DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

10700- DEPARTMENT OF ADMINISTRATIVE SERVICES

2025-27 AGENCY REQUEST BUDGET

2025-27 Budget Narrative

Department of Administration Services

Agency Number: 10700

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CERTIFICATION

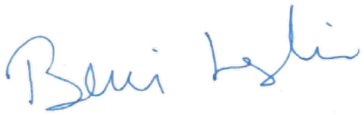
I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

DEPARTMENT OF ADMINISTRATIVE SERVICES

AGENCY NAME

155 COTTAGE STREET NE, SALEM, OR 97301

AGENCY ADDRESS



SIGNATURE

DIRECTOR | CHIEF OPERATING OFFICER

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.

xxxx Agency Request

_____ Governor's Budget

_____ Legislatively Adopted

Legislative Action

Agency Number - Agency Name

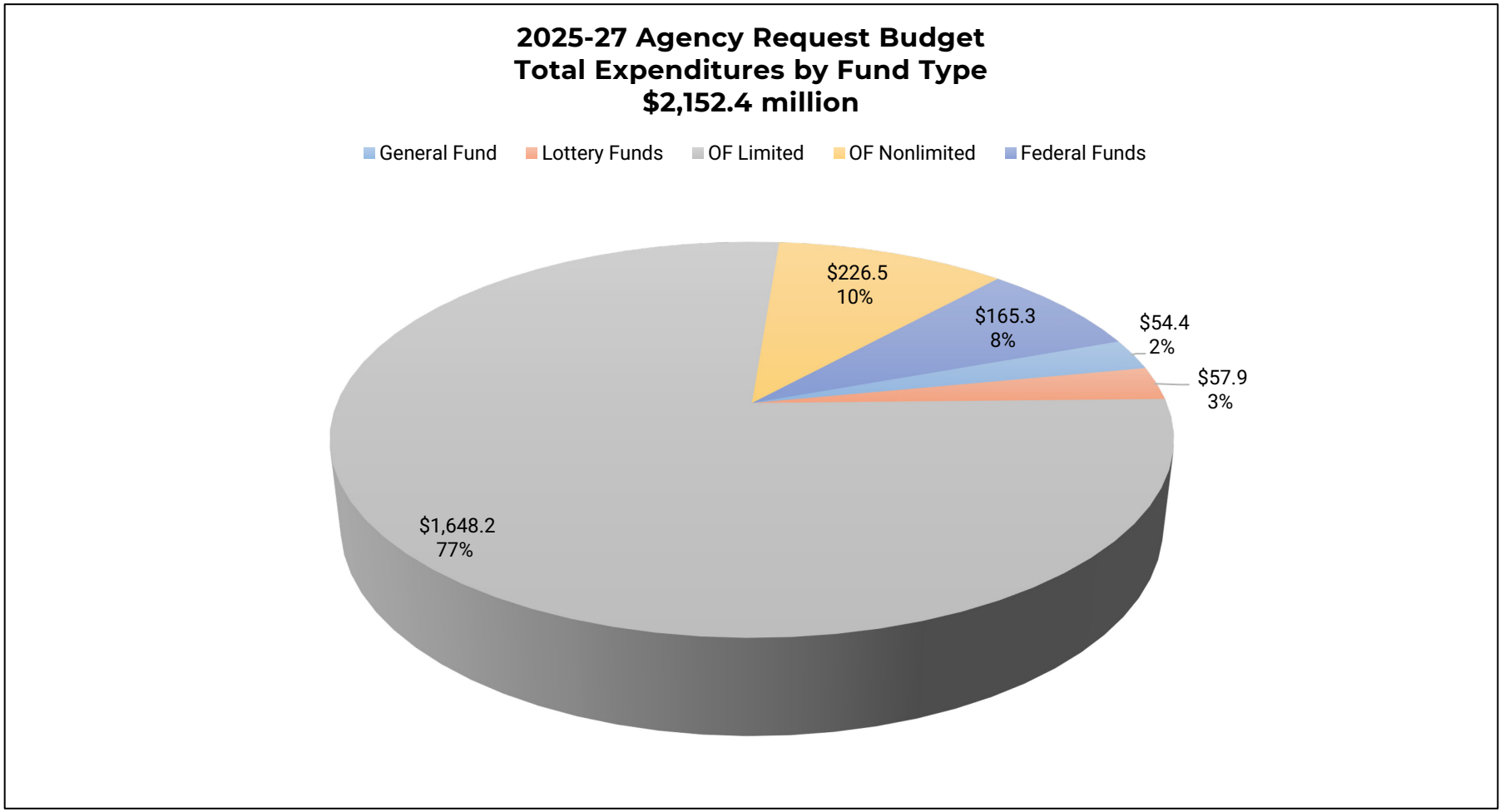
Agency Contact: **Robert Otero**
Date Submitted: **8/30/2024**
CFO Analyst: **Renee Klein**

Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
February Session		2024	HB5204	behavioral health capacity $85.4 GF
February Session		2024	SB1530	$30.3 GF one-time housing assist.
February Session		2024	SB1531	creates America 250 Oregon Commission
February Session		2024	SB5701	Reconciliation Bill
2023 Long Session		2023	HB2001	establish the OHNA
2023 Long Session		2023	HB2010	Soil/Water Conservation District Grant
2023 Long Session		2023	HB3332	Amends 5502.2.7 for procurement waiver
2023 Long Session		2023	HB3395	provide grants and awares
2023 Long Session		2023	HB3409	conduct assessment of energy use
2023 Long Session		2023	HB3410	11.2 million GF grants
2023 Long Session		2023	HB5006	Captial Construction
2023 Long Session		2023	SB5502	Main appropriation bill for agency
2023 Long Session		2023	SB5506	Reconciliation Bill
2023 Long Session		2023	SB606	Task Force on Modernizing Grant Funding/Contracting

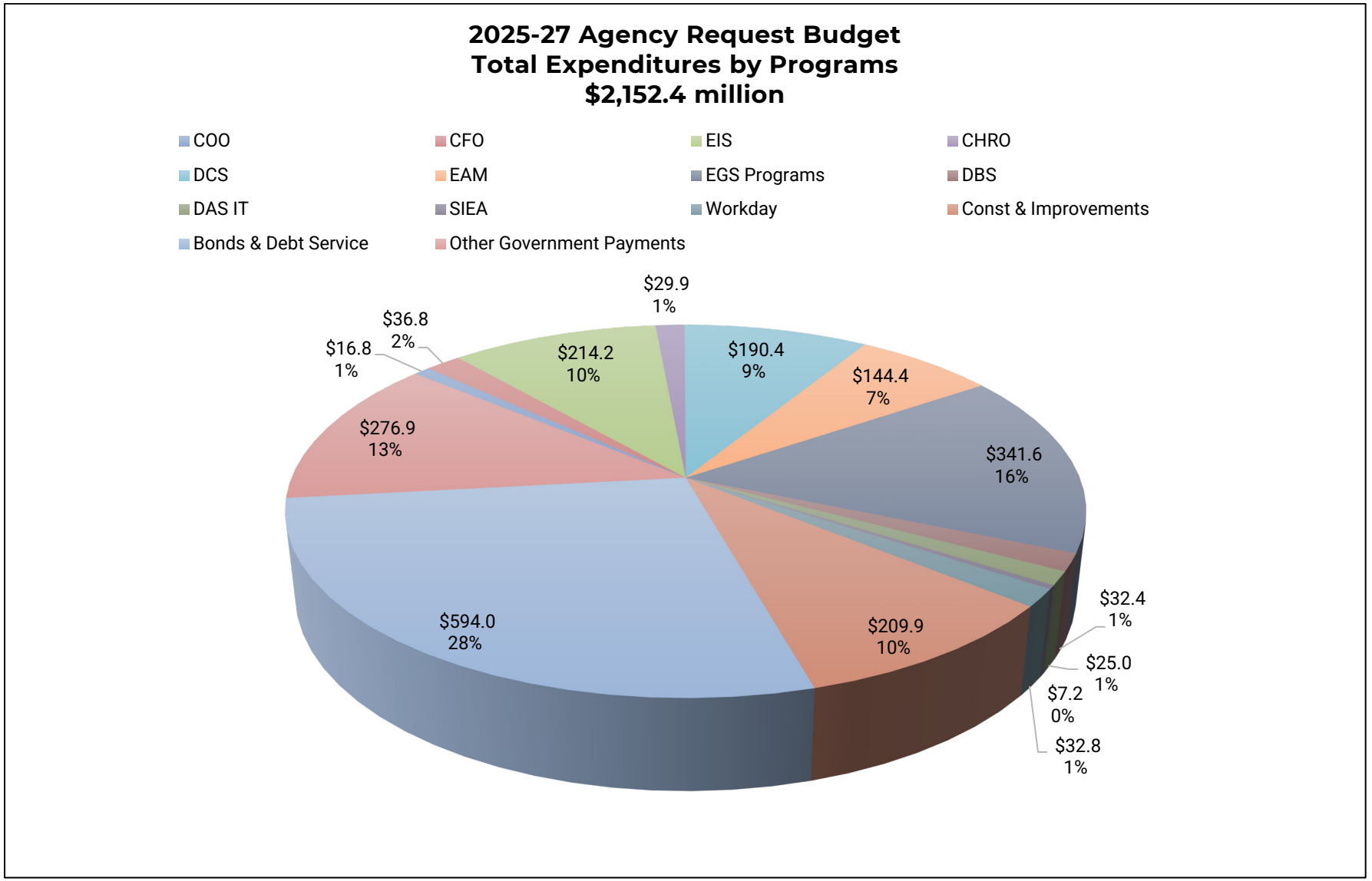
2025-27 Budget Narrative

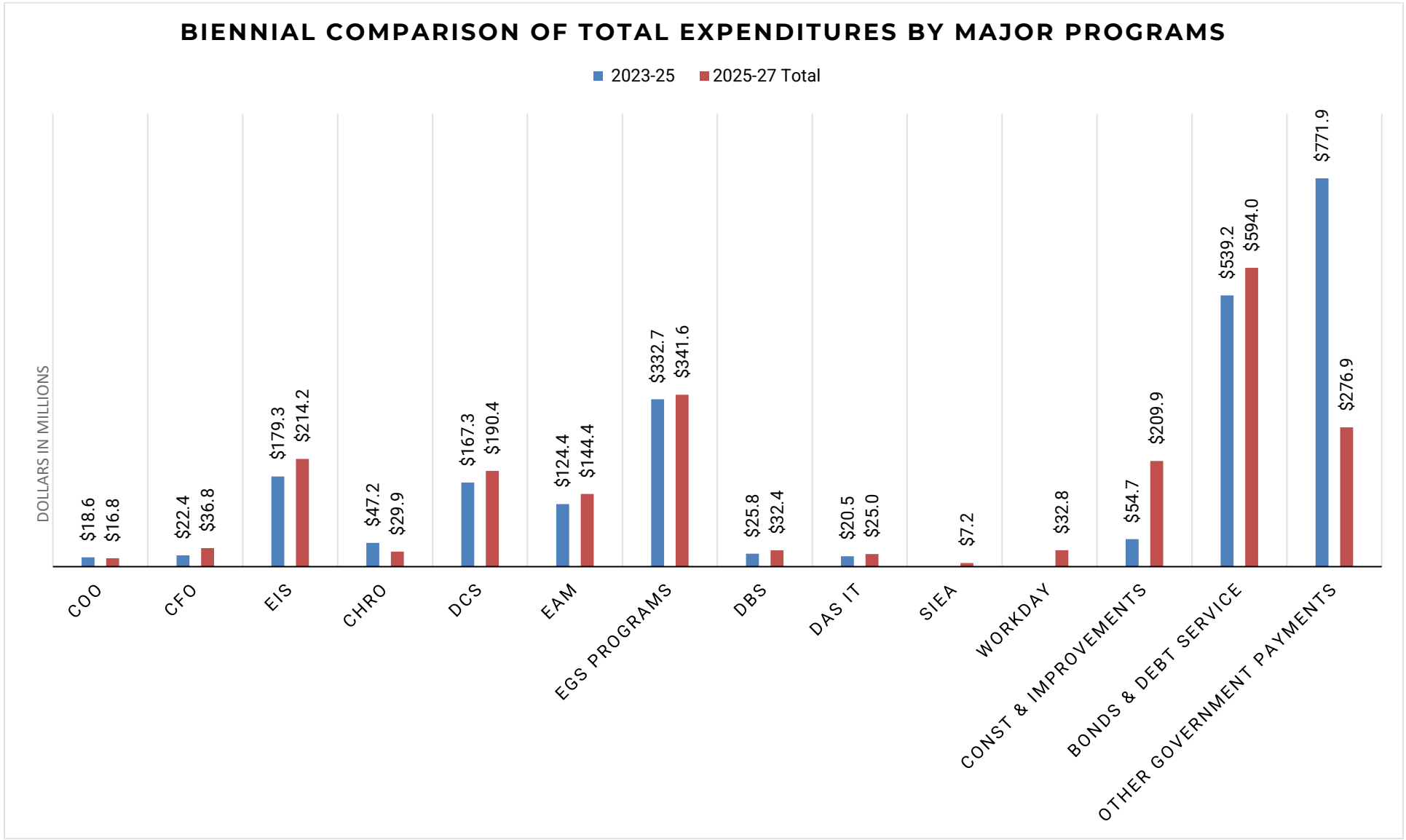
Department of Administrative Services

Budget Summary Graphics



2025-27 Budget Narrative




BIENNIAL COMPARISON OF TOTAL EXPENDITURES BY MAJOR PROGRAMS
2023-25
2025-27 Total
DOLLARS IN MILLIONS
$18.6
$16.8
$22.4
$36.8
$179.3
$214.2
$47.2
$29.9
$167.3
$190.4
$124.4
$144.4
$332.7
$341.6
$25.8
$32.4
$20.5
$25.0
$7.2
$32.8
$54.7
$209.9
$539.2
$594.0
$771.9
$276.9
COO
CFO
EIS
CHRO
DCS
EAM
EGS PROGRAMS
DBS
DAS IT
SIEA
WORKDAY
CONST & IMPROVEMENTS
BONDS & DEBT SERVICE
OTHER GOVERNMENT PAYMENTS

2025-27 Budget Narrative

Mission Statement and Statutory Authority

Mission Statement:

Lead state agencies through collaboration in service of Oregonians

Statutory Authority:

Oregon Revised Statutes (ORS) Chapter	Title Summary
Chapter 30	Tort Actions Against Public Bodies
Chapter 182	State Administrative Agencies; Information Systems Security; Relationships with Tribes
Chapter 184	Establishes Department of Administrative Services and outlines selected duties
Chapter 190	Cooperation of Governmental Units
Chapter 200	Disadvantaged Business Enterprises
Chapter 240	State Personnel Relations
Chapter 270	State Real Property
Chapter 276	Public Facilities
Chapter 276A	Information Technology
Chapter 278	Insurance for Public Bodies
Chapter 279	Public Contracting – Miscellaneous Provisions
Chapter 279A, B, and C	Public Contracting – General Provisions, Public Procurement and Public Improvement and Related Contracts
Chapter 282	Public Printing
Chapter 283	Interagency Services
Chapter 286A	State Borrowing - Bonds
Chapter 291	State Financial Administration
Chapter 292	Salaries and Expenses of State Officers and Employees
Chapter 293	Administration of Public Funds

2025-27 Budget Narrative

Distributions (required by statute):

ORS 221.770	City Revenue Sharing of Oregon Liquor Control Commission (OLCC) Earnings
ORS 272.085	5% Land Sales Proceeds Distributed to Counties
ORS 286A.573	Lottery Bond Administrative Fund
ORS 291.120	Distribution of Agency Savings
ORS 291.276	State Central Government Service Charge
ORS 291.407	State Agency Mass Transit Assessments and Distributions to Transit Districts
ORS 292.045	Deduction for payment to Charitable Fund Drive Program
ORS 293.144	General Fund interest to the Oregon Rainy Day Fund
ORS 293.537	Tobacco Settlement Account Funds
ORS 293.560	25% U.S. Forest Service National Forest Products Sale Proceeds Distributed to Counties
ORS 293.565	Federal Mineral Leases Proceeds Distributed to Counties
ORS 293.570	Federal Flood Control Proceeds Distributed to Counties
ORS 293.575	U.S. Taylor Grazing Fees Distributed to Counties
ORS 297.466	Withholding State Funds – Municipal Audit Law
ORS 320.100	Department of Revenue Amusement Device Tax Distribution to Counties
ORS 323.457	Department of Revenue Cigarette Tax Distribution to Cities and Counties
ORS 348.696	Education Endowment Fund Earnings Distributed to the State School Fund and the State Scholarship Commission
ORS 461.540	Administrative Services Economic Development Fund

Oregon Administrative Rules (OARs)	Title Summary
OAR 105	Department of Administrative Services Chief Human Resources Office
OAR 122	Department of Administrative Services Chief Financial Office
OAR 125	Department of Administrative Services
OAR 128	Office of the State Chief Information Officer

2025-27 Budget Narrative

Agency Overview

The Department of Administrative Services (DAS) works to effectively implement the policy and financial decisions made by the Governor and the Oregon Legislature. The department also sets and monitors high standards of accountability to ensure that state government uses tax dollars productively. The agency works closely with the Governor's Office and state agencies to ensure a diverse, equitable and inclusive state government. To fulfill its mission, DAS maintains a collaborative environment among agencies as it leads state government in service delivery.

Key program areas within the agency include the Chief Operating Office, Chief Financial Office, Chief Human Resources Office, Strategic Initiatives and Enterprise Accountability Office (which includes the Office of Cultural Change), Enterprise Information Services, Enterprise Asset Management, Enterprise Goods and Services, and Workday Oregon.

The Chief Operating Office (COO), which is also known as the DAS Director's Office, provides executive leadership for DAS and all Executive Branch agencies, governmental and external relations, economic analysis, and statewide coordination of internal auditing. The services provided under the direction of the COO are key to ensuring that all Executive Branch agencies can successfully meet agency goals and objectives. The COO plays a crucial role in developing statewide solutions and providing policy leadership to state agencies in furtherance of the Governor's vision. The COO brings together state agencies to develop long-term strategic policies, statewide initiatives, performance management and communication, creating a mechanism for delivering the Governor's agenda.

The Chief Financial Office (CFO) is responsible for statewide comprehensive fiscal policy, budget development and financial oversight for the Executive Branch, as well as statewide financial reporting and financial business systems. The CFO prepares the Governor's biennial budget and compiles the Annual Comprehensive Financial Report (ACFR). The CFO also maintains state government's budget and accounting systems, monitors agency spending for compliance with applicable budgetary laws and legislative intent and works with agencies to resolve issues between legislative sessions, including appearances before the Emergency Board and the Interim Joint Ways and Means Committee. The CFO helps manage and budget for major capital construction projects; issuing Article XI-Q bonds, Tax Anticipation Notes, and Lottery Revenue Bonds to finance capital and infrastructure improvements.

The Chief Human Resources Office (CHRO) provides the enterprise-wide policy leadership necessary to maintain a reliable and qualified workforce for Oregon state government. The CHRO's centralized policy functions enable Executive Branch agencies to share resources and expertise with which to manage its human resources assets and capital in a cost-effective way. CHRO also provides human resources management services to smaller agencies, boards and commissions that do not have the staff to perform these functions.

2025-27 Budget Narrative

Strategic Initiatives and Enterprise Accountability Office (SIEA) is the chief strategy office supporting statewide efforts to improve operations and accountability in state government. The office directs internal and external communication, coordinates legislative activities, leads enterprise accountability, and through its Office of Cultural Change, works with state agencies to develop and ensure effective implementation of policies, programs, services and initiatives related to diversity, equity, inclusion and belonging.

Enterprise Information Services (EIS) provides statewide IT leadership by maturing enterprise technology governance, optimizing investments, ensuring transparency, providing oversight, and delivering secure and innovative solutions—enabling state agencies and partner jurisdictions to better serve Oregonians through enterprise technology solutions. The state provides numerous services to help Oregonians live healthy, fulfilled lives. From enrolling in healthcare to managing the criminal justice system, to tracking student's progress in school, Oregonians depend on software systems to deliver these services. In leveraging technology to transform service delivery, policy and technology leaders need to adhere to guiding principles that will lead to successful and measurable outcomes.

Enterprise Asset Management (EAM) comprises the Rent Program, Real Estate Services, Fleet and Parking Services and the Oregon Surplus Property program. The division centralizes management of state real and personal property to support state agency workspaces, travel and operational needs.

Enterprise Goods & Services (EGS) provides a wide range of business services to state and local government, some services also reach the business community and individual citizens. State agencies utilize the services provided by EGS to procure and contract for goods and services with the private sector; to ensure proper financial controls are in place as well as the provision of accounting, budget and payroll services; to insure and protect people, property and activities of state government; and to publish and distribute communications materials at the lowest possible cost.

Workday Oregon is a newly established DAS division that reports directly to the Chief Operating Officer, consolidating all Workday resources, staff and expenses by transferring them out of various DAS divisions. This division manages operational resources, service levels and response times for employees, agencies and external customers using the Workday system.

