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**94,479**	**64,691**	**159,170**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1112	1441592		OAS C1524 A P	PARALEGAL	26	PF	21	3	5,965	125,265	73,647	198,912	1	0.88
7000072	1441559		OAS C1524 A P	PARALEGAL	26	PF	0	3	5,965	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**125,265**	**73,647**	**198,912**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**125,265**	**73,647**	**198,912**	**1**	**0.88**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2008	221320	18308	MMS X7144 A P	COMPLIANCE AND REGULATORY M	33X	PF	0	3	8,658	0	0	0	0	0.00
8100507	680420	17374	OAS C0856 A P	PROJECT MANAGER 3	32	PF	0	4	8,314	1,440	420	1,860	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**1,440**	**420**	**1,860**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**1,440**	**420**	**1,860**	**0**	**0.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4932	580880	689	AT C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,707	-208,968	-103,311	-312,279	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**-208,968**	**-103,311**	**-312,279**		
				Total Funds						**-208,968**	**-103,311**	**-312,279**	**-1**	**-1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4932	580880	689	AT C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,707	208,968	103,313	312,281	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**52,242**	**25,828**	**78,070**		
				Federal Funds						**156,726**	**77,485**	**234,211**		
				Total Funds						**208,968**	**103,313**	**312,281**	**1**	**1.00**

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Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4115	1441591	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
4116	1441583	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
4117	1441579	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
4118	1441573	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	21	3	6,861	144,081	79,120	223,201	1	0.88
7000074	1441555	AT	C5391 A P	PLANS EXAMINER COMMERCIAL &	29	PF	0	3	6,861	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**576,324**	**316,480**	**892,804**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**576,324**	**316,480**	**892,804**	**4**	**3.52**