2025-27 Budget Narrative

Agency Strategic Plan

Mission:

Lead state agencies through collaboration in service of Oregonians.

Vision:

- To earn the highest level of trust and confidence by delivering quality services, effective policy and enterprise leadership.

Values:

Being a DAS employee means modeling these core values and seeing them in action throughout the agency. Every day we strive to learn from our experiences and improve, with the goal of delivering exceptional customer service.

- **Accountability** – We take responsibility for our actions, decisions and outcomes.
- **Inclusion** – We commit to creating a culture of belonging where we can bring our full, authentic selves, and work together toward equitable outcomes.
- **Excellence** – We do our absolute best in every situation.
- **Integrity** – We stay true to our word and always act ethically.
- **Respect** – We treat all individuals with dignity and honor their diversity through our actions and behaviors.

2025-27 Budget Development Criteria

Based on the DAS Strategic Plan, the following themes drove the DAS budget development:

Flexibility and Innovation - The COVID pandemic required us to pivot from traditional work arrangements and has brought new thinking to Oregon's workforce and worksites throughout the state.

- In a very competitive job market, the state needs new recruitment and retention tools to attract and retain a diverse and talented workforce. One of those tools is to allow employees to work full-time remote or hybrid schedules, where appropriate.

- Rapidly changing innovations in the world of information technology have allowed staff and stakeholders working remotely to stay connected in a secure environment.

- With more staff moving to remote work there is potential opportunity to reduce the state's real estate footprint by offering shared drop-in spaces in agencies instead of permanently assigned workstations. Additionally, the state is able to evaluate its real estate portfolio and plan for increased use toward public good in alignment with the Governor's priorities.

Diversity, Equity and Inclusion – Through the Office of Cultural Change (OCC), DAS is working to embed diversity, equity, inclusion and belonging (DEIB) into all areas of the department's work and is building its culture among employees through training and other engagement activities as outlined in the DAS Strategic Plan. Enterprise-wide, the OCC manages the statewide DEIB strategy and builds the capacity of agencies and employees to lead DEIB initiatives, including how to apply an equity lens to policies and program work to achieve more equitable outcomes.

Climate Change – State government's sustainability efforts significantly influence the efficient use of energy and water, promote alternative transportation, reduce waste, promote the purchase and use of more sustainable materials, and foster equity and inclusion. These efforts can also help address the challenges of climate change, including reducing greenhouse gas emissions from state operations and consumption, and preparing to be resilient to a climate that is already changing.

Equity in Procurement – DAS is committed to increasing and promoting diversity, equity, inclusion and belonging as values and outcomes in procurement processes to ensure all businesses have access to state government contracting, including businesses owned by minorities, women and veterans.

State-Owned Buildings and Infrastructure

DAS provides most of the publicly owned office space for Oregon state government as well as critical special-use buildings such as the State Data Center, Public Health Lab, the North Valley Complex and other stand-alone facilities. The current replacement value of the aggregate portfolio is $2.5 billion and comprises 4.5 million square feet. Funding for maintenance and construction of these assets comes from the rental rate assessments charged to agencies occupying DAS-owned facilities. In support of addressing ongoing deferred maintenance, DAS has included $204 million in its capital construction projects with $54 million of the funding coming from the uniform and self-support rental rate assessments and $150 million from Article Q bonds.

2025-27 Budget Narrative

DAS plans to continue to address the challenge of aging buildings and a changed work force modality by prioritizing projects that provide solutions to:

1) The preservation and improvement of existing facilities.

2) Continue investment in assets on the Capitol Mall area in Salem as well as DAS-owned properties statewide to ensure the structures optimally support agency needs and mission.

3) Upgrading obsolete building systems with newer technology as DAS works to meet state government's Greenhouse Gas ("GHG") reduction goals through replacement of end-of-life building assets.

4) Planning for modernizing DAS buildings into more efficient, right-sized spaces to accommodate a hybrid workforce. DAS has developed a 6-year plan to address the challenges in order of priority. The execution of the plan aligns with the Governor's priorities and the prioritization criteria established by executive leadership. DAS will be engaged in 2025-27 in the following key projects:

   - $150 million retrofit of the Labor and Industries building: This project wholesale upgrades and replaces every obsolete building system, includes seismic infrastructure bringing it into code compliance and adoption of the new hybrid workplace design guidelines. All renovations are scheduled for completion in January 2030.
   - Deferred Maintenance: Continually address deferred maintenance throughout DAS' portfolio.
   - Portfolio Repositioning: Investing in our buildings' interiors by creating right-sized office spaces to support agencies' hybrid workplace needs, these funds enable DAS to build out appropriate spaces across the portfolio.
   - Portland State Office Building Restack: This project encompasses the needed funds to reconfigure the building to right-size existing tenants' office footprints thereby enabling capacity to accommodate other agencies, currently in private-sector leases, into a state-owned facility. Due to its singular size and geographical location, this is a stand-alone project.
   - Building Automation Systems: These needed funds address a system-wide cyber-security threat by bringing legacy HVAC controls onto a secure technology platform.
   - Parking lot improvements and Electric Vehicle ("EV) charging station expansion: These projects are two-fold in nature. Firstly, parking lot improvements address the physical upgrades needed for all of DAS' parking lots. Secondly, and only in those parking lots DAS charges for service located at the Portland State Office Building, the Capitol Mall and the Eugene State Office Building, this request addresses EV charging capacity expansion.

Major Information Technology Projects/Initiatives

The proposed initiatives address enterprise and agency priorities including replacement of legacy enterprise systems, compliance and risk mitigation associated with state and federal information security and regulatory requirements, addressing legislative mandates, and improving services to customers, including state agencies and citizens, among others. Each of these projects align with specific strategies and objectives in the DAS Strategic Plan, the State CIO's Enterprise Information Resource Management Strategy (EIRMS) and the Administration and Business Services Information Resource Management (IRM) Plan. Priority projects and programs include:

- Internal DAS Application Modernization: DAS has been struggling to keep up with the demand of internal application modernizations within the DAS business units for many years. There are currently more than 130 separate application requests with four of them being large application development efforts. This package would allow a focus on SaaS solutions and take advantage of other cloud tools and offerings instead of developing traditional applications.

- Network Security Modernization Program: The purpose of this package is to fund the resources necessary to begin implementation of the Network Security Modernization Plan (NSMP). The state's computer network has been in place supporting state agencies for decades. Over time revisions have been made to meet a new need, but the network has not kept up with advancements in technology and is not optimized for a changing workforce nor service delivery. The aged network architecture and security scheme make operations complicated and changes sometimes difficult and dampens our ability to support a largely remote and mobile workforce and doesn't provide a solid foundation for the future - in a cloud enabled world.

- Planning Secure Cloud: The purpose of this package is to acquire and build tools, processes, expertise, and infrastructure to enable Cyber Security Services to deploy and manage services within various cloud providers in support of agency operations.

- Cyber Security Services Security Operations Center Modernization: The purpose of this package is to modernize the state's cybersecurity security operations center (SOC), which is imperative in today's hyper-connected digital landscape, where cyber threats are evolving at an unprecedented pace. The SOC serves as the frontline defense against cyberattacks, safeguarding the state's critical assets, reputation, and customer trust.

- DCS Lifecycle Replacement: The purpose of this package is to continue the DCS computing, and network equipment lifecycle replacement plan to ensure stable and reliable operations in support of agency operations. This package also includes software lifecycle to upgrade operating system licenses and replacement of mission critical tools that have reached end of life and are no longer supported.

Oregon
Tina Kotek, Governor

Department of Administrative Services
Office of the Chief Operating Officer
155 Cottage Street NE
Salem, OR 97301
PHONE: 503-378-3104

MEMORANDUM

To: DAS Chief Financial Officer | Legislative Fiscal Office

From: Oregon Department of Administrative Services (DAS)

Date: August 1, 2024

Subject: DAS Racial Equity Impact Statement

Attachment: 2024-2027 DAS Strategic Plan (DEI Plan is embedded in Strategic Plan.)

Question 1: Who benefits from agency programs, both directly and indirectly? Who will be burdened by agency programs?

Oregon Department of Administrative Services (DAS) provides leadership, statewide policy and centralized services that serves the Governor, state agencies and external partners. Divisions within DAS, such as, Chief Operating and Administrative Office (COO and CAO), Strategic Initiatives & Enterprise Accountability (SIEA), Chief Financial Office (CFO), Enterprise Information Services (EIS), Enterprise Goods and Services (EGS), Enterprise Asset Management (EAM) and Chief Human Resources Office (CHRO), offer services that benefit every corner of our state through procurement services, management of assets like fleet and facilities, technology and data infrastructure, policy development, capacity building and accountability for Statewide goals and expectations, budget recommendations and recruitment. However, these programs can create burdens, particularly with technology and contracting equity. Oregonians are impacted through budget recommendations, however this can create a burden on partners when their input is not solicited, engaged and/or integrated. Complex procurement practices can burden marginalized communities due to limited access and know-how. EIS systemic digital inequity can be a burden to Oregonians with difficult to navigate systems. DAS promotes a stable workforce that serves state agencies; however, an unstable workforce can result in a burden to staff.

Question 2: 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?

As an agency, DAS strives to increase racial equity and improve areas that decrease equity in collaboration with the Office of Cultural Change, which is part of the SIEA division. The Office of Cultural Change provides agency and enterprise leadership to decrease racial inequities through diversity, equity, inclusion and belonging (DEIB) strategies and practices. The office engages in inclusive practices to increase racial equity, such as launching a DEIB Cabinet comprised of DEIB leaders across the enterprise to advise and engage in DEIB strategies and practices. In addition, DAS promotes racial equity through digital compliance with WCAG (Web Content Accessibility Guidelines) and ADA (Americans with Disabilities Act) standards, supports remote and hybrid work opportunities and increases job prospects in underserved areas to increase equity. All DAS programs are encouraged to support racial equity through multilingual capabilities and digital literacy programs to create standards that make new digital platforms accessible to all users. The new Office of Procurement Equity collaborates with agencies and external partners to remove barriers for small, marginalized businesses in obtaining state contracts that benefit underrepresented populations. With a focus on diversity and inclusion practices, agency recruitment efforts will bridge recruitment gaps for marginalized communities. The agency aims to enhance collaboration to assess budget impacts on communities, and to enhance equity through accountability, communication, legislative efforts and cultural change to improve racial equity across the state. Both DAS and EIS implement DEIB initiatives to foster inclusive, equitable practices across the organization.

Question 3: Whose voices and perspectives are not at the table? Why?

Underserved communities across and intersecting with identities such as race, gender, low-income, disabled, tribes and veterans are often excluded from agency decision-making without the prioritization of relationship development. DAS Office of Procurement Equity addresses the lack of perspective through training, outreach and community engagement to elevate collaboration with businesses owned by people of color and women. Time constraints can exclude smaller agencies, such as boards and commissions, and limit community perspectives in budget recommendations. CHRO encourages partners to review and offer feedback on policies and practices, but due to the volume of work and limited agency resources this can create engagement challenges. Limited resources and volume of work is also a barrier for diverse voices and perspectives to engage with DAS, especially since agency and employee engagement requires additional time out of everyday work duties to provide feedback and input. Many agencies and their employees, including at DAS, have shared that this lack of time and resources have been a barrier to engaging, even if the interest is there.

Question 4: What does the agency do to ensure multiple perspectives are part of our decision-making process?

DAS ensures diverse perspectives in their decision-making process with guidance from Office of Cultural Change, State agencies, and prioritization of input from underserved communities through the procurement equity program. The agency encourages feedback and holds regular meetings with external partners, agency leaders, legislators and businesses to improve agency decision-making priorities and engage them with agency strategic planning. For budget development, DAS collaborates with agencies and the Racial Justice Council to center equity. The agency enhances strategic planning by engaging underserved voices to develop an equity lens and collaborates with labor partners, DEI leaders and community organizations to elicit impact in their decisions. EIS creates feedback opportunities through public comment, open feedback sessions and internal support to build a culture that prioritizes equity and inclusion across the enterprise.

OREGON DEPARTMENT OF ADMINISTRATIVE SERVICES

STRATEGIC PLAN

2024-2027



DAS
DEPARTMENT OF ADMINISTRATIVE SERVICES



MESSAGE FROM THE DIRECTOR

I'm pleased to introduce the Oregon Department of Administrative Services (DAS) 2024-2027 strategic plan.

In the summer of 2023, DAS launched a year-long effort to create this plan laying out the agency's strategic direction for the next three years. The work was sponsored by the DAS Executive Team with the heavy lifting led by a Strategic Planning Steering Team (page 2 lists the names of the folks who helped get us here).

The Steering Team started its work by evaluating our existing mission, vision, values and key goals. They also laid the groundwork for engaging with our employees and state agency partners to incorporate their feedback into all aspects of the plan.

Forming our strategic objectives, priorities and goals while embedding Diversity, Equity, Inclusion and Belonging (DEIB), took many meetings (in-person and remote), multiple surveys and hours of conversation. We held focus groups for our employees and for agency partners, and they sent us back to the 'drawing board' a few times. Their invaluable feedback helped us identify the strategic direction outlined in this plan, which will guide DAS' efforts effective immediately.

Overarching the plan is an updated mission that is worth highlighting. Though DAS is required to lead state agencies in policy direction, it is imperative that we partner with agencies while providing guidance, and stand alongside agencies in support of their operational and administrative work. This acknowledgement is embodied in the new mission:

Lead state agencies through collaboration
in service of Oregonians.

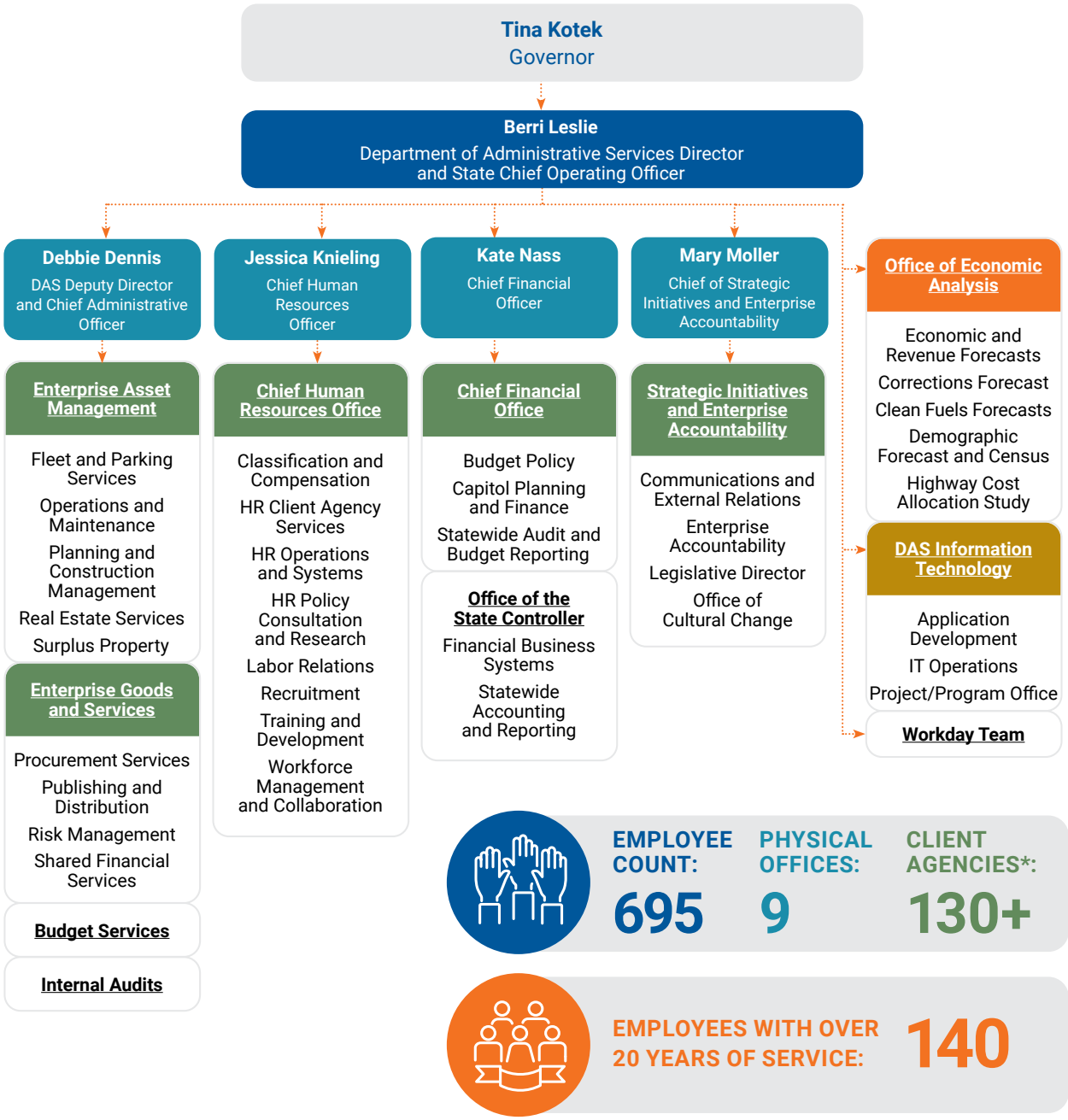
While celebrating the release of this strategic plan, I'm looking forward to the next phase of planning in which we take our high-level goals and create actions at the program level that will improve not only DAS, but state government as well.

We remain committed to serving the people of Oregon, to creating a culture of belonging, to providing outstanding customer service and to reporting our progress toward achieving DAS' refreshed strategic objectives.

Berri Leslie
DAS Director and Chief Operating Officer

THE AGENCY

DAS is the central administrative agency of Oregon state government, and works to effectively implement the policy and financial decisions made by the Governor and the Oregon Legislature. The agency is responsible to set and monitor high standards of accountability to ensure state government uses tax dollars effectively. DAS supports state agencies by providing a strong and stable management infrastructure. As part of this effort, DAS works with private enterprise, citizens and other government entities to develop an efficient service delivery system.



* Purchasers of direct services from DAS, such as IT support, payroll, HR, finance, etc.

THE TEAM

Thank you to these project team members!

The DAS Executive Team and the Strategic Planning Steering Team were integral in creating the DAS strategic plan.

Pamela Armer
FBS Support Specialist**

Stormy Boyles
COO Executive Assistant*

Dustin Ball
Former CFO Budget Reporting Administrator**

Cindy Burger
EIS Assistant State CIO**

Krista Campbell
CHRO Workforce Development Administrator**

Andrea Chiapella
DAS Communications Director*

Jen Coney
CHRO Classification and Compensation Administrator**

Brad Cunningham
EGS Operations and Finance Administrator**

Kurtis Danka
DAS Chief Information Officer*, **

Debbie Dennis
DAS Deputy Director**

Melinda Gross
DAS Director of Cultural Change**

Jeni Hall
EAM Executive Support Specialist and SEIU Local President**

Rob Hamilton
CFO State Controller*, **

Raelynn Henson
DAS Communications Coordinator**

Shelly Hoffman
EGS Risk Management Manager*

Lisa Hylton
CHRO Performance Management Strategist**

Rosa Klein
SIEA Project Manager**

Darwin Kumpula
Deputy State Chief Procurement Officer**

Berri Leslie
State COO and DAS Director*

Meliah Masiba
DAS Legislative Director**

Jeremy Miller
EAM Deputy Administrator and Capitol Planner**

Mary Moller
Strategic Initiatives and Enterprise Accountability Director*, **

Kate Nass
DAS Chief Financial Officer*

Stephen Nelson
State Chief Procurement Officer*

Zak Ostertag
SIEA Project Analyst and Data Governance Steward**

Robert Otero
Budget Director*

Denver Peterson
DAS IT Operations and Engineering Manager**

Shannon Ryan
EAM Administrator*

Torrey Sims
Diversity, Equity, Inclusion and Belonging Manager**

Summer Warner
SIEA Project Manager**

Christopher Wilson
CPO Disparity Study Manager**

DAS engaged with many individuals internally and throughout the enterprise to complete this strategic plan. We could not have done this important work without our employees and external partners – who contributed their feedback, thoughts, and ideas through various surveys and focus groups. Thank you!

* Executive Team – Subject matter experts, implementers, and final approvers of the plan; chief implementers.

** Steering Team – Advisors and recommenders for planning efforts.

THE JOURNEY

Engagement Timeline

		June 2023	June 28, 2023: DAS Strategic Planning Kick-off
Environmental Scan	Developed and distributed plan for soliciting internal and external partner input	**July**	
		August	
		September	Sept. 13, 2023: DAS All-Staff
	Gathered feedback data from internal and external partners	**October**	
		November	
		December	December 2023: Employee Engagement survey
Compile and Review Data	Compiled feedback for review to compare and identify common themes	**January**	Jan. 24, 2024: Mid-point check-in with Exec and Steering
		February	
Strategic Priorities and Objectives	Reviewed top themes to inform strategic direction	**March**	March 2024: Three goal development work sessions
		April	
Draft and Adopt	Drafted, reviewed and finalized strategic plan	**May**	
		June 2024	June 1, 2024: Adoption and distribution

Environmental Scan Engagement

The first phase of the DAS strategic planning process was to scan the current state of the agency through a SWOT* analysis, employee surveys, and focus groups with external business partners.



EMPLOYEE SURVEY

361 of 695
employees completed the survey, a 55% response rate.



EXTERNAL FOCUS GROUPS

15 focus groups
94 enterprise attendees
45 entities represented**

Employee Engagement

The third phase included developing and drafting strategic objectives, priorities, and high-level goals for the next three years, then validating the drafts with those doing the work – DAS employees.



MANAGEMENT MEETING

60+
DAS Supervisors



EMPLOYEE FOCUS GROUPS

8 focus groups
70 employees

* Strength, Weakness, Opportunity, Threat (SWOT).
** Agencies and representatives from all three branches of state government.

MISSION, VISION, VALUES

After drafting a proposed new mission, vision and values (MVV), the Strategic Planning Steering Team shared its draft with DAS employees through a September 2023 survey. As hoped, employees helped the draft MVV become even better and more relevant to them. We then turned the draft MVV over to business partners and customers for their validation. Between October and December 2023, we talked with hundreds of participants in 15 different focus groups.

Just like the employee feedback, the customer sessions were invaluable, and we learned an important distinction: customers asked that the DAS strategic plan emphasize that we *collaborate* with them. After much thought and discussion, we finalized the following mission, vision and values:



Mission

Lead state agencies through collaboration in service of Oregonians.



Vision

To earn the highest level of trust and confidence by delivering quality services, effective policy and enterprise leadership.



Values

Being a DAS employee means modeling these core values and seeing them in action throughout the agency. Every day we strive to learn from our experiences and improve, with the goal of delivering exceptional customer service.

- **Accountability** – We take responsibility for our actions, decisions and outcomes.
- **Inclusion** – We commit to creating a culture of belonging where we can bring our full, authentic selves and work together toward equitable outcomes.
- **Excellence** – We do our absolute best in every situation.
- **Integrity** – We stay true to our word and always act ethically.
- **Respect** – We treat all individuals with dignity and honor their diversity through our actions and behaviors.

DAS
DEPARTMENT OF ADMINISTRATIVE SERVICES

THE DATA: WHAT WE LEARNED FROM CUSTOMERS AND EMPLOYEES



Strength

- Employees dedicated to public service with vast knowledge of state government.
- Strong leadership support to move state government forward.
- Ability to serve as an enterprise partner, providing resources and expertise during crisis, leading state government through change.



Weakness

- Workforce turnover and limited resources available to innovate.
- Focus on enterprise policy and initiatives diminishes internal agency focus.
- Pace of work and occasional crisis response deflects other agency priorities.
- Aging technology and IT systems embedded in business areas outside IT.



Opportunity

- Best practices gained from the pandemic and learning from crisis.
- Remote work provided benefits in recruitment and reduced enterprise footprint.
- Prioritizing business standardization, customer service, DEIB and enterprise accountability.



Threat

- Economic downturns and other unexpected disasters requiring crisis recovery.
- Limited resources and operational authority to implement policy.
- Operating in a siloed and decentralized environment.
- Public distrust and fractured perception of state government.

Themes:

- Agencies want DAS to be a partner versus a director.
- Agencies want to collaborate with DAS during times of enterprise changes.
- Agencies want to easily reach DAS people and find tools and resources more easily.
- Agencies want more communication, especially the status of deliverables.
- The enterprise wants a culture shift to consider DEIB explicitly in every action.
- Employees want safe spaces to adapt to and embrace DEIB, in other words, an inclusive workplace.
- Employees want to feel seen and recognized within the agency.
- Employees want tools and resources to help with workload imbalance.
- Employees want development opportunities and support for their career paths.



THE PLAN

Strategic Objective 1: Customer Service

PRIORITY

HIGH-LEVEL GOALS

Availability	Accessibility	Responsiveness	Transparency
Enhance customer-focused resources that support resolution of customer needs.	Improve accessible communication methods.	Ensure that all initial customer inquiries receive a personal response or acknowledgment within one business day.	Develop program level service agreements that communicate deliverables and timelines. Provide consistent and transparent communication about status of program deliverables.

Strategic Objective 2: Diversity, Equity, Inclusion and Belonging*

PRIORITY

HIGH-LEVEL GOALS

Operationalizing DEIB	Professional Growth and Development	Growing an Inclusive Culture	Data and Analysis
Develop and socialize a tool to incorporate DEIB in all processes.	Create opportunities for learning and resources for practicing DEIB.	Increase communications and transparency to enhance engagement and trust.	Develop and regularly update a DEIB dashboard to track progress and accountability.

* Refer to definitions in the Key Terms section on page 9.



Strategic Objective 3: Employee Success and Well-Being

PRIORITY HIGH-LEVEL GOALS

Engagement	Support	Development	Recognition
Identify and promote meaningful engagement and connection among employees.	Identify and implement appropriate practices, tools and resources for employees for optimal work and workload balance.	Promote development opportunities that align with employee goals and agency needs.	Enhance celebration of employee achievements and recognize employee needs during life events.

Strategic Objective 4: Operational Excellence and Innovation

PRIORITY HIGH-LEVEL GOALS

Maximize Resources	Accountability	Improvement
Engage with employees and agencies to map and streamline processes that advance efficiency and enterprise solutions.	Increase the transparency, clarity, and communication of accountability measures; apply metrics in DAS operations to sustain progress and achieve strategic goals.	Maximize the effective use of technology solutions.

Monitoring and Evaluating

Our strategic planning lifecycle is a three-year plan guiding the work of the agency through 2027. The tasks and actions needed to ensure achievement of our high-level goals will be identified at the DAS division level and assigned metrics by the end of 2024.

Starting in 2025, DAS will compile division-level data into one status report and publish the findings each March, June, September and December. Additionally, the strategic plan will be reviewed every year in December.

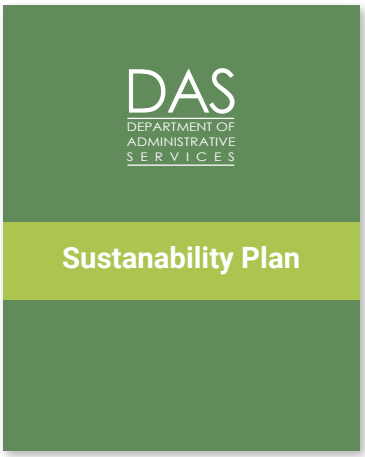
<table>
<tr><th></th><th>2024</th><th>2025</th><th>2026</th><th>2027</th></tr>
<tr><td>January</td><td></td><td></td><td></td><td></td></tr>
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<tr><td>March</td><td></td><td colspan="3">Quarterly Reporting</td></tr>
<tr><td>April</td><td></td><td></td><td></td><td></td></tr>
<tr><td>May</td><td></td><td></td><td></td><td></td></tr>
<tr><td>June</td><td>2024 – 2027 plan published</td><td colspan="3">Quarterly Reporting</td></tr>
<tr><td>July</td><td rowspan="3">Define agency actions to support high-level goals; assign metrics</td><td rowspan="2"></td><td></td><td></td></tr>
<tr><td>August</td><td></td><td></td></tr>
<tr><td>September</td><td colspan="3">Quarterly Reporting</td></tr>
<tr><td>October</td><td rowspan="3">Define division actions to support high-level goals; assign metrics</td><td rowspan="2"></td><td></td><td></td></tr>
<tr><td>November</td><td></td><td></td></tr>
<tr><td>December</td><td colspan="3">Quarterly Reporting and Annual Plan Review</td></tr>
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COMPANION PLANS

Two DAS programs have existing strategic plans that we are incorporating into the DAS strategic plan:



Information Technology
(an internal plan, separate from the Enterprise Information Services IT Strategic Framework)
https://www.oregon.gov/das/docs/das-it-strategic-plan.pdf



Sustainability
https://www.oregon.gov/das/facilities/documents/das-sustainability-plan.pdf

Key Terms

Diversity means honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing 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 the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power and opportunity to those communities.

Inclusion is a state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

Racial Equity means closing the gaps so that race can no longer predict any person's success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive equally. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision.

Oregon
Tina Kotek, Governor

Department of Administrative Services
Enterprise Goods & Services | Procurement Services
1225 Ferry Street
Salem, Oregon 97301-4285
PHONE: 503-378-4642

MEMORANDUM

To: DAS Chief Financial Officer | Legislative Fiscal Office

From: Christopher D. Wilson, EdS, MSL, EdD(c)
Manager, Office of Procurement Equity
State Procurement Services

Date: August 6, 2024

Subject: DAS Procurement Racial Equity Impact Statement Follow-up

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Overview of the Program:

The State Procurement Services Office of Procurement Equity (OPE) is a critical section that works on process improvements, outreach, data analysis, policy and program development in an effort to bring true equity to procurement processes in Oregon state government. The office is the result of a joint effort by the Racial Justice Council (RJC), its Economic Opportunity Subcommittee, state agencies, legislative leaders and the Governor's Office. Born out of the recognition of systemic inequalities in Oregon's government procurement processes, the work of the office was formally set in motion through the Oregon Disparity Study budget, sanctioned under HB 5006 (2021). This budget provided the platform to address procurement equity from a fresh perspective and incorporate innovative strategies and technologies.

Purpose and Scope: The primary mission of the OPE is to promote and implement procurement equity, ensuring that government procurement processes are fair and inclusive. The office's scope encompasses analyzing existing disparities, understanding challenges, and deploying strategies to promote equity within public procurement in Oregon.

The goals of the OPE are fourfold:

1. Communicate and promote the importance of procurement equity and its impact on Oregon's economy and communities.
2. Work to understand specific disparities and challenges faced within public procurement in Oregon.

3. Focus on deploying strategies and best practices to mitigate disparities and promote equity.
4. Promote the potential benefits of achieving procurement equity for businesses and local communities.

Funding made available as part of the 2023-25 Legislatively Adopted Budget (LAB)

Included are policy option packages 119 and 122 from 2023-25. Since then, the Office of Procurement Equity has inherited the Procurement Services outreach and research teams, however the budget for those positions is still allocated to Procurement Services.

PCA Nested Report for: 80270: EGS - ADMINISTRATION **PROCUREMENT EQUITY**		
Title	**LAB**	**Variance**
Personal Services	2,480,774	2,233,102
Services and Supplies	1,544,564	1,284,811

POP: 122

PERSONAL SERVICES													
Classification No.	Classification Title	DCR	Position Type (PF, PP, LF, LP)	Pos.	FTE	SR	Step	23-25 Salary Rate	Total Salary	Total OPE	Total Cost	PCA	NOTES
MMS X7324 AP	Manager 2	065-03-00-00000	PF	1	1.00	33X	10	10,720	257,280	108,059	365,339		
MMN X0873 AP	Operations & Policy Analyst 4	065-03-00-00000	PF	1	1.00	32	9	10,203	244,872	104,761	349,633		
OAS C0871 AP	Operations & Policy Analyst 2	065-03-00-00000	PF	1	1.00	27	7	6,664	159,936	82,195	242,131		
OAS C1118 AP	Research Analyst 4	065-03-00-00000	PF	1	1.00	30	7	7,678	184,272	88,661	272,933		
											1,230,036		
										Overtime	-		
										Shift Differential	-		
										Other Differentials	-		
										Reconciliation	-		
Total Personal Services											**1,230,036**		
SERVICES AND SUPPLIES													
4100 Instate Travel											4,584		
4150 Employee Training											9,628		
4175 Office Expenses											11,504		
4200 Telecommunications											12,880		
4250 Data Processing											4,376		
4400 Dues & Subscriptions											3,148		
4650 Other Services & Supplies											2,252		
4700 Expendable Prop ($250 - $5000)											2,688		
4715 IT Expendable Prop ($250 - $5000)											11,252		
Other: $100k software maintenance and $500K consultant services											600,000		
Total Services and Supplies											**662,312**		
CAPITAL OUTLAY													
5550 Data Processing Software											-		
5600 Data Processing Hardware											-		
Total Capital Outlay											-		
TOTAL REQUEST											**1,892,348**		
TOTAL POSITIONS/FTE											**4 / 4.00**		

POP: 119

PERSONAL SERVICES													
Classification No.	Classification Title	DCR	Position Type (PF, PP, LF, LP)	Pos.	FTE	SR	Step	23-25 Salary Rate	Total Salary	Total OPE	Total Cost	PCA	NOTES
MMS X7633 AP	Procurement Manager 3	065-01-00	PF	1	1.00		3	8,408	201,792	93,315	295,107		New PCA under EGS Admin
OAS C0862 AP	Program Analyst 3	065-01-00	PF	1	1.00	29	3	6,051	145,224	78,285	223,509		New PCA under EGS Admin
OAS C0862 AP	Program Analyst 3	065-01-00	PF	1	1.00	29	3	6,051	145,224	78,285	223,509		New PCA under EGS Admin
OAS C0862 AP	Program Analyst 3	065-01-00	PF	1	1.00	29	3	6,051	145,224	78,285	223,509		New PCA under EGS Admin
OAS C0862 AP	Program Analyst 3	065-01-00	PF	1	1.00	29	3	6,051	145,224	78,285	223,509		New PCA under EGS Admin
OAS C1118 Ap	Research Analyst 4	065-01-00	PF	1	1.00	30	3	6,350	152,400	80,192	232,592		New PCA under EGS Admin
MMN X0873 AP	Operations & Policy Analyst 4	065-01-00	PF	1	1.00	32	3	7,630	183,120	88,354	271,474		New PCA under EGS Admin
MMN X0873 AP	Operations & Policy Analyst 4	065-01-00	PF	1	1.00	32	3	7,630	183,120	88,354	271,474		New PCA under EGS Admin
MMN X0873 AP	Operations & Policy Analyst 4	065-01-00	PF	1	1.00	32	3	7,630	183,120	88,354	271,474		New PCA under EGS Admin
OAS C0871 AP	Operations & Policy Analyst 2	065-01-00	PF	1	1.00	27	3	5,503	132,072	74,790	206,862		New PCA under EGS Admin
OAS C0871 AP	Operations & Policy Analyst 2	065-01-00	PF	1	1.00	27	3	5,503	132,072	74,790	206,862		New PCA under EGS Admin
OAS C0871 AP	Operations & Policy Analyst 2	065-01-00	PF	1	1.00	27	3	5,503	132,072	74,790	206,862		New PCA under EGS Admin
											2,856,743		
										Overtime	-		
										Shift Differential	-		
										Other Differentials	-		
										Reconciliation	-		
Total Personal Services											2,856,743		
SERVICES AND SUPPLIES													
4100 Instate Travel											13,752		
4150 Employee Training											28,884		
4175 Office Expenses											34,512		
4200 Telecommunications											38,640		
4250 Data Processing											13,128		
4400 Dues & Subscriptions											9,444		
4650 Other Services & Supplies											6,756		
4700 Expendable Prop ($250 - $5000)											8,064		
4715 IT Expendable Prop ($250 - $5000)											33,756		
Other (software)											1,000,000		
Total Services and Supplies											1,186,936		
CAPITAL OUTLAY													
5550 Data Processing Software											-		
5600 Data Processing Hardware											-		
Total Capital Outlay											-		
TOTAL REQUEST											4,043,679		
TOTAL POSITIONS/FTE											12 / 12.00		

Progress toward reaching equity goals

Core Processes - The Path to Success:

The path to procurement equity involves several core processes:

- Data Storytelling: Utilizing interactive data dashboards to highlight disparities found in the study and tell compelling stories that drive action toward equity.
- Relationship Building: Establishing and nurturing relationships with affected parties, including minority- owned, women-owned and veteran-owned small businesses.
- Policy Development: Developing and refining policies, procedures, and processes to create and support a small business procurement program that enhances the ability of all small businesses, including those owned by women, minorities and veterans, to engage in state contracting.

Strategies for Addressing Equity:

- Enhance Outreach and Communication: Improve information dissemination to underrepresented businesses.

- Sponsor Capacity Building Programs: Offer mentorship, training, and resources to strengthen the competitive capacity of minority-owned, women-owned, veteran-owned and small businesses.
- Promote Inclusive Sourcing Practices: Encourage public entities to diversify their supplier base.
- Monitor and Report: Implement systems to track progress and ensure accountability in achieving procurement equity targets.

Results and Recommendations:

The Office of Procurement Equity has made significant progress since the publishing of the 2023 State of Oregon Disparity Study. This progress includes addressing disparities within Oregon public procurement with data driven decisions, reducing the sustainability imprint, and defining equity targets.

The office has introduced several innovations that have significantly improved operations and outcomes. One of the most notable is Dynamic Data Dashboards, a tool that allows users to interact with datasets from the disparity study. This makes the 545-page report easily searchable and provides specific answers to user queries. Another major innovation is the phased implementation of the 2023 State of Oregon Disparity Study's recommendations. This approach is designed to create synergies between current, past, and future efforts in supplier diversity and procurement equity. Lastly, the creation of an outreach team, guided by data, to develop purposeful relationships with suppliers and affected parties. This represents a significant step forward in fostering more impactful and meaningful engagement.

Impact Metrics:

Metrics for assessing the impact of these service improvements include:

- User engagement metrics: Tracking the number of users accessing the interactive visualizations, frequency of usage and duration of sessions.
- Decision-making effectiveness: Surveys or interviews with agencies and affected parties to gauge how much the visualizations have improved their ability to make informed decisions.
- Time and resource savings: Quantifying the time saved in accessing and analyzing disparity study findings compared to traditional report information queries and other traditional questioning formats.

Overall, the adoption of interactive data visualizations and qualitative dashboard infographics enhances the delivery of procurement services within state purchasing agencies by improving efficiency, increasing engagement and facilitating data-driven decision making.

Cost Reduction and Resource Savings:

- Minimized Data Analysis Costs: Traditional reports often require extensive manual analysis to extract insights from complex datasets. Interactive visualizations reduce the time and resources needed for data analysis by presenting data in a user-friendly format. Agencies and affected parties can quickly navigate through the visualizations to identify trends, patterns and disparities without relying on specialized data analysis expertise.
- Streamlined Decision-Making Processes: The efficiency gains from accessing actionable insights through interactive visualizations translate to faster decision-making processes. Agencies and affected parties can promptly identify procurement disparities, assess the impact of existing policies and formulate targeted interventions to promote equity. This accelerated decision-making timeline saves both time and administrative resources.

Reduced Printing and Distribution Costs: Interactive visualizations eliminate the need for printing lengthy reports, saving on paper, ink and distribution expenses.

Improved Efficiency:

- Enhanced Accessibility and Usability: Interactive visualizations improve the accessibility and usability of disparity study findings, enabling agencies and affected parties to access and interpret complex data efficiently. Users can easily navigate through the visualizations, filter information based on specific criteria, and drill down into detailed insights with minimal effort. This streamlined access to information promotes efficiency in decision making and resource allocation.
- Data-Driven Insights: Procurement processes become more data driven and evidence based by providing agencies and affected parties with interactive access to disparity study data. Users can explore data visualizations, uncovering actionable insights that inform strategic planning, policy development and resource allocation decisions. This data-driven approach fosters efficiency by aligning procurement efforts with identified disparities and strategic initiatives.

Summary of 2025-27 Biennium Budget

Administrative Svcs, Dept of
Administrative Svcs, Dept of
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-000-00-00-00000

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	988	978.71	1,882,442,752	119,191,299	53,025,384	1,392,285,368	174,448,029	143,492,672	-
2023-25 Emergency Boards	13	10.57	421,679,462	182,817,693	(1,470,412)	158,918,824	6,978,406	74,434,951	-
2023-25 Leg Approved Budget	**1,001**	**989.28**	**2,304,122,214**	**302,008,992**	**51,554,972**	**1,551,204,192**	181,426,435	**217,927,623**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(26)	(14.78)	29,169,375	16,016	-	31,050,326	(1,896,967)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			43,797,822	(2,726,974)	6,185,545	40,339,251	-	-	-
Base Nonlimited Adjustment			8,607,710	-	-	-	-	8,607,710	-
Capital Construction			(49,750,000)	-	-	(49,750,000)	-	-	-
Subtotal 2025-27 Base Budget	**975**	**974.50**	**2,335,947,121**	**299,298,034**	**57,740,517**	**1,572,843,769**	179,529,468	**226,535,333**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(6,574,940)	(16,548)	-	(6,558,392)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(289,406)	1,940	-	(291,346)	-	-	-
Subtotal	**-**	**-**	**(6,864,346)**	**(14,608)**	**-**	**(6,849,738)**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	822,774	-	-	822,774	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(732,773,875)	(287,744,275)	-	(265,500,132)	(179,529,468)	-	-
Subtotal	**-**	**-**	**(731,951,101)**	**(287,744,275)**	**-**	**(264,677,358)**	(179,529,468)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	27,229,039	344,715	160,776	26,723,548	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			6,229,668	-	-	6,229,668	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**33,458,707**	**344,715**	**160,776**	**32,953,216**	-	**-**	**-**
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	**975**	**974.50**	**1,630,590,381**	**11,883,866**	**57,901,293**	**1,334,269,889**	-	**226,535,333**	**-**

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	**975**	**974.50**	**1,630,590,381**	**11,883,866**	**57,901,293**	**1,334,269,889**	**-**	**226,535,333**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**975**	**974.50**	**1,630,590,381**	**11,883,866**	**57,901,293**	**1,334,269,889**	**-**	**226,535,333**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	4	4.00	1,246,467	-	-	1,246,467	-	-	-
112 - Service Desk Support	4	4.00	1,018,940	-	-	1,018,940	-	-	-
120 - SARS ACFR Development Tool	-	-	500,000	-	-	500,000	-	-	-
121 - SARS Covid Fiscal Relief Team	4	3.25	1,372,803	-	-	-	1,372,803	-	-
130 - Support Service demand for client agencies	7	7.00	1,545,686	-	-	1,545,686	-	-	-
132 - CHRO Recruitment	1	1.00	355,100	-	-	355,100	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	2,000,000	-	-	2,000,000	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	3	3.00	15,914,127	15,914,127	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	2	2.00	564,782	-	-	564,782	-	-	-
152 - Wrongful Convictions	-	-	16,983,616	16,983,616	-	-	-	-	-
155 - Workday Reorganization and Stabilization	18	18.00	7,761,277	-	-	7,761,277	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	1,700,000	-	-	1,700,000	-	-	-
163 - Network Security Lifecycle	-	-	8,928,372	-	-	8,928,372	-	-	-
164 - Planning Secure Cloud	-	-	2,599,227	-	-	2,599,227	-	-	-
165 - Network Security Modernization Program	5	4.40	32,120,520	-	-	32,120,520	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	6,164,600	-	-	6,164,600	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	4,135,924	-	-	4,135,924	-	-	-
168 - WEB Application Firewall (WAF)	-	-	2,562,672	-	-	2,562,672	-	-	-
169 - Statewide Interoperability Program	(3)	(3.00)	(3,869,857)	-	-	(3,869,857)	-	-	-
170 - Data Center Lifecycle	-	-	3,918,935	-	-	3,918,935	-	-	-
180 - Various Projects Including Sustainability	-	-	250,000	-	-	250,000	-	-	-
181 - Various Deferred Maintenance Projects	-	-	15,500,000	-	-	15,500,000	-	-	-
182 - Building Automation Systems	-	-	5,000,000	-	-	5,000,000	-	-	-
183 - Portfolio Repositioning	-	-	15,000,000	-	-	15,000,000	-	-	-
185 - PSOB Restack project	-	-	12,000,000	-	-	12,000,000	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	3,500,000	-	-	3,500,000	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	150,000,000	-	-	150,000,000	-	-	-
188 - Parking Lot improvement	-	-	3,000,000	-	-	3,000,000	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	15,048,103	-	-	15,048,103	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	300,000	-	-	300,000	-	-	-
201 - Oregon State Fair Funding Request	-	-	24,906,661	3,801,661	-	21,105,000	-	-	-
202 - ARPA Carryforward	-	-	163,911,525	-	-	-	163,911,525	-	-
500 - HH- Coordinated Data Governance	3	2.64	2,824,068	2,824,068	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	2	1.76	2,099,336	2,099,336	-	-	-	-	-
502 - HH- State Land For Housing	3	3.00	908,144	908,144	-	-	-	-	-
Subtotal Policy Packages	**53**	**51.05**	**521,771,028**	**42,530,952**	**-**	**313,955,748**	165,284,328	**-**	**-**
Total 2025-27 Agency Request Budget	**1,028**	**1,025.55**	**2,152,361,409**	**54,414,818**	**57,901,293**	**1,648,225,637**	165,284,328	**226,535,333**	**-**

Administrative Svcs, Dept of
Administrative Svcs, Dept of
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-000-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	2.70%	3.67%	-6.59%	-81.98%	12.31%	6.25%	-8.90%	3.95%	-
Percentage Change From 2025-27 Current Service Level	5.44%	5.24%	32.00%	357.89%	-	23.53%	-	-	-

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	21	20.00	18,129,585	6,237,702	-	11,891,883	-	-	-
2023-25 Emergency Boards	-	-	515,459	20,543	-	494,916	-	-	-
2023-25 Leg Approved Budget	**21**	**20.00**	**18,645,044**	**6,258,245**	**-**	**12,386,799**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	(1.00)	613,347	(50,561)	-	663,908	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**19**	**19.00**	**19,258,391**	**6,207,684**	**-**	**13,050,707**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(60,342)	(9,054)	-	(51,288)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(41,862)	(4,244)	-	(37,618)	-	-	-
Subtotal	**-**	**-**	**(102,204)**	**(13,298)**	**-**	**(88,906)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(11,507)	-	-	(11,507)	-	-	-
Subtotal	**-**	**-**	**(11,507)**	**-**	**-**	**(11,507)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	548,430	249,074	-	299,356	-	-	-
Subtotal	**-**	**-**	**548,430**	**249,074**	**-**	**299,356**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(7)	(7.00)	(2,501,902)	-	-	(2,501,902)	-	-	-
Subtotal: 2025-27 Current Service Level	**12**	**12.00**	**17,191,208**	**6,443,460**	**-**	**10,747,748**	-	**-**	**-**

Administrative Svcs, Dept of
Chief Operating Office
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-030-00-00-00000

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	**12**	**12.00**	**17,191,208**	**6,443,460**	**-**	**10,747,748**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**12**	**12.00**	**17,191,208**	**6,443,460**	**-**	**10,747,748**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	(1)	(1.00)	(386,926)	-	-	(386,926)	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**(1)**	**(1.00)**	**(386,926)**	**-**	**-**	**(386,926)**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**11**	**11.00**	**16,804,282**	**6,443,460**	**-**	**10,360,822**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-47.62%	-45.00%	-9.87%	2.96%	-	-16.36%	-	-	-
Percentage Change From 2025-27 Current Service Level	-8.33%	-8.33%	-2.25%	-	-	-3.60%	-	-	-

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	47	47.00	19,527,586	-	-	19,527,586	-	-	-
2023-25 Emergency Boards	-	-	1,020,571	-	-	1,020,571	-	-	-
2023-25 Leg Approved Budget	**47**	**47.00**	**20,548,157**	**-**	**-**	**20,548,157**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	1,709,781	-	-	1,709,781	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**47**	**47.00**	**22,257,938**	**-**	**-**	**22,257,938**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(225,303)	-	-	(225,303)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	31,960	-	-	31,960	-	-	-
Subtotal	**-**	**-**	**(193,343)**	**-**	**-**	**(193,343)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	244,895	-	-	244,895	-	-	-
Subtotal	**-**	**-**	**244,895**	**-**	**-**	**244,895**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	1	1.00	378,410	-	-	378,410	-	-	-
Subtotal: 2025-27 Current Service Level	**48**	**48.00**	**22,687,900**	**-**	**-**	**22,687,900**	-	**-**	**-**

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	**48**	**48.00**	**22,687,900**	**-**	**-**	**22,687,900**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**48**	**48.00**	**22,687,900**	**-**	**-**	**22,687,900**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	4	4.00	1,246,467	-	-	1,246,467	-	-	-
112 - Service Desk Support	4	4.00	1,018,940	-	-	1,018,940	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**8**	**8.00**	**2,265,407**	**-**	**-**	**2,265,407**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**56**	**56.00**	**24,953,307**	**-**	**-**	**24,953,307**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	19.15%	19.15%	21.44%	-	-	21.44%	-	-	-
Percentage Change From 2025-27 Current Service Level	16.67%	16.67%	9.99%	-	-	9.99%	-	-	-

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	-	-	-	-	-	-	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase				-	-	-	-	-	-
Base Debt Service Adjustment				-	-	-	-	-	-
Base Nonlimited Adjustment				-	-	-	-	-	-
Capital Construction				-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	18	18.00	7,246,721	-	-	7,246,721	-	-	-
Subtotal: 2025-27 Current Service Level	**18**	**18.00**	**7,246,721**	**-**	**-**	**7,246,721**	**-**	**-**	**-**

Administrative Svcs, Dept of
Strategic Initiatives and Ent. Accountability
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-034-00-00-00000

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	**18**	**18.00**	**7,246,721**	**-**	**-**	**7,246,721**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**18**	**18.00**	**7,246,721**	**-**	**-**	**7,246,721**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**18**	**18.00**	**7,246,721**	**-**	**-**	**7,246,721**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

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	48	47.75	20,755,325	167,008	-	18,644,276	1,944,041	-	-
2023-25 Emergency Boards	1	0.75	1,674,197	14,875	-	1,478,506	180,816	-	-
2023-25 Leg Approved Budget	**49**	**48.50**	**22,429,522**	**181,883**	**-**	**20,122,782**	2,124,857	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(5)	(4.50)	244,470	66,577	-	2,074,860	(1,896,967)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**44**	**44.00**	**22,673,992**	**248,460**	**-**	**22,197,642**	227,890	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(97,282)	(7,494)	-	(89,788)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(43,399)	6,184	-	(49,583)	-	-	-
Subtotal	**-**	**-**	**(140,681)**	**(1,310)**	**-**	**(139,371)**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(2,723,520)	-	-	(2,495,630)	(227,890)	-	-
Subtotal	**-**	**-**	**(2,723,520)**	**-**	**-**	**(2,495,630)**	(227,890)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	118,812	498	-	118,314	-	-	-
Subtotal	**-**	**-**	**118,812**	**498**	**-**	**118,314**	-	**-**	**-**

Administrative Svcs, Dept of
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Agency Request Budget
Cross Reference Number: 10700-035-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	37	37.00	20,879,885	-	-	20,879,885	-	-	-
Subtotal: 2025-27 Current Service Level	**81**	**81.00**	**40,808,488**	**247,648**	**-**	**40,560,840**	-	**-**	**-**

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	**81**	**81.00**	**40,808,488**	**247,648**	**-**	**40,560,840**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**81**	**81.00**	**40,808,488**	**247,648**	**-**	**40,560,840**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	500,000	-	-	500,000	-	-	-
121 - SARS Covid Fiscal Relief Team	4	3.25	1,372,803	-	-	-	1,372,803	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	(2)	(2.00)	(5,875,653)	-	-	(5,875,653)	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**2**	**1.25**	**(4,002,850)**	**-**	**-**	**(5,375,653)**	1,372,803	**-**	**-**
Total 2025-27 Agency Request Budget	**83**	**82.25**	**36,805,638**	**247,648**	**-**	**35,185,187**	1,372,803	**-**	**-**

Administrative Svcs, Dept of
Chief Financial Office
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-035-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	69.39%	69.59%	64.09%	36.16%	-	74.85%	-35.39%	-	-
Percentage Change From 2025-27 Current Service Level	2.47%	1.54%	-9.81%	-	-	-13.25%	-	-	-

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	142	142.00	174,529,133	-	-	158,820,563	15,708,570	-	-
2023-25 Emergency Boards	2	2.00	4,817,577	-	-	4,817,577	-	-	-
2023-25 Leg Approved Budget	**144**	**144.00**	**179,346,710**	**-**	**-**	**163,638,140**	15,708,570	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	(2.00)	6,332,003	-	-	6,332,003	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**142**	**142.00**	**185,678,713**	**-**	**-**	**169,970,143**	15,708,570	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(1,806,514)	-	-	(1,806,514)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(59,029)	-	-	(59,029)	-	-	-
Subtotal	**-**	**-**	**(1,865,543)**	**-**	**-**	**(1,865,543)**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(18,131,389)	-	-	(2,422,819)	(15,708,570)	-	-
Subtotal	**-**	**-**	**(18,131,389)**	**-**	**-**	**(2,422,819)**	(15,708,570)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	4,873,452	-	-	4,873,452	-	-	-
Subtotal	**-**	**-**	**4,873,452**	**-**	**-**	**4,873,452**	-	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
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	**142**	**142.00**	**170,555,233**	**-**	**-**	**170,555,233**	-	**-**	**-**

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	**142**	**142.00**	**170,555,233**	**-**	**-**	**170,555,233**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**142**	**142.00**	**170,555,233**	**-**	**-**	**170,555,233**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	1,700,000	-	-	1,700,000	-	-	-
163 - Network Security Lifecycle	-	-	8,928,372	-	-	8,928,372	-	-	-
164 - Planning Secure Cloud	-	-	2,599,227	-	-	2,599,227	-	-	-
165 - Network Security Modernization Program	-	-	16,515,000	-	-	16,515,000	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	6,164,600	-	-	6,164,600	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	4,135,924	-	-	4,135,924	-	-	-
168 - WEB Application Firewall (WAF)	-	-	2,562,672	-	-	2,562,672	-	-	-
169 - Statewide Interoperability Program	(3)	(3.00)	(3,869,857)	-	-	(3,869,857)	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	3	2.64	2,824,068	2,824,068	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	2	1.76	2,099,336	2,099,336	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**2**	**1.40**	**43,659,342**	**4,923,404**	**-**	**38,735,938**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**144**	**143.40**	**214,214,575**	**4,923,404**	**-**	**209,291,171**	-	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-0.42%	19.44%	-	-	27.90%	-100.00%	-	-
Percentage Change From 2025-27 Current Service Level	1.41%	0.99%	25.60%	-	-	22.71%	-	-	-

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	84	83.88	43,577,589	-	-	43,577,589	-	-	-
2023-25 Emergency Boards	5	4.67	3,600,413	-	-	3,600,413	-	-	-
2023-25 Leg Approved Budget	**89**	**88.55**	**47,178,002**	**-**	**-**	**47,178,002**	-	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.45	3,590,627	-	-	3,590,627	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**89**	**89.00**	**50,768,629**	**-**	**-**	**50,768,629**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(909,636)	-	-	(909,636)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(4,691)	-	-	(4,691)	-	-	-
Subtotal	**-**	**-**	**(914,327)**	**-**	**-**	**(914,327)**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,148,977	-	-	1,148,977	-	-	-
Subtotal	**-**	**-**	**1,148,977**	**-**	**-**	**1,148,977**	-	**-**	**-**

Administrative Svcs, Dept of
Chief Human Resource Office
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-045-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(6)	(6.00)	(2,954,522)	-	-	(2,954,522)	-	-	-
Subtotal: 2025-27 Current Service Level	**83**	**83.00**	**48,048,757**	**-**	**-**	**48,048,757**	-	**-**	**-**

Administrative Svcs, Dept of
Chief Human Resource Office
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-045-00-00-00000

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	**83**	**83.00**	**48,048,757**	**-**	**-**	**48,048,757**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**83**	**83.00**	**48,048,757**	**-**	**-**	**48,048,757**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	1	1.00	230,276	-	-	230,276	-	-	-
132 - CHRO Recruitment	1	1.00	355,100	-	-	355,100	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	(18)	(18.00)	(18,750,330)	-	-	(18,750,330)	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**(16)**	**(16.00)**	**(18,164,954)**	**-**	**-**	**(18,164,954)**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**67**	**67.00**	**29,883,803**	**-**	**-**	**29,883,803**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-24.72%	-24.34%	-36.66%	-	-	-36.66%	-	-	-
Percentage Change From 2025-27 Current Service Level	-19.28%	-19.28%	-37.81%	-	-	-37.81%	-	-	-

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	149	148.88	164,071,270	-	-	164,071,270	-	-	-
2023-25 Emergency Boards	-	-	3,220,015	-	-	3,220,015	-	-	-
2023-25 Leg Approved Budget	**149**	**148.88**	**167,291,285**	**-**	**-**	**167,291,285**	-	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(3)	(2.88)	5,155,033	-	-	5,155,033	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**146**	**146.00**	**172,446,318**	**-**	**-**	**172,446,318**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(1,601,483)	-	-	(1,601,483)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(143,640)	-	-	(143,640)	-	-	-
Subtotal	**-**	**-**	**(1,745,123)**	**-**	**-**	**(1,745,123)**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(4,747,223)	-	-	(4,747,223)	-	-	-
Subtotal	**-**	**-**	**(4,747,223)**	**-**	**-**	**(4,747,223)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	4,910,951	-	-	4,910,951	-	-	-
Subtotal	**-**	**-**	**4,910,951**	**-**	**-**	**4,910,951**	-	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
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	**146**	**146.00**	**170,864,923**	**-**	**-**	**170,864,923**	-	**-**	**-**

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	**146**	**146.00**	**170,864,923**	**-**	**-**	**170,864,923**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**146**	**146.00**	**170,864,923**	**-**	**-**	**170,864,923**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	5	4.40	15,605,520	-	-	15,605,520	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	3,918,935	-	-	3,918,935	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**5**	**4.40**	**19,524,455**	**-**	**-**	**19,524,455**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**151**	**150.40**	**190,389,378**	**-**	**-**	**190,389,378**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	1.34%	1.02%	13.81%	-	-	13.81%	-	-	-
Percentage Change From 2025-27 Current Service Level	3.42%	3.01%	11.43%	-	-	11.43%	-	-	-

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	-	-	-	-	-	-	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase				-	-	-	-	-	-
Base Debt Service Adjustment				-	-	-	-	-	-
Base Nonlimited Adjustment				-	-	-	-	-	-
Capital Construction				-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	39	39.00	32,774,186	-	-	32,774,186	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**39**	**39.00**	**32,774,186**	**-**	**-**	**32,774,186**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**39**	**39.00**	**32,774,186**	**-**	**-**	**32,774,186**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

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	212	207.38	120,648,566	300,000	-	120,348,566	-	-	-
2023-25 Emergency Boards	-	-	3,771,789	-	-	3,771,789	-	-	-
2023-25 Leg Approved Budget	**212**	**207.38**	**124,420,355**	**300,000**	**-**	**124,120,355**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	4.12	5,096,502	-	-	5,096,502	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**212**	**211.50**	**129,516,857**	**300,000**	**-**	**129,216,857**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(1,116,382)	-	-	(1,116,382)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(63,528)	-	-	(63,528)	-	-	-
Subtotal	**-**	**-**	**(1,179,910)**	**-**	**-**	**(1,179,910)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(9,850,000)	(300,000)	-	(9,550,000)	-	-	-
Subtotal	**-**	**-**	**(9,850,000)**	**(300,000)**	**-**	**(9,550,000)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	7,811,495	-	-	7,811,495	-	-	-
Subtotal	**-**	**-**	**7,811,495**	**-**	**-**	**7,811,495**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(3)	(3.00)	(699,549)	-	-	(699,549)	-	-	-
Subtotal: 2025-27 Current Service Level	**209**	**208.50**	**125,598,893**	**-**	**-**	**125,598,893**	-	**-**	**-**

Administrative Svcs, Dept of
Enterprise Asset Management
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-060-00-00-00000

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	**209**	**208.50**	**125,598,893**	**-**	**-**	**125,598,893**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**209**	**208.50**	**125,598,893**	**-**	**-**	**125,598,893**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	2,000,000	-	-	2,000,000	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	3	3.00	15,914,127	15,914,127	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	3	3.00	908,144	908,144	-	-	-	-	-
Subtotal Policy Packages	**6**	**6.00**	**18,822,271**	**16,822,271**	**-**	**2,000,000**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**215**	**214.50**	**144,421,164**	**16,822,271**	**-**	**127,598,893**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	1.42%	3.43%	16.08%	5,507.42%	-	2.80%	-	-	-
Percentage Change From 2025-27 Current Service Level	2.87%	2.88%	14.99%	-	-	1.59%	-	-	-

Administrative Svcs, Dept of
Enterprise Goods & Services
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-065-00-00-00000

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	275	271.82	251,478,308	4,832,000	-	127,870,143	-	118,776,165	-
2023-25 Emergency Boards	5	3.15	81,180,104	-	-	6,745,153	-	74,434,951	-
2023-25 Leg Approved Budget	**280**	**274.97**	**332,658,412**	**4,832,000**	**-**	**134,615,296**	**-**	**193,211,116**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(14)	(8.97)	6,167,441	-	-	6,167,441	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			8,607,710	-	-	-	-	8,607,710	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**266**	**266.00**	**347,433,563**	**4,832,000**	**-**	**140,782,737**	**-**	**201,818,826**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(547,806)	-	-	(547,806)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	49,911	-	-	49,911	-	-	-
Subtotal	**-**	**-**	**(497,895)**	**-**	**-**	**(497,895)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(9,464,647)	(4,832,000)	-	(4,632,647)	-	-	-
Subtotal	**-**	**-**	**(9,464,647)**	**(4,832,000)**	**-**	**(4,632,647)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	7,066,539	-	-	7,066,539	-	-	-
Subtotal	**-**	**-**	**7,066,539**	**-**	**-**	**7,066,539**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(38)	(38.00)	(21,755,096)	-	-	(21,755,096)	-	-	-
Subtotal: 2025-27 Current Service Level	**228**	**228.00**	**322,782,464**	**-**	**-**	**120,963,638**	-	**201,818,826**	**-**

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	**228**	**228.00**	**322,782,464**	**-**	**-**	**120,963,638**	**-**	**201,818,826**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**228**	**228.00**	**322,782,464**	**-**	**-**	**120,963,638**	**-**	**201,818,826**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	6	6.00	1,315,410	-	-	1,315,410	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	2	2.00	564,782	-	-	564,782	-	-	-
152 - Wrongful Convictions	-	-	16,983,616	16,983,616	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**8**	**8.00**	**18,863,808**	**16,983,616**	**-**	**1,880,192**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**236**	**236.00**	**341,646,272**	**16,983,616**	**-**	**122,843,830**	**-**	**201,818,826**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-15.71%	-14.17%	2.70%	251.48%	-	-8.74%	-	4.46%	-
Percentage Change From 2025-27 Current Service Level	3.51%	3.51%	5.84%	-	-	1.55%	-	-	-

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	10	10.00	25,569,549	-	-	25,569,549	-	-	-
2023-25 Emergency Boards	-	-	236,444	-	-	236,444	-	-	-
2023-25 Leg Approved Budget	**10**	**10.00**	**25,805,993**	**-**	**-**	**25,805,993**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	260,171	-	-	260,171	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**10**	**10.00**	**26,066,164**	**-**	**-**	**26,066,164**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(210,192)	-	-	(210,192)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(15,128)	-	-	(15,128)	-	-	-
Subtotal	**-**	**-**	**(225,320)**	**-**	**-**	**(225,320)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	300,000	-	-	300,000	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**300,000**	**-**	**-**	**300,000**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	41,460	-	-	41,460	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			6,782,689	-	-	6,782,689	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**6,824,149**	**-**	**-**	**6,824,149**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	(2)	(2.00)	(593,947)	-	-	(593,947)	-	-	-
Subtotal: 2025-27 Current Service Level	**8**	**8.00**	**32,371,046**	**-**	**-**	**32,371,046**	-	**-**	**-**

Administrative Svcs, Dept of
Budget Services
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-075-00-00-00000

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	**8**	**8.00**	**32,371,046**	**-**	**-**	**32,371,046**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**8**	**8.00**	**32,371,046**	**-**	**-**	**32,371,046**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**8**	**8.00**	**32,371,046**	**-**	**-**	**32,371,046**	**-**	**-**	**-**

Administrative Svcs, Dept of
Budget Services
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-075-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-20.00%	-20.00%	25.44%	-	-	25.44%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Administrative Svcs, Dept of
Capital Improvements
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-088-00-00-00000

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	-	-	4,954,969	-	-	4,954,969	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**4,954,969**	**-**	**-**	**4,954,969**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**4,954,969**	**-**	**-**	**4,954,969**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	522,774	-	-	522,774	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**522,774**	**-**	**-**	**522,774**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	208,109	-	-	208,109	-	-	-
Subtotal	**-**	**-**	**208,109**	**-**	**-**	**208,109**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**5,685,852**	**-**	**-**	**5,685,852**	-	**-**	**-**

Administrative Svcs, Dept of
Capital Improvements
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-088-00-00-00000

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	**-**	**-**	**5,685,852**	**-**	**-**	**5,685,852**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**5,685,852**	**-**	**-**	**5,685,852**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	250,000	-	-	250,000	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**250,000**	**-**	**-**	**250,000**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**5,935,852**	**-**	**-**	**5,935,852**	**-**	**-**	**-**

Administrative Svcs, Dept of
Capital Improvements
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-088-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	19.80%	-	-	19.80%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	4.40%	-	-	4.40%	-	-	-

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	-	-	49,750,000	-	-	49,750,000	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**49,750,000**	**-**	**-**	**49,750,000**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(49,750,000)	-	-	(49,750,000)	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**

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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	15,500,000	-	-	15,500,000	-	-	-
182 - Building Automation Systems	-	-	5,000,000	-	-	5,000,000	-	-	-
183 - Portfolio Repositioning	-	-	15,000,000	-	-	15,000,000	-	-	-
185 - PSOB Restack project	-	-	12,000,000	-	-	12,000,000	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	3,500,000	-	-	3,500,000	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	150,000,000	-	-	150,000,000	-	-	-
188 - Parking Lot improvement	-	-	3,000,000	-	-	3,000,000	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**204,000,000**	**-**	**-**	**204,000,000**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**204,000,000**	**-**	**-**	**204,000,000**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	310.05%	-	-	310.05%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

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	-	-	24,716,507	-	-	-	-	24,716,507	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**24,716,507**	**-**	**-**	**-**	**-**	**24,716,507**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**24,716,507**	**-**	**-**	**-**	**-**	**24,716,507**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
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	**-**	**-**	**24,716,507**	**-**	**-**	**-**	**-**	**24,716,507**	**-**

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	**-**	**-**	**24,716,507**	**-**	**-**	**-**	**-**	**24,716,507**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**24,716,507**	**-**	**-**	**-**	**-**	**24,716,507**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**24,716,507**	**-**	**-**	**-**	**-**	**24,716,507**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Administrative Svcs, Dept of
DAS Debt Service
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-093-00-00-00000

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	-	-	36,057,484	-	-	36,057,484	-	-	-
2023-25 Emergency Boards	-	-	1,336,041	-	-	1,336,041	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**37,393,525**	**-**	**-**	**37,393,525**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			(3,126,403)	-	-	(3,126,403)	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**34,267,122**	**-**	**-**	**34,267,122**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
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	**-**	**-**	**34,267,122**	**-**	**-**	**34,267,122**	**-**	**-**	**-**

Administrative Svcs, Dept of
DAS Debt Service
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-093-00-00-00000

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	**-**	**-**	**34,267,122**	**-**	**-**	**34,267,122**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**34,267,122**	**-**	**-**	**34,267,122**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	15,048,103	-	-	15,048,103	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**15,048,103**	**-**	**-**	**15,048,103**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**49,315,225**	**-**	**-**	**49,315,225**	**-**	**-**	**-**

Administrative Svcs, Dept of
DAS Debt Service
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-093-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	31.88%	-	-	31.88%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	43.91%	-	-	43.91%	-	-	-

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	-	-	501,758,583	-	-	501,758,583	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**501,758,583**	**-**	**-**	**501,758,583**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			43,465,654	-	-	43,465,654	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**545,224,237**	**-**	**-**	**545,224,237**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
State Gov"t & Services Charges Increase/(Decrease)			(553,021)	-	-	(553,021)	-	-	-
Subtotal	**-**	**-**	**(553,021)**	**-**	**-**	**(553,021)**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**544,671,216**	**-**	**-**	**544,671,216**	-	**-**	**-**

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	**-**	**-**	**544,671,216**	**-**	**-**	**544,671,216**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**544,671,216**	**-**	**-**	**544,671,216**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**544,671,216**	**-**	**-**	**544,671,216**	**-**	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	8.55%	-	-	8.55%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

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	-	-	270,122,880	107,654,589	53,025,384	109,442,907	-	-	-
2023-25 Emergency Boards	-	-	313,509,262	182,782,275	(1,470,412)	132,197,399	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**583,632,142**	**290,436,864**	**51,554,972**	**241,640,306**	**-**	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			3,458,571	(2,726,974)	6,185,545	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**587,090,713**	**287,709,890**	**57,740,517**	**241,640,306**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(524,252,581)	(282,612,275)	-	(241,640,306)	-	-	-
Subtotal	**-**	**-**	**(524,252,581)**	**(282,612,275)**	**-**	**(241,640,306)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	255,919	95,143	160,776	-	-	-	-
Subtotal	**-**	**-**	**255,919**	**95,143**	**160,776**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**63,094,051**	**5,192,758**	**57,901,293**	**-**	-	**-**	**-**

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	**-**	**-**	**63,094,051**	**5,192,758**	**57,901,293**	**-**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**63,094,051**	**5,192,758**	**57,901,293**	**-**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	300,000	-	-	300,000	-	-	-
201 - Oregon State Fair Funding Request	-	-	24,906,661	3,801,661	-	21,105,000	-	-	-
202 - ARPA Carryforward	-	-	-	-	-	-	-	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**25,206,661**	**3,801,661**	**-**	**21,405,000**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**88,300,712**	**8,994,419**	**57,901,293**	**21,405,000**	**-**	**-**	**-**

Administrative Svcs, Dept of
Special Governmental Payments
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-099-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	-84.87%	-96.90%	12.31%	-91.14%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	39.95%	73.21%	-	-	-	-	-

Administrative Svcs, Dept of
American Rescue Plan Act
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-100-00-00-00000

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	-	-	156,795,418	-	-	-	156,795,418	-	-
2023-25 Emergency Boards	-	-	6,797,590	-	-	-	6,797,590	-	-
2023-25 Leg Approved Budget	**-**	**-**	**163,593,008**	**-**	**-**	**-**	163,593,008	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**163,593,008**	**-**	**-**	**-**	163,593,008	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(163,593,008)	-	-	-	(163,593,008)	-	-
Subtotal	**-**	**-**	**(163,593,008)**	**-**	**-**	**-**	(163,593,008)	**-**	**-**
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	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**

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	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
110 - Establish Modern Data Hub / DAS Data Warehouse	-	-	-	-	-	-	-	-	-
112 - Service Desk Support	-	-	-	-	-	-	-	-	-
120 - SARS ACFR Development Tool	-	-	-	-	-	-	-	-	-
121 - SARS Covid Fiscal Relief Team	-	-	-	-	-	-	-	-	-
130 - Support Service demand for client agencies	-	-	-	-	-	-	-	-	-
132 - CHRO Recruitment	-	-	-	-	-	-	-	-	-
140 - Facility Conditions & Capital Planning System	-	-	-	-	-	-	-	-	-
141 - New Program Support EV Infrastructure/Sustainability	-	-	-	-	-	-	-	-	-
150 - Risk Charge Increase 2025-2027	-	-	-	-	-	-	-	-	-
151 - Risk Operations Support	-	-	-	-	-	-	-	-	-
152 - Wrongful Convictions	-	-	-	-	-	-	-	-	-
155 - Workday Reorganization and Stabilization	-	-	-	-	-	-	-	-	-
161 - Geospatial Imagery Funding and Data Program	-	-	-	-	-	-	-	-	-
163 - Network Security Lifecycle	-	-	-	-	-	-	-	-	-
164 - Planning Secure Cloud	-	-	-	-	-	-	-	-	-
165 - Network Security Modernization Program	-	-	-	-	-	-	-	-	-
166 - Cyber Security Operations Center Modernization	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
167 - Security Managed Services	-	-	-	-	-	-	-	-	-
168 - WEB Application Firewall (WAF)	-	-	-	-	-	-	-	-	-
169 - Statewide Interoperability Program	-	-	-	-	-	-	-	-	-
170 - Data Center Lifecycle	-	-	-	-	-	-	-	-	-
180 - Various Projects Including Sustainability	-	-	-	-	-	-	-	-	-
181 - Various Deferred Maintenance Projects	-	-	-	-	-	-	-	-	-
182 - Building Automation Systems	-	-	-	-	-	-	-	-	-
183 - Portfolio Repositioning	-	-	-	-	-	-	-	-	-
185 - PSOB Restack project	-	-	-	-	-	-	-	-	-
186 - Parking Lot Improvement/EV Charging Station Expansion	-	-	-	-	-	-	-	-	-
187 - L&I Interior/Seismic Renovation	-	-	-	-	-	-	-	-	-
188 - Parking Lot improvement	-	-	-	-	-	-	-	-	-
190 - Debt Service/COI Bund Funded Cap Projects	-	-	-	-	-	-	-	-	-
200 - Consulting & AG Expense for Mill Creek Corp	-	-	-	-	-	-	-	-	-
201 - Oregon State Fair Funding Request	-	-	-	-	-	-	-	-	-
202 - ARPA Carryforward	-	-	163,911,525	-	-	-	163,911,525	-	-
500 - HH- Coordinated Data Governance	-	-	-	-	-	-	-	-	-
501 - HH- Coordinated Data Infrastructure	-	-	-	-	-	-	-	-	-
502 - HH- State Land For Housing	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**163,911,525**	**-**	**-**	**-**	163,911,525	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**163,911,525**	**-**	**-**	**-**	163,911,525	**-**	**-**

Administrative Svcs, Dept of
American Rescue Plan Act
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 10700-100-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Percentage Change From 2023-25 Leg Approved Budget	-	-	0.19%	-	-	-	0.19%	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Program Prioritization for 2025-27

Agency Name:

2025-27 Biennium **Agency Number: 10700**

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**																				
1	1	DAS	Debt	Bonds & Debt Service		4	-	-	544,671,216	-		-	$ 544,671,216	0	0.00	Y	N	D			
2	1	DAS	CFO	Capitol Planning & Finance	1	4	-	-	5,405,910	-		-	$ 5,405,910	5	5.00	Y	Y				
3	1	DAS	COO	Administration	1	4	-	-	6,156,282	-		-	$ 6,156,282	7	7.00	N	Y				
4	2	DAS	EIS/DCS	Mainframe	1,8,13	4	-	-	26,151,850	-		-	$ 26,151,850	12	12.20	N	N				
5	1	DAS	CHRO	Policy Consultation and Research	1, 4, 5a	4	-	-	2,798,189	-		-	$ 2,798,189	5	5.00	N	Y	S	ORS 240, 243		
6	1	DAS	CAO	Risk Management	1,10, 13	4	-	-	38,597,565	201,818,826		-	$ 240,416,391	29	29.00	N	Y	S	ORS 278.405, ORS 278.425, ORS 278.435		
7	1	DAS	EIS	EIS Policy - Admin	1	4	-	-	21,976,207	-		-	$ 21,976,207	30	30.00	N	Y				
8	2	DAS	EIS	Cyber Security Services	1,8	4	-	-	52,805,114	-		-	$ 52,805,114	62	62.00	Y	Y				
9	3	DAS	EIS	Project Portfolio Performance	1	4	-	-	7,797,875	-		-	$ 7,797,875	16	16.00	N	Y				
10	2	DAS	CFO	Financial Business Systems	1,3	4	-	-	21,258,295	-		-	$ 21,258,295	38	38.00	Y	Y				Relocations this program to CFO's office in CSL
11	2	DAS	CFO	Statewide Accounting & Reporting	1, 3	4	-	-	5,239,216	-		-	$ 5,239,216	13	13.00	Y	Y	FO			
12	2	DAS	CHRO	Labor Relations	1, 4, 5a	4	-	-	5,365,010	-		-	$ 5,365,010	12	12.00	N	Y	S	ORS 240, 243		
13	1	DAS	DAS IT	DAS IT - Technology Support Center	1	4	-	-	21,111,841	-		-	$ 21,111,841	45	45.00	Y	Y				
14	1	DAS	CAO	DBS	1	4	-	-	32,371,046	-		-	$ 32,371,046	8	8.00	N	Y				
15	1	DAS	EAM	Rent Program	1	4	-	-	53,518,438	-		-	$ 53,518,438	127	127.00	Y	Y	S	ORS 270, 276		
16	3	DAS	CAO	Procurement Services	1, 9	4	-	-	34,232,973	-		-	$ 34,232,973	69	69.00	Y	Y				
17	3	DAS	CHRO	Workday	1, 4, 5a	4	-	-	18,750,330	-		-	$ 18,750,330	18	18.00	Y	Y	S	ORS 240, 243		POP 155 consolidation this program
18	2	DAS	COO	Office Economic Analysis	1, 2	4	287,178	-	2,519,202	-		-	$ 2,806,380	5	5.00	N	Y				
19	2	DAS	EAM	Real Estate Services	1, 7	4	-	-	5,449,072	-		-	$ 5,449,072	11	11.00	Y	N	S	ORS 270, 276		
20	4	DAS	EIS	Shared Services	1,9	4	-	-	74,179,859	-		-	$ 74,179,859	15	15.00	N	Y				
21	4	DAS	CHRO	Class & Compensation	1, 4, 5a	4	-	-	4,889,393	-		-	$ 4,889,393	13	13.00	Y	N	S	ORS 240, 243		
22	4	DAS	CAO	Publishing & Distribution	1	4	-	-	34,748,923	-		-	$ 34,748,923	83	83.00	Y	Y				
23	3	DAS	CFO	Budget Policy	1	4	-	-	6,237,021	-		-	$ 6,237,021	14	14.00	N	N				
24	5	DAS	EIS/DCS	X86 Server	1,8,13	4	-	-	24,506,525	-		-	$ 24,506,525	20	19.30	N	Y				
25	4	DAS	EIS/DCS	Midrange	1,8,13	4	-	-	10,096,245	-		-	$ 10,096,245	15	15.20	N	Y				
26	3	DAS	EIS/DCS	X86 Infrastructure	1,8,13	4	-	-	32,874,356	-		-	$ 32,874,356	16	16.30	N	Y				
27	4	DAS	CFO	Statewide Audit & Budget Reporting	1	4	-	-	2,860,341	-		-	$ 2,860,341	6	6.00	N	N				
28	1	DAS	Cap Imp	Capital Improvements	1	4	-	-	5,685,852	-		-	$ 5,685,852	0	0.00	Y	Y				
29	3	DAS	EAM	Fleet & Parking Services	1, 6	4	-	-	53,775,871	-		-	$ 53,775,871	34	33.50	Y	Y	S	ORS 283		
30	5	DAS	CAO	Shared Financial Services	1	4	-	-	11,538,744	-		-	$ 11,538,744	42	42.00	Y	Y				
31	5	DAS	EIS	Data Governance & Transparency	1	4	-	-	8,358,148	-		-	$ 8,358,148	15	15.00	Y	Y				
32	6	DAS	EIS/DCS	Production Control (CCO)	1,8,13	4	-	-	9,059,394	-		-	$ 9,059,394	19	19.20	N	Y				
33	5	DAS	CHRO	Workforce Management and Collaboration	1, 4, 5a	4	-	-	6,569,281	-		-	$ 6,569,281	12	12.00	Y	Y	S	ORS 240, 243		
34	6	DAS	CHRO	Strategic Planning and Innovation	1, 4, 5a	4	-	-	6,882,600	-		-	$ 6,882,600	19	19.00	Y	Y	S	ORS 240, 243		
35	7	DAS	EIS/DCS	Service Operations	1,8,13	4	-	-	19,861,217	-		-	$ 19,861,217	18	18.40	Y	Y				
36	1	DAS	EIS/DCS	Network	1,8,13	4	-	-	28,703,444	-		-	$ 28,703,444	18	17.40	Y	Y				
37	6	DAS	EIS	Strategy & Design	1	4	-	-	2,272,608	-		-	$ 2,272,608	4	4.00	N	N				
38	4	DAS	EAM	Surplus Property	1	4	-	-	5,054,005	-		-	$ 5,054,005	14	14.00	N	Y	S	ORS 279A		
39	8	DAS	EIS/DCS	Administration	1	4	-	-	17,123,594	-		-	$ 17,123,594	28	28.00	N	Y				
40	5	DAS	CFO	Administration	1	4	247,648	-	1,997,700	-		-	$ 2,245,348	5	5.00	Y	Y				

Department of Administrative Services
Prioritized List of Program Reductions - 2025-27 Agency Request Budget

10% Reduction Options (ORS 291.216)

Activity	Describe Reduction	Amount and Fund Type					
(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 2023-25 AND 2025-27)	GF	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
OSPS Standard Pay / Datamart	The Data Processing line item budgets for OSPS ($220k) and Datamart ($394k) are being reduced because they have unused limitation based on current program service levels. This has no impact on current staff or services to customers.	$0	$614,823	$614,823	-	-	1
CHRO Policy	Reduce IT Expendable by $400,000. This was budgeted to support investigations software for which we were ultimately able to use Workday. However, we do not have position authority or limitation to support the AS 2 we have assigned to implement the investigations program including , training, policy, tracking, reporting nor do we have the limitation for the investigators. This funding has been used to support the program expenses associated, in particular the AS2. Without this funding the CHRO ability to ensure compliance with policy, deliver and track training and provide any investigations program support will be eliminated	$0	$400,000	$400,000	-	-	2
Standard Inlfation	Eliminate or reduce standard inflation across several programs.	$0	$456,383	$456,383			3
	Reduction anticipated from restacking of DAS buildings where Risk Management will have smaller footprint.	$0	$300,000	$300,000	-	-	4
Travel, Training, Professional Development Budget Reduction	Eliminate or reduce training and travel across several programs. Examples include Staff Trainings, All Staff Meetings and Gartner Conferences, etc. Impact would include reduced knowledge of industry trends and partnerships with other states and local governments.	$0	$531,445	$531,445	-	-	5
S&S Reductions	Targeted S&S reductions to instate travel, professional services, and training and other S&S accounts; the team would have limited ability to conduct field work for understaning impacts of budget recommendations, limit to professional develoment opportunities and resources (some of which are purchased to provide statewide accounting training).	$0	$60,000	$60,000	-	-	6
COO, OEA	Reduction would result in fewer dollars available for training, for speakers at all agency meetings, and small but important employee recognition events.	$0	$60,900	$60,900	-	-	7
DAS IT Services and Training	Reduction in S&S. Eliminates training for DAS IT employees.	$0	$299,514	$299,514	-	-	8
Network WAN	Eliminate 3 Network POPs (Points of Presence) - eliminates equipment, software, maintenence contracts, licensing rent and circuits. Requires a consolidation effort and re-home branch offices to other POPs. Shrinks the network footprint and number of remote sites to manage.	$0	$1,300,000	$1,300,000	-	-	9
Reduce S&S	Reduce S&S by 10% which will include DOJ services, travel, employee training, other S&S, Telecommunications, Data Processing, Expendable Prop (including IT, and Dues & Subscriptions).	$0	$58,692	$58,692	-	-	10
Capital Improvement	Reduce tenant improvements planned by 18%. Delay planned CI projects. Reduction in DAS' ability to assume its necessary role in participating in building tenant improvements/alterations. Reduces DAS' ability to react to emergent, necessary projects during the biennium.	$0	$1,000,000	$1,000,000	-	-	11
IT Professional Services Reduction	Eliminate or reduce IT Profesional Services across several programs - This will reduce the ability to utilize trusted advisors for enterprise decision making. The impact could be significant to decision taking longer to make and missing critical outcomes that could result in rework or uninteded negative consequences.	$0	$1,308,264	$1,308,264	-	-	12
DAS IT Services and Training	Reduction in S&S. Eliminates training for DAS IT employees.	$0	$299,514	$299,514	-	-	13
Facilities Maintenance and Inventory	Defer maintenance and repair to low priority building related issues. Reduced stock stock on hand will increase wait times for customer requests.	$0	$670,710	$670,710			14
CHRO All	Across the board 20% reduction in employee training. We would have to redcue training opportunities for staff impacting our ability to ensure our team is prepared to lead the enterprise work effectively	$0	$93,051	$93,051	-	-	15
Windows	Reduce hours of Microsoft Unified Support support (Unify). This will reduce the amount of training and proactive / planned support. Without Unify, we may face increased troubleshooting time for complex Microsoft product issues, potentially leading to system downtime and decreased user productivity. Additionally, the lack of proactive support and guidance from Microsoft experts could hinder our ability to optimize our Microsoft technology stack and achieve maximum return on investment.	$0	$600,000	$600,000			16
EAM Rent	Reduce utilities based projected savings due to efficiency upgrades. Small impact if utility costs rise.	$0	$1,161,622	$1,161,622	-	-	17
EAM Rent	Reduce four custodians, one Construction and Facilities Maintenance Supervisor 1	$0	$850,022	$850,022	5	5.00	18
DBS: Building tenant improvements	Reduce Services & Supplies.	$437,268	$0	$218,634			19
EAM Administration	Reduce Facilities Rent & Taxes, AG and Other S&S. Impact is minimal.	$0	$200,000	$200,000	-	-	20
Real Estate Services	Reduce S&S Office Services, AG. Minimal impact to program.	$0	$160,000	$160,000	-	-	21
IT Service Management (ITSM) Support	Reduce IT Professional services supporting the Ivanti ITSM. Reducing contracted direct technical assistance from the vendor may increase internal IT staff workload and potential downtime due to slower resolution times for critical issues, while also limiting access to specialized vendor expertise for future enhancements.	$0	$250,000	$250,000			22
Backup	Reduce Commvault professional services. This would eliminate the dedicated support engineer. Reducing contracted direct technical assistance from the vendor may increase internal IT staff workload and potential downtime due to slower resolution times for critical issues, while also limiting access to specialized vendor expertise for future enhancements.	$0	$130,000	$130,000			23
Risk Management	Reduce Attorney General limitation in Services and Supplies.	$0	$2,750,000	$2,750,000	-	-	24
Cloud	Reduce licensed nodes for cloud automation tools such as Terraform and Cloudbolt that help with configuration and automated deployments. Reduce the number of cloud respoitories. The reduction will necessitate a reassessment of current and planned cloud initiatives, focusing on prioritizing projects that deliver essential services and generate significant value. The decision may impact the broader effort to enhance efficiency and control costs within the state's cloud brokerage services. Impacts state's Cloud Forward framework adoption.	$0	$950,000	$950,000			25
CHRO All	Across the board S&S reductions 20%	$0	$70,000	$70,000	-	-	26
Eliminate Position	Elimination of this position will reduce the total number of relief drivers. If more than the minimum number of drivers are gone (SL/VA) it would become necessary to temporarily cancel routes.	$0	$178,764	$178,764	1	1.00	27
Windows	Reduce Technical Account Manager (TAM) for Windows service automation (Ansible). Will lead to longer development times and continued rework and deployment errors. Diminished capability to provide agencies with self-service. Reducing contracted direct technical assistance from the vendor may increase internal IT staff workload and potential downtime due to slower resolution times for critical issues, while also limiting access to specialized vendor expertise for future enhancements.	$0	$250,000	$250,000			28
Eliminate Position	Elimination of one Admin Specialist position would hinder the workflow and support for SFS finance professionals.	$0	$224,425	$224,425	1	1.00	29
Data Center Services	Eliminate Administrative Specialist 1 - This will reduce the support at the front desk and will impact administrative activities timeliness	$0	$211,242	$211,242	1	1.00	30
Procurement Contract OregonBuys	Professional Services - Periscope fee reduction will result in service reductions and system issues. This will result in slower processing of issues and resolutions that could result in slower procurements.	$0	$839,119	$839,119	-	-	31
EAM Rent (incl. PCM)	Reduce S&S Instate Travel, Facilities Rent & Taxes,	$0	$1,100,000	$1,100,000	-	-	32
Budget Policy - Eliminate Policy & Budget Analyst	Eliminates Budget and Policy Analyst, spreading that workload to other team members. Analysts will have more agencies and policy areas to make recommendations on budget actions and provide less oversight/accountability of agency budget execution.	$0	$370,009	$370,009	1	1.00	33
Cloud Services - ISS8	Eliminating this position would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$440,993	$440,993	1	1.00	34
IT Professional Services (Payroll)	Reduces S&S for IT Professional Services provided by third party vendors such as Workday Inc and IBM. This reduction would decrease the development and consulting services available to correct and improve Workday Oregon for Payroll, Absence, Time Tracking, etc.	$0	$652,350	$652,350	-	-	35
EIS Portfolio	Eliminate ISS 6 - Project management Support - this will reduce the lower level support of project activities and work will shift to higher level resources to complete.	$0	$361,338	$361,338	1	1.00	36
OSPS Standard Pay	The IT Professional line item budget for OSPS Standard is reduced $75k for AY 27 since it has unused limitation based on current program service levels.		$93,699	$93,699	-	-	37
Elimination of one Fiscal Analyst 1	Elimination of one Fiscal Analyst 1. The result of any position lost would decrease accuracy and overall client agency customer service.	$0	$216,643	$216,643	1	1.00	38
OEA	Eliminate Economist 4 position-. Eliminating the economist 4 position would reduce the capacity of the Office of Economic Analysis to complete the work statutorily assigned to them and incoming requests from the legislative branch and Governor's office. This work includes routine analysis work and special projects requested throughout the biennium.	$0	$436,638	$436,638	1	1.00	39
e-Government program staff	Eliminate vacant E-Government OPA1 position. Dependence on vendor accountability would increase.	$0	$218,243	$218,243	1	1.00	40

Department of Administrative Services
Prioritized List of Program Reductions - 2025-27 Agency Request Budget

10% Reduction Options (ORS 291.216)

Activity	Describe Reduction	Amount and Fund Type					
(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 2023-25 AND 2025-27)	GF	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
Eliminate Position	This is the only truck driver position at P&D. Duties will be assumed by other shuttle staff, straining an already limited staff resource.	$0	$224,425	$224,425	1	1.00	41
CHRO Business Partners	Eliminate HR Assistant. This position conducts all criminal background checks and serves as the LEDS coordinator. Elimination of this position would result in HR client agencies needed to conduct their own background checks or to contract with another provider. DAS is a client agency. Some of this work may be absorbed by the support team. Time lines would be significanlty reduced delaying start dates for new hires and increasing costs for client agencies.	$0	$238,993	$238,993	1	1.00	42
Cyber Security Services	Reduce "IT professional services", projections were based on Palo Alto migration services that occurred in 23-25. If this reduction is instituted, it would impact the ability for continuing funding for 24x7 SOC monitoring & detection services. The expanding threat landscape requires 24/7 detection and response and not having that capability will put state enterprise cybersecurity	$0	$2,342,469	$2,342,469			43
Reduce Admin. Support	All administrative support provided to the Risk program will either need to be absorb by one admin or absorb within the work of the team members resulting in an increased work load for others. No operational support for program to include guidelines, legislative session program reviews, all back up processes such as general emails, phone calls and DOJ bill reviews are moved to other employees increasing their workload and decreasing customer service. No Subrogation or claims money recovered by at fault parties	$0	$977,042	$977,042	4	4.00	44
CHRO Workforce Solutions	Eliminate HRA 1. This position coordinates the required training offered across the enterprise including enrollment, tracking, reporting, student and manager follow up, proctoring and instructor facilitation. This work would have to be absorbed by other team members and reduce timeliness and accuracy of training registration and follow up across the enterprise	$0	$226,583	$226,583	1	1.00	45
SWI staff	Eliminate a filled ISS4. This will limit the communications support for emergencies and the ESF2.	$0	$301,708	$301,708	1	1.00	46
Account Management	Eliminate the Account Management Program. Loss of liaison for direct customer care and service questions and escalations. Tasks would shift to domain managers.	$0	$1,658,603	$1,658,603	4	4.00	47
DAS IT Life-Cycle Program	Eliminate the Funding for the Life-Cycle Program. An IT lifecycle replacement program for technology equipment is cost-efficient for organizations with limited resources and ensures employees are using high performing IT assets. If this program is eliminated, the cost for IT assets will be passed back to each program.	$0	$510,500	$510,500	-	-	48
Facilities Floor Supplies (Salem/Bend)	Reduce preventative maintenance and extend use of existing cables, electrical boxes and supplies. Reducing on-hand spare inventory. Possible need to reuse existing supplies for new work or troubleshooting.	$0	$600,355	$600,355	-	-	49
Framework Program Grant Reduction	65% reduction to Framework Grant Program. This program provides significant resources and funding to agencies who develop critical enterprise data for efforts such as emergency management, housing planning and sustainability, wildfire response, natural resource preservation, management and conservation efforts, and disaster recovery and planning efforts.	$0	$125,000	$125,000			50
Workday Tenant subscriptions	Eliminates three Workday non-production tenants. These tenants are used for configuration testing before changes are made in production. This will significantly limit the central Workday teams ability to have multiple tenants to configure and test changes and would reduce the number of changes that could be completed in a monthly release cycle.	$0	$352,000	$352,000	-	-	51
EIS invoicing & procurement support	Eliminate ISS 6 - Contracts and Purchasing support. This will reduce the support of contract and purchasing. The impact will be on volume of transaction completed and the ability of meeting deadlines. This ultimately will impact the EIS portfolio of projects and paying out vendors timely to know incur fees.	$0	$361,338	$361,338	1	1.00	52
Elimination of Procurement And Contract Assistant	Elimination of Procurement And Contract Assistant from the IT Procurement Team will create delay in processing incoming and customer service response for the one remaining position. Higher level positions will be required to complete this work when this employee is out of the office.	$0	$241,421	$241,421	1	1.00	53
EIS Project Management Office	Eliminate ISS8 Project manager impacting ability to perform project managerial responsibilities within the PMO	$0	$440,993	$440,993	1	1.00	54
Elimination of two Accounting Technicians.	Elimination of two Accounting Technicians. The result of any position lost would decrease accuracy and overall client agency customer service.	$0	$434,035	$434,035	2	2.00	55
iSeries	Eliminating a ISS8 would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$440,993	$440,993	1	1.00	56
Reduce hours	Production hours will be reduced eliminating the critical Saturday shift. This will make it impossible to meet the service level required by agencies.	$0	$367,862	$367,862	2	2.00	57
CHRO Labor Relations	Eliminate OPA 4. This position supports data needs and analysis in LRU and across the CHRO. Elimiination of the position significantly reduces both our ability to have accurate and timely data for labor andCHRO policy decision making, but also creates a single point of failure iwthin the unit for costing and the salary and benefit report	$0	$315,010	$315,010	1	1.00	58
x86 Server Virtualization	Reduce licensing tier from VMWare Cloud Foundations to vSphere Foundation. Capabilities such as automation, storage, networking, monitoring would be eliminated and support would be greatly reduced. Downgrading from VMware Cloud Foundation to vSphere Foundation could limit our ability to leverage advanced cloud management capabilities, potentially hindering agility and efficiency in managing hybrid cloud environments. Additionally, we may lose access to critical features and integrations that are exclusive to VMware Cloud Foundation, impacting overall x86 operations and service delivery.	$0	$1,745,882	$1,745,882			59
IT Professional Services (HCM)	Reduces S&S for IT Professional Services provided by third party vendors such as Workday Inc and IBM. This reduction would decrease the development and consulting services available to correct and improve Workday Oregon for Payroll, HCM, Absence, Time Tracking, etc.	$0	$215,785	$215,785	-	-	60
Linux	Eliminating a ISS8 would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$440,993	$440,993	1	1.00	61
Elimination of Procurement And Contract Assistant	Elimination of Procurement And Contract Assistant from the Commodities and Construction Team will create delay in processing incoming and customer service response. Higher level positions will be required to complete this work taking them from required sourcing work for our business partners..	$0	$241,421	$241,421	1	1.00	62
AIX	Eliminating a ISS8 would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$441,352	$441,352	1	1.00	63
Eliminate Position	Inkjet addressing will be limited to time and staff available, delaying customer mailings.	$0	$209,611	$209,611	1	1.00	64
Middleware	Eliminating a ISS8 position would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$440,993	$440,993	1	1.00	65
Elimination of two Payroll Analysts	Elimination of two Payroll Analysts. The result of any position lost would decrease accuracy and overall client agency customer service.	$0	$433,286	$433,286	2	2.00	66
Backup	Eliminating a ISS7 position would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$393,405	$393,405	1	1.00	67
CHRO Talent Acquisition	Eliminate HRC 1. The position serves the enterprise recruitment team and leads innovation in recruitment data analysis as well as providing support to agencies in reducing time to fill and implementing sourcing strategies. CHRO would not have the capacity to lead candidate sharing, enterprise sourcing (e.g., OS series enterprise sourcing and staffing). Without this position we would lose capacity to support agencies who need recruitment support and consultation	$0	$385,292	$385,292	1	1.00	68
FBS reduce training, warrents, and adminstration support	Employee Training for FBS is reduced by $35k. The Office Expense line item budget for SFMA Warrants is reduced $85k since it has unused limitation based on current program service levels. Warrants & FBS Admin is reduced $60k since it has unused limitation based on current program service levels. The Office Expense line item budget for SFMA Warrants is reduced $85k since it has unused limitation based on current program service levels.	$0	$180,354	$180,354	-	-	69
SQL Database	Eliminating a ISS8 position would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$440,993	$440,993	1	1.00	70
DBS: services and supplies	Reduce Services & Supplies. Reduce costs budgeted for Exec Building tenant improvements.	$0	$437,268	$218,634	-	-	71

Department of Administrative Services
Prioritized List of Program Reductions - 2025-27 Agency Request Budget

10% Reduction Options (ORS 291.216)

Activity	Describe Reduction	Amount and Fund Type					
(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 2023-25 AND 2025-27)	GF	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
Cyber Security Services	ISS8 Represents the most impact to continued services offered by CSS. Reducing cybersecurity headcount to support budget reductions will have significant impact and lead to potential consequences to include the following: Increased vulnerability, higher risk of data breaches, compliance and legal issues, operational impact, long-term financial costs, employee morale and retention, and strategic implications. Collaboration with our federal and local government partners is is key to success of our full suite of cybersecurity services. Eliminating this position will have negative impact our collaboration effort and increase risk to our effective communication that supports our joint front while fighting cyber adversaries.	$0	$335,624	$335,624	1	1.00	72
Cyber Security Services	ISS7 Represents the most impact to continued services offered by CSS. Reducing cybersecurity headcount to support budget reductions will have significant impact and lead to potential consequences to include the following: Increased vulnerability, higher risk of data breaches, compliance and legal issues, operational impact, long-term financial costs, employee morale and retention, and strategic implications. Collaboration with our federal and local government partners is essential to the success of our comprehensive cybersecurity services. Eliminating this position would negatively impact our collaborative efforts and increase the risk to our effective communication, which is vital for maintaining a united front against cyber adversaries.	$0	$301,297	$301,297	1	1.00	73
DAS IT Life-Cycle Program	Eliminate the Funding for the Life-Cycle Program. An IT lifecycle replacement program for technology equipment is cost-efficient for organizations with limited resources and ensures employees are using high performing IT assets. If this program is eliminated, the cost for IT assets will be passed back to each program.	$0	$510,500	$510,500	-	-	74
SWQA staff	Eliminate a filled OPA4 position for the SWQA program. Project and vendor monitoring will be limited.	$0	$416,804	$416,804	1	1.00	75
Budget Policy - Eliminate Public Administration Trainee Program	Reduces CFO oversight of small Other Funded state agencies.	$0	$504,723	$504,723	2	2.00	76
SWQA staff	Eliminate a filled OPA4 position for the SWQA program. Project and vendor monitoring will be eliminated.	$0	$416,804	$416,804	1	1.00	77
Eliminate Position	The coordination of production contracts would move to another unit, causing delays due to workload, Accounts Payable activities will be delayed	$0	$280,048	$280,048	1	1.00	78
Network Monitoring	Reduce number of nodes monitored by SolarWinds to only critical devices. Reducing the number of nodes monitored by SolarWinds would decrease our visibility into overall system health, increasing the risk of undetected performance issues or outages. Additionally, it would hinder the ability to proactively identify and address potential problems, leading to increased downtime and reduced system reliability.	$0	$300,000	$300,000			79
Eliminate Position	Elimination of Operations & Policy Analyst 2 would set back the eliminate some capabilities for outreach to local state entities and small and diverse businesses and create issues for equity	$0	$329,297	$329,297	1	1.00	80
SQL Database	The absence of dedicated ISS8 position for Enterprise Intake Requests and Identity Access Management can result in inefficiencies when managing these crucial processes. Without specialized roles, expertise related to high-level design decisions, technical standards, and IT architecture may be lost. Consequently, responsibilities previously managed by the Information System Specialist 8 will need to be redistributed among existing staff, potentially leading to increased workloads and the risk of burnout.	$0	$440,993	$440,993	1	1.00	81
Position ISS8	Eliminates one of two Workday integration and extention development positions and reduces services and supplies. This would reduce DAS's capacity to maintain critical services and interfaces.	$0	$442,894	$442,894	1	1.00	82
Cyber Security Services	It Professional Services, Cybersecurity awareness trainng program (KnowB4)- High Risk - Eliminating the IT Professional Service – KnowB4 awareness and training would remove on-going enterprise phishing training and annual training, required by statute. Annual training would be altered from a professional interactive training with knowledge assessment to a PowerPoint without a knowledge assessment. A professional interactive training is proven to increases the effectiveness of the training. By removing this way of training, the training will be less effective and there will be no way to assess knowledge. As well, in light of the advancement of phishing with Artificial Intelligence(AI), threat actors are able to scale up their attacks with little additional effort. This results in a scalability that increases the likelihood of successful user compromise, credential theft and infiltration into an organization's network, thereby extending the reach and potential impact of phishing attacks. Current cyber attack statistics indicate the at least 42% of successful cyber attacks are done using sophisticated phishing attacks. Oregon had three major Ransomware attacks that were driven by phishing. Eliminating this tool will have significant negative effect and reduce cyber security defensive capability. To keep pace, continuous learning through phishing simulation is critical to reduce risk to the state.	$0	$400,000	$400,000	-	-	83
CHRO Classification and Compensation	Eliminate a Human Resource Consultant 1. Elimination of this position significantly impacts the unit's ability to complete work within established timeframes in policy and Collective Bargaining Agreements, including equal pay appeals and unscheduled salary adjustment requests, as well as prompt response to agency classification reviews and other requests, classification studies, and market research. Significant delay in responding to needs of agencies, creating bottlenecks which impacts enterprise work and customer service.	$0	$370,009	$370,009	1	1.00	84
ITSM	Eliminate OPA4. Work related to ITSM program development, new enhancements, new features, etc. would stop.	$0	$416,804	$416,804	1	1.00	85
IT Professional Services (HCM)	Reduces S&S for IT Professional Services provided by third party vendors such as Workday Inc and IBM. This reduction would decrease the development and consulting services available to correct and improve Workday Oregon for Payroll, HCM, Absence, Time Tracking, etc.	$0	$158,295	$158,295			86
CASA	Reduction in General Fund budget for pass through funding for the CASA program (dispersed as Other Funds) and matching Other Funds	$644,346	$644,346	$1,288,692	-	-	87
EAM Fleet	Eliminate Daily Rental Motor Pool: Use 75% of pool vehicles as replacements and reduce CO. Eliminate 26 vehicles from the pool would be offered to highest users (non fleet owning agencies only) of the service to meet vehicle travel needs. Would impact ability for DAS to meet EO 17-24 and SB 1044 goals for adoption of Zero Emission Vehicles. Project to install EV chargers at the Motor Pool could result in unused infrastructure if this reduction is taken. Eliminate four positions.	$0	$1,686,681	$1,686,681	-	-	88
SIEA	Abolish vacant Custodian position, Supply Specialist 2, amd Facility Energy Tech. positions . This reduction would prohibit growth and needed capacity for SIEA to provide more resources to agencies.	$0	$629,795	$629,795	1	1.00	89
Cyber Security Services	Complete elimination of training - Impact would stagnant state resources from learning that could lead to attrition of resources in addition to the loss opportunities of change from a technological perspective. Complete elimination of cybersecurity training would have a drastic impact in the state unified cybersecurity workforce's ability to remain trained and proficient in conducting cybersecurity services and operations. This is a neccesity to proficient services enabling CSS staff to maintain their professional certification requirements. However,eliminating training would reduce CSS budget and will impact CSS's security staff effectiveness to fight cyber threats that are new technology driven.	$0	$1,596,146	$1,596,146	-	-	90
Capital Planning and Finance- Eliminate Cap Finance Position	Reduces DAS oversight and administration of capital financing activities.	$0	$418,423	$418,423	1	1.00	91
Elimination of Grants Non-Profit Procurement Equity Analyst	Elimination of Grants Non-Profit Procurement Equity Analyst would set back the ability to work on grants and non-profit alignment for procurement equity and Governor's office direction	$0	$327,585	$327,585	1	1.00	92
Wide Area Network	Eliminate Cisco BCS (Business Critical Service). Impacts future state network design, advisory and consulting services provided by Cisco. Changes to the environment in support any new workload would not be possible. Would likely impact large network projects such as TITAN.	$0	$1,982,752	$1,982,752	-	-	93
Eliminate Position	Elimination of the file preparation unit will delay jobs going to production. Duties will be either pushed back to the customers or other limited staff. This will result in production delays.	$0	$448,850	$448,850	2	2.00	94
CHRO Policy	Elmiate HRC 1 Compliance. Elimination of this position would eliminate the compliance function within CHRO Policy and limit compliance to only those that are staturorily required. Moving this work to the policy consultants would take reduce timeliness of policy review and new policy delivery and slow customer response times.	$0	$385,292	$385,292	1	1.00	95
SIEA	Downclass Consultant Advisor 1 position to OPA 4. This would reduce the level of work for the legislative portfolio that would fall on agency leadership.	$0	$56,510	$56,510	-	-	96
DAS IT QA	Eliminate QA services & position. This would eliminate the QA process from the agile system development team. (ISS7)	$0	$394,960	$394,960	1	1.00	97
Real Estate Services	Reduce Regional Solutions Centers support. Reduce Facilities rent, office supplies, and telecom. Reduce EAM's ability to support Regional Solutions Centers around the state. Support and coordination will shift to the six participating agencies.	$0	$200,000	$200,000	-	-	98
Data Governance and Transparency	Eliminates the ISS-6 Open Data Engineer position within DGT. This will decrease the capacity of open data publication, data governance, and data engineering consultative services by nearly 50% and will further delay publication of agency open data in addition to support for critical enterprise initiatives such as the Oregon Water Data Portal	$0	$334,634	$334,634	1	1.00	99

Department of Administrative Services
Prioritized List of Program Reductions - 2025-27 Agency Request Budget

10% Reduction Options (ORS 291.216)

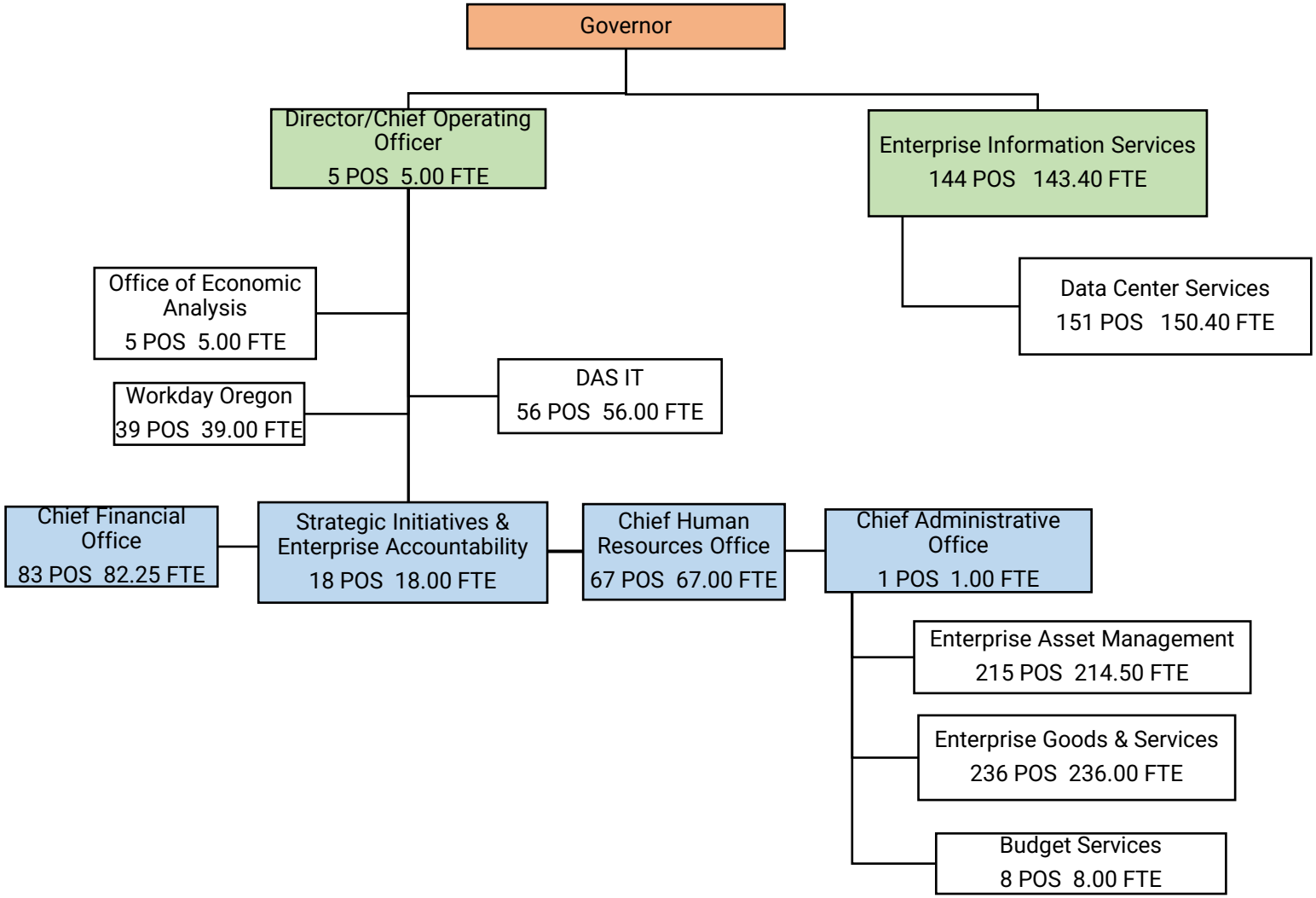
Activity	Describe Reduction	Amount and Fund Type					
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2023-25 AND 2025-27)	GF	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
State Controller's Office - Eliminate Statewide Accounts Receiveable Management (SWARM)	Eliminates DAS coordination of accounts receivable management, including liquidated and delinquent collection (SB 55 - 2015) efforts. Agencies would still be required to manage all aspects of their accounts receivable process, but would not have central oversight to ensure consistency across agencies and limited ability to conduct state-wide reporting of accounts receivable efforts. May require statutory change on required statewide reporting.	$0	$418,423	$418,423	1	1.00	100
Data Governance and Transparency	Eliminates the ISS7 Sr GIS Analyst from the DGT program. Would hinder statewide implementation and support of the ESRI EA, enterprise software support for geospatial data, impact statewide data layer production, and impact the state's geospatial data governance program. All of these services contribute both to state agency GIS operations which are business critical for emergency management, disaster response, and other efforts, in addition to impacting the provisioning of statewide data layers necessary for critical state processes	$0	$393,405	$393,405	1	1.00	101
Eliminate Position	Eliminate the administrative support position responsible for scheduling vehicle maintenance as well as ad-hoc deliveries. Revenue source is fee for service.	$0	$250,136	$250,136	1	1.00	102
Elimination of Training & Development Specialist 2	Elimination of Training & Development Specialist 2 will create extended time to provide statutory required training to employees who conduct a procurement. In addition, the remaining employees will only be able to update current training based on legislative changes with no availability for new development of training courses.	$0	$342,682	$342,682	1	1.00	103
CIO Administration	Remove Consulatant Advisor 2 position resulting in loss of critical activities in communicating the State of Oregon's policy position on state and federal laws, legislative initiatives, or public policies that have significant impact across the enterprise, statewide, external community partners, and the general public. The Consultant Advisor works at the executive-level of state government and has policy setting authority over state agencies, public- and private-sector employers, and the citizens of Oregon.	$0	$634,469	$634,469	1	1.00	104
CHRO Workforce Solutions	Eliminate OPA 3. This position provides essential development and delivery support for enterprise wide learning opportunities. Elimination of this position would delay content development and updating of existing content. Contract management for our contracted training providers would be significantly slowed and would have to be handled by other team members who are primary for content development impacting our ability to meet the SOS audit deliverables	$0	$302,840	$302,840	1	1.00	105
Telecommunication staff	Eliminate a filled ISS8 position in the Telecommunications program. This will limit the technical support needed for enterprise telecommunications services as well as vendor management	$0	$440,993	$440,993	1	1.00	106
Position LDS1	Eliminates one learning and development specialist position and reduces associated services and supplies. This would reduce one positions that provides services for Workday HCM helpdesk support. Work would need to be reassigned to the remaining helpdesk positions and resolution timeframes would be extended.	$0	$235,204	$235,204	1	1.00	107
ITSM	Eliminating a ISS8 position would shift work to remaining team members. This would increase workload for remaining staff, potentially leading to longer wait times for customer requests, decreased team productivity, and lower team morale. It also would result in a knowledge gap and could impact the team's ability to efficiently handle tasks and projects.	$0	$416,804	$416,804	1	1.00	108
Reduce postage prepay	Customers will be required to pre-pay prior to mailings being posted possibly delaying critical mail	$0	$1,552,790	$1,552,790	-	-	109
SIEA	Reduce S&S Professional Services. We would see a significant reduction in training that would reduce our capacity to increase knowledge and practice in Diversity, Equity, Inclusion, and Belonging across the Enterprise.	$0	$66,593	$66,593	-	-	110
DAS IT Life-Cycle	Eliminate the Life-Cycle position. This position supports the IT Life-Cycle Program (ISS 5).	$0	$342,514	$342,514	1	1.00	111
Grant Administration	Reduce FTE for position administering legislatively appropriated General Fund grants.	$24,765		$24,765	-	0.10	112
EAM Fleet	Discontinue Fueling to non-DAS Fleet vehicles at Salem Motor Pool (SMP): Reduces services and supplies expenditure for fuel inventory. Plus $40k in contract services.		$1,540,000	$1,540,000	-	-	113
Oregon Public Broadcasting, Oregon Histoical Society, Oregon State Fair	Reduces special payments to three entities	$0	$236,044	$236,044	-	-	114
EAM Parking	Submit legislative concept to repeal ORS 307.095: Eliminate property tax on DAS parking spaces rented to individuals in Marion and Multnomah Counties. This is separate and has no impact on the mass transit "tax" the state pays on payroll that generates annual payments in excess of $5.9 million to multiple transit districts in the state including over $1.9 to Trimet within Multnomah County and $2.4 million to Salem Keizer Transit District within Marion County	$0	$500,000	$500,000			115
EAM Rent	Reduce contract services in DAS-owned buildings. Impact to non-capitalizable repairs and maintenance.		$3,511,204	$3,511,204	-	-	116
EAM Fleet	Reduce Replacement Vehicle Buy: lower replacement vehicle purchases by $720,000. This would mean delaying about 24 vehicles for replacement until 2027-29. DAS will not be able to meet Zero Emission Vehicle adoption goals set in EO 17-24 and SB 1044. All requests for additional new vehicle from agencies would be denied. Any vehicles that are not at the replacement mileage but are no longer usable due to mechanical failure would not be replaced. Very large impact to agency customers.	$0	$720,000	$720,000	-	-	117
Federal Surplus Program	Eliminate Federal Surplus Program including all S&S and one Program Analyst 1, one Supply Specialist 2. Impact loss of revenue from the Federal Surplus programs.	$0	$1,011,912	$1,011,912	2	2.00	118
Controller's Office - Eliminate Senior Financial Reporting Policy Analyst	Eliminates position that takes lead on statewide implementation and training of new accounting standards and assists agencies with most complex accounting and financial reporting topics. Effective April 1, 2026.	$0	$261,623	$261,623	1	0.63	119
OSPS Standard Pay	The OSPS Trainer is added to the list since this position would be least disruptive to overall operations. The position is currently filled.	$0	$342,682	$342,682	1	1.00	120
Position OPA1	Eliminates one operations and policy analyst position and reduces associated services and supplies. This would severely impact services provided for Workday HCM helpdesk support. Work would need to be reassigned to remaining Workday team members and would impact the capacity of the team to perform other duties essential to supporting the system and business operations.	$0	$282,205	$282,205	1	1.00	121
SFMA & Staff	The SFMA Interface Coordinator is added to the list because some areas of the interface workload could be absorbed by the Accountant 3 Senior System Analyst. SFMS would have to reduce the interface coordinator services they are currently offering to their customers. This position is currently filled.		$344,871	$344,871	1	1.00	122
Position LDS2	Eliminates one learning and development specialist position for Workday HCM recruitments SME and reduces associated services and supplies. This would require all Workday SME and Administrator work to be reassigned to remaining Workday team members and would impact the capacity of the team to perform other duties essential to supporting the system and business operations.	$0	$261,817	$261,817	1	1.00	123
Elimination of Operations & Policy Analyst 4	Elimination of Operations & Policy Analyst 4 would increase the time for special procurements from the current 45 days to over 65 day of processing time. It would also effect template maintenance.	$0	$418,471	$418,471	1	1.00	124
Project Portfolio Performance	Eliminate the entire P3 program. This will shut down major IT project oversight and enterprise IT governance and portfolio mangement activities. This sunsets Stagegate and IT project performance transparency.	$0	$7,797,875	$7,797,875	16	16.00	125
Eliminate Position	Eliminate the administrative support position responsible for coordination and project management of customers publishing projects. This will add additional strain on an already overcommitted customer service staff. Possible delay in customer projects.	$0	$250,136	$250,136	1	1.00	126
Elimination of Training & Development Specialist 2	Elimination of Training & Development Specialist 2 will create extended even further the time to provide statutory required training to employees who conduct a procurement. In addition, the remaining employee will struggle to update current training based on legislative changes. Any new courses would require the hiring of a contractor to develop and present the courses for professional development of procurement staff.	$0	$342,682	$342,682	1	1.00	127
Elimination of Procurement & Contract Specialist 2	Elimination of Procurement & Contract Specialist 2 from the Business Services section which will extend timelines to complete procurement work for our agency partners.	$0	$329,297	$329,297	1	1.00	128
CHRO Talent Acquisition	Eliminate HRA 2. This position is currently vacant and was being used to partially fund recruitment manager. If we are in a reduction budget recruitment work should be reduced	$0	$257,108	$257,108	1	1.00	129
Cyber Security Services	Albert Sensors This reduction limits CSS with opportunities for partnering with counties and on their security posture improvements. Eliminating the Albert Sensor intrusion detection services (IDS) can have significant adverse impacts on a county's election systems integrity and cybersecurity posture. IDS plays a crucial role in identifying and alerting security teams to suspicious activities, potential breaches, and policy violations within the network. Without IDS, an organization loses a critical layer of defense, making it more vulnerable to cyberattacks and unauthorized access. This can lead to undetected intrusions, data breaches, and potential loss of sensitive information, damaging the county organization's reputation and financial standing. Furthermore, weakening county governments cybersecurity posture can impact critical state government services that are deployed at the county but managed by state agencies and connected to state enterprise networks. The absence of IDS can hinder the ability to respond promptly to security incidents, prolonging the time to mitigate and recover from attacks. Additionally, eliminating intrusion detection services from election infrastructure can severely compromise election integrity by increasing the risk of undetected cyberattacks, potentially leading to manipulated results and undermining public trust in the electoral process.	$0	$995,881	$995,881	-	-	130

Department of Administrative Services
Prioritized List of Program Reductions - 2025-27 Agency Request Budget

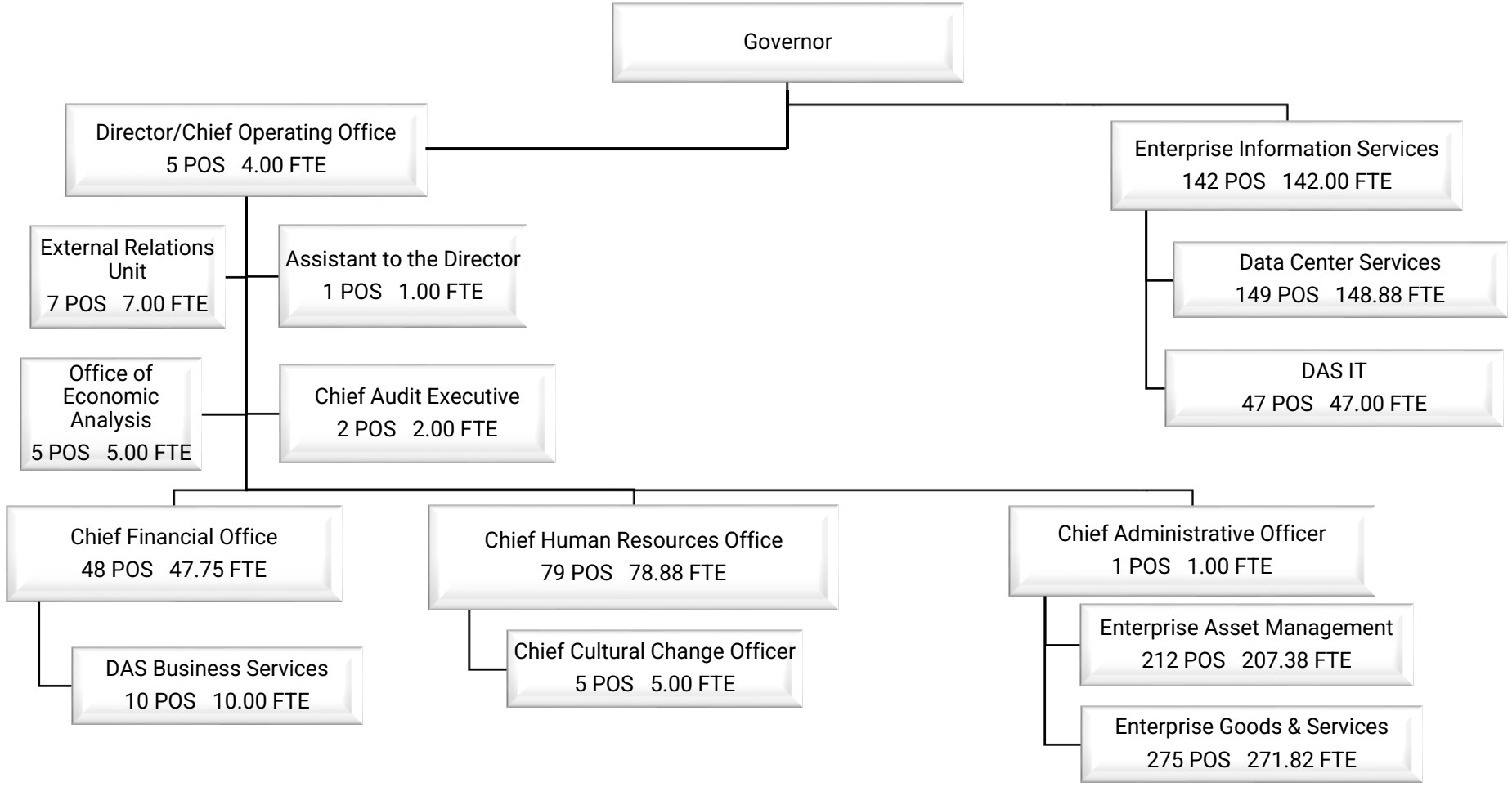
10% Reduction Options (ORS 291.216)

Activity	Describe Reduction	Amount and Fund Type					
(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 2023-25 AND 2025-27)	GF	OF	Total Funds	Pos.	FTE	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
Total		$1,106,379	$75,865,094	$76,534,205	103	102.73	

Department of Administrative Services (DAS)
2025-27 Organization Chart
1,028 POS 1,025.55 FTE



Department of Administrative Services (DAS)
2023-25 Organization Chart
988 POS 978.71 FTE



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*
030-00-00-00000	**Chief Operating Office**						
	General Fund	7,685,855	6,237,702	6,258,245	6,443,460	-	-
	Other Funds	11,198,701	11,891,883	12,386,799	10,360,822	-	-
	All Funds	18,884,556	18,129,585	18,645,044	16,804,282	-	-
032-00-00-00000	**DAS IT**						
	Other Funds	14,693,961	19,527,586	20,548,157	24,953,307	-	-
034-00-00-00000	**Strategic Initiatives and Ent. Accountability**						
	Other Funds	-	-	-	7,246,721	-	-
035-00-00-00000	**Chief Financial Office**						
	General Fund	-	167,008	181,883	247,648	-	-
	Other Funds	15,091,735	18,644,276	20,122,782	35,185,187	-	-
	Federal Funds	1,144,540	1,944,041	2,124,857	1,372,803	-	-
	All Funds	16,236,275	20,755,325	22,429,522	36,805,638	-	-
042-00-00-00000	**Enterprise Information Services (EIS)**						
	General Fund	3,014,642	-	-	4,923,404	-	-
	Other Funds	124,907,022	158,820,563	163,638,140	209,291,171	-	-
	Federal Funds	-	15,708,570	15,708,570	-	-	-
	All Funds	127,921,664	174,529,133	179,346,710	214,214,575	-	-

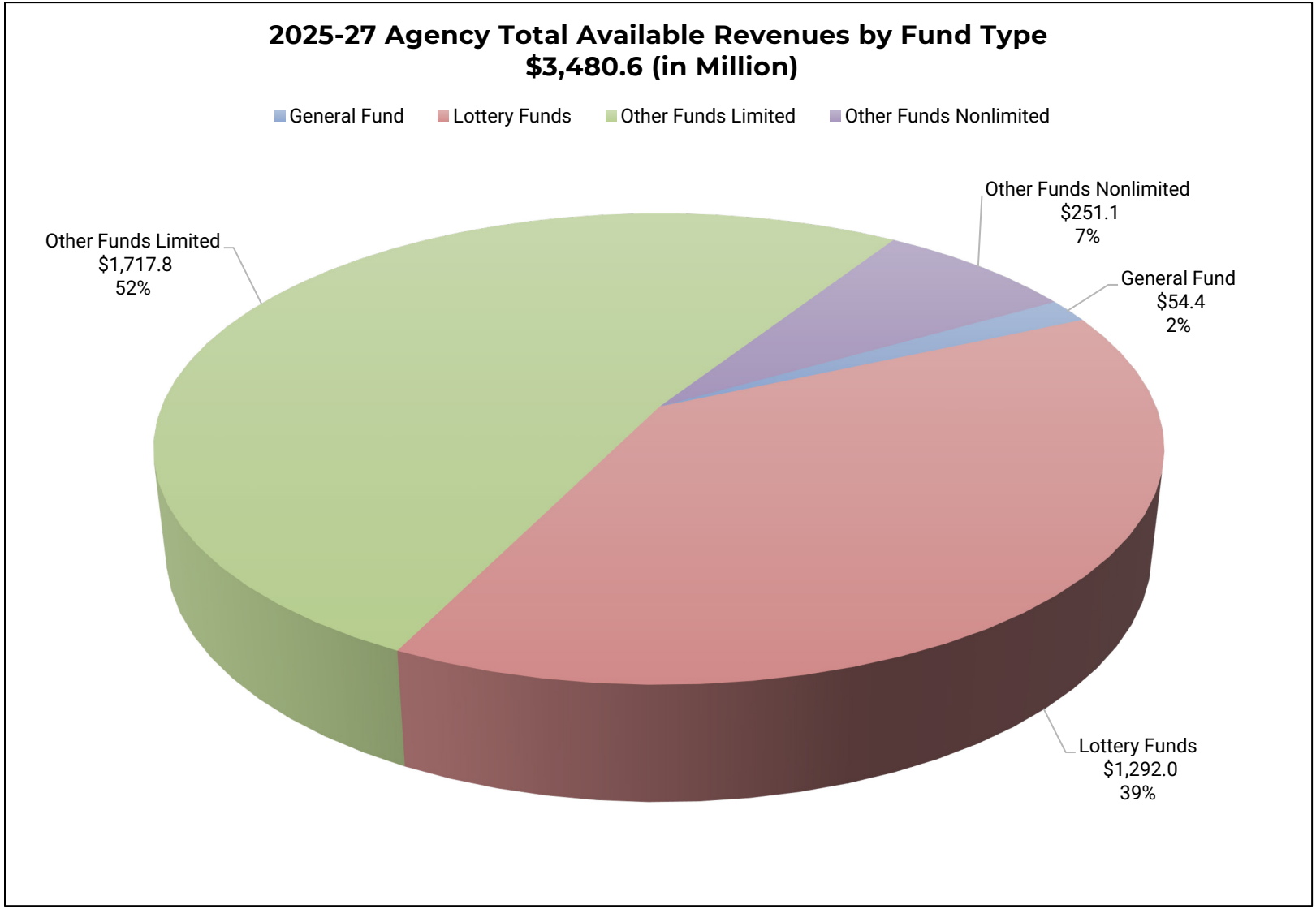
Summary Cross Reference Number	*Cross Reference Description*	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
045-00-00-00000	**Chief Human Resource Office**						
	Other Funds	34,966,979	43,577,589	47,178,002	29,883,803	-	-
052-00-00-00000	**EIS – Data Center Services**						
	Other Funds	156,930,483	164,071,270	167,291,285	190,389,378	-	-
055-00-00-00000	**Workday**						
	Other Funds	-	-	-	32,774,186	-	-
060-00-00-00000	**Enterprise Asset Management**						
	General Fund	3,999,752	300,000	300,000	16,822,271	-	-
	Other Funds	102,335,436	120,348,566	124,120,355	127,598,893	-	-
	All Funds	106,335,188	120,648,566	124,420,355	144,421,164	-	-
065-00-00-00000	**Enterprise Goods & Services**						
	General Fund	219,468	4,832,000	4,832,000	16,983,616	-	-
	Other Funds	300,591,157	246,646,308	327,826,412	324,662,656	-	-
	All Funds	300,810,625	251,478,308	332,658,412	341,646,272	-	-
075-00-00-00000	**Budget Services**						
	Other Funds	17,342,680	25,569,549	25,805,993	32,371,046	-	-
088-00-00-00000	**Capital Improvements**						
	Other Funds	5,016,884	4,954,969	4,954,969	5,935,852	-	-

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*
089-00-00-00000	**Capital Construction**						
	Other Funds	93,894,361	49,750,000	49,750,000	204,000,000	-	-
091-00-00-00000	**Mass Transit Distribution (NL)**						
	Other Funds	27,091,177	24,716,507	24,716,507	24,716,507	-	-
093-00-00-00000	**DAS Debt Service**						
	Other Funds	25,335,780	36,057,484	37,393,525	49,315,225	-	-
094-00-00-00000	**Bonds**						
	Other Funds	536,764,998	501,758,583	501,758,583	544,671,216	-	-
099-00-00-00000	**Special Governmental Payments**						
	General Fund	647,724,344	107,654,589	290,436,864	8,994,419	-	-
	Lottery Funds	26,603,095	53,025,384	51,554,972	57,901,293	-	-
	Other Funds	73,413,883	109,442,907	241,640,306	21,405,000	-	-
	All Funds	747,741,322	270,122,880	583,632,142	88,300,712	-	-
100-00-00-00000	**American Rescue Plan Act**						
	Other Funds	6,143,427	-	-	-	-	-
	Federal Funds	3,014,989,963	156,795,418	163,593,008	163,911,525	-	-
	All Funds	3,021,133,390	156,795,418	163,593,008	163,911,525	-	-
TOTAL AGENCY							
	General Fund	662,644,061	119,191,299	302,008,992	54,414,818	-	-

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*
TOTAL AGENCY							
	Lottery Funds	26,603,095	53,025,384	51,554,972	57,901,293	-	-
	Other Funds	1,545,718,664	1,535,778,040	1,769,131,815	1,874,760,970	-	-
	Federal Funds	3,016,134,503	174,448,029	181,426,435	165,284,328	-	-
	All Funds	5,251,100,323	1,882,442,752	2,304,122,214	2,152,361,409	-	-

Revenues

Revenues


2025-27 Agency Total Available Revenues by Fund Type
$3,480.6 (in Million)
General Fund
Lottery Funds
Other Funds Limited
Other Funds Nonlimited
Other Funds Nonlimited
$251.1
7%
General Fund
$54.4
2%
Other Funds Limited
$1,717.8
52%
Lottery Funds
$1,292.0
39%

2025-27 Budget Narrative

Department of Administrative Services (DAS) revenues come from five major fund types:

General Fund monies are directly appropriated by the Oregon Legislature from the State General Fund to help fund the prison population forecast work completed by the Office of Economic Analysis and various external programs that pass through DAS' budget to recipients.

Lottery Funds revenues are transferred on a quarterly basis from the Oregon Lottery to the Economic Development Fund. DAS then distributes these funds to the Education Stability Fund, Oregon Education Fund, Parks and Natural Resources Fund, Veterans' Services Fund, and other statutory allocations.

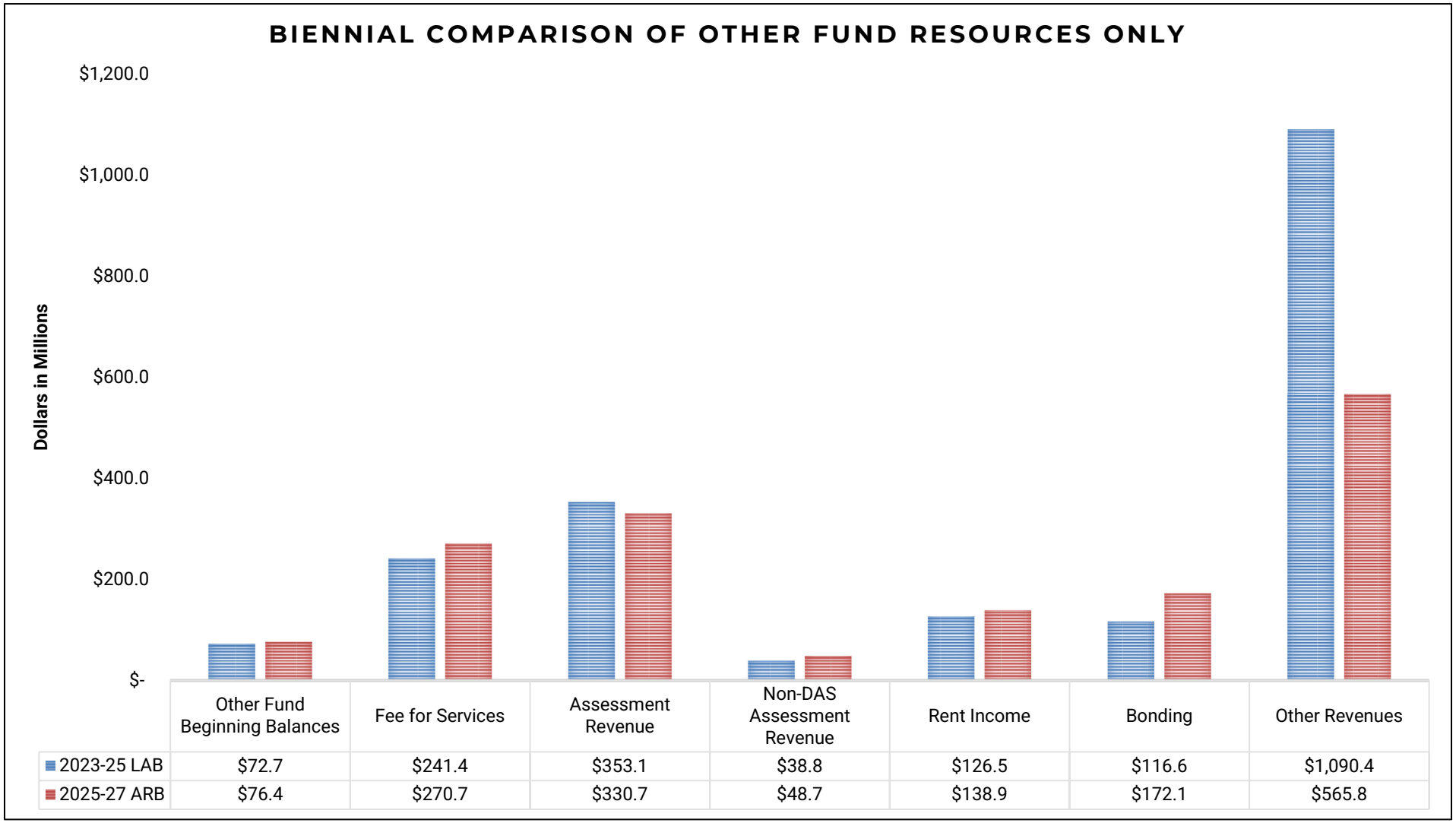
Other Funds Nonlimited revenues are used for buying insurance and paying for losses from the Risk Management Fund and distributing the Mass Transit assessment to transit districts.

Other Funds Limited revenues are mainly derived through fee-for-service and assessments to state agencies. DAS is mindful of other agency revenue concerns, therefore works to develop a budget and provide essential services that take into account the limits of General Fund and Lottery Funds as resources for agencies to purchase services from DAS.

Federal Fund monies come from the American Rescue Plan Act for the State of Oregon. This is one-time funding for the agency.

2025-27 Budget Narrative

Total Available Revenues



	Other Fund Beginning Balances	Fee for Services	Assessment Revenue	Non-DAS Assessment Revenue	Rent Income	Bonding	Other Revenues
2023-25 LAB	$72.7	$241.4	$353.1	$38.8	$126.5	$116.6	$1,090.4
2025-27 ARB	$76.4	$270.7	$330.7	$48.7	$138.9	$172.1	$565.8

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	49,399,786	75,732,015	95,069,249	77,323,069	-	-
Other Revenues	(2,972)	-	-	-	-	-
Transfer In - Intrafund	650,239,665	685,243,573	687,247,839	599,569,949	-	-
Transfer In Lottery Proceeds	3,828,000	-	-	3,988,776	-	-
Tsfr From Governor, Office of the	1,294,853	-	-	-	-	-
Tsfr From OR Business Development	4,037,735	-	-	-	-	-
Tsfr From Lottery Comm	1,815,078,928	1,832,994,344	1,843,430,263	1,961,594,907	-	-
Tsfr From Criminal Justice Comm	117,930	-	-	-	-	-
Tsfr From Parks and Rec Dept	-	-	352,650	-	-	-
Tsfr From Labor and Ind, Bureau	112,355	-	112,355	-	-	-
Transfer Out - Intrafund	(649,376,317)	(685,243,573)	(687,247,839)	(599,569,949)	-	-
Transfer to Counties	-	(59,982,296)	(59,982,296)	(66,256,311)	-	-
Tsfr To Governor, Office of the	(4,661,117)	(4,639,197)	(4,923,010)	(5,286,477)	-	-
Tsfr To OR Business Development	(145,594,288)	(160,245,841)	(163,533,025)	(157,586,302)	-	-
Tsfr To Criminal Justice Comm	(578,865)	(603,177)	(603,177)	(628,510)	-	-
Tsfr To Veterans' Affairs	(21,085,857)	(23,071,524)	(23,551,228)	(22,085,312)	-	-
Tsfr To Energy, Dept of	(3,013,841)	(1,416,320)	(1,416,320)	-	-	-
Tsfr To Oregon Health Authority	(19,670,002)	(29,481,244)	(29,624,256)	(42,528,319)	-	-
Tsfr To Public Emp Ret Sys	(15,335,236)	(28,186,388)	(28,186,388)	(45,010,271)	-	-
Tsfr To HECC	(143,577,482)	(193,022,143)	(212,359,377)	(202,232,589)	-	-
Tsfr To Education, Dept of	(650,508,965)	(607,353,363)	(641,965,253)	(746,387,096)	-	-
Tsfr To Forestry, Dept of	(2,557,825)	(2,540,230)	(2,540,230)	(2,558,120)	-	-
Tsfr To Parks and Rec Dept	(139,247,041)	(141,423,716)	(142,070,110)	(152,587,015)	-	-
Tsfr To Fish/Wildlife, Dept of	-	-	-	(2,437,793)	-	-

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Tsfr To Water Resources Dept	(6,691,548)	(15,814,642)	(14,060,623)	(24,352,512)	-	-
Tsfr To Watershd Enhance Bd	(136,130,920)	(137,474,576)	(138,264,276)	(147,830,697)	-	-
Tsfr To Transportation, Dept	(120,687,246)	(135,257,275)	(133,743,875)	(143,579,808)	-	-
Tsfr To Labor and Ind, Bureau	(270,809)	(297,187)	(316,222)	(307,006)	-	-
Tsfr To Housing and Com Svcs	(25,144,423)	(30,406,918)	(29,544,065)	(40,500,992)	-	-
Total Lottery Funds	**$439,974,498**	**$337,510,322**	**$312,280,786**	**$240,751,622**	**-**	**-**
Other Funds						
Non-business Lic. and Fees	4,007,115	4,077,063	4,077,063	3,050,340	-	-
Central Service Charges	17,245,727	20,653,146	20,653,146	25,739,843	-	-
Charges for Services	286,847,273	233,735,823	233,735,823	262,707,414	-	-
Admin and Service Charges	272,510,582	371,260,121	371,260,121	480,931,816	-	-
Fines and Forfeitures	18,104	-	-	-	-	-
Rents and Royalties	101,153,820	126,501,970	126,501,970	138,896,784	-	-
General Fund Obligation Bonds	64,250,000	-	-	21,105,000	-	-
Dedicated Fund Oblig Bonds	158,845,000	-	-	150,960,000	-	-
Lottery Bonds	-	95,792,907	116,591,012	-	-	-
Revenue Bonds	170,860,000	-	-	-	-	-
Interest Income	14,933,237	-	-	-	-	-
Sales Income	3,874,372	12,201,594	12,201,594	6,771,068	-	-
Loan Repayments	51,881	-	-	-	-	-
Other Revenues	496,327,908	1,090,318,553	1,090,381,936	565,849,414	-	-
Transfer In - Intrafund	431,508,552	212,770,509	214,106,550	202,746,810	-	-
Transfer In - Indirect Cost	12,251,878	12,690,367	12,690,367	9,019,701	-	-
Transfer from General Fund	22,915,630	9,217,086	9,217,086	2,622,804	-	-

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Tsfr From Human Svcs, Dept of	139,921	191,778	191,778	199,833	-	-
Tsfr From Administrative Svcs	24,859	-	-	-	-	-
Tsfr From Revenue, Dept of	80,090,800	26,750,322	26,750,322	27,550,764	-	-
Tsfr From Judicial Dept	1,060	-	-	-	-	-
Tsfr From Emergency Management, Dept of	6,143,428	-	-	-	-	-
Tsfr From Or Youth Authority	612	-	-	-	-	-
Tsfr From Oregon Health Authority	-	-	90,000,000	-	-	-
Tsfr From HECC	55,538	-	-	-	-	-
Tsfr From Transportation, Dept	617	-	-	-	-	-
Tsfr From OLCC	80,996,203	89,863,135	89,207,547	74,180,843	-	-
Transfer Out - Intrafund	(162,952,518)	(172,598,653)	(173,934,694)	(156,762,836)	-	-
Transfer Out - Indirect Cost	(12,251,879)	(12,690,367)	(12,690,367)	(9,019,701)	-	-
Transfer to Other	-	(12,941,034)	(12,941,034)	(13,196,664)	-	-
Transfer to General Fund	(12,745,726)	(16,153,146)	(16,153,146)	(21,239,843)	-	-
Transfer to Cities	-	(104,517,302)	(103,861,714)	(89,030,214)	-	-
Transfer to Counties	-	(12,096,155)	(12,096,155)	(12,701,393)	-	-
Tsfr To Public Records Advocate, Office of	-	(1,012,614)	(1,012,614)	(1,773,562)	-	-
Tsfr To Administrative Svcs	(13,912,983)	-	-	-	-	-
Tsfr To Governor, Office of the	(1,660,000)	(1,392,039)	(1,392,039)	(1,549,716)	-	-
Tsfr To OR Business Development	(2,666,816)	(5,854,675)	(5,854,675)	(6,322,110)	-	-
Tsfr To Lands, Dept of State	-	(18,763,236)	(18,763,236)	-	-	-
Tsfr To Leg Fiscal Officer	(4,500,001)	(4,500,000)	(4,500,000)	(4,500,000)	-	-
Tsfr To Leg Admin Committee	(25,937)	-	-	-	-	-
Tsfr To Judicial Dept	(3,509,824)	(3,656,988)	(3,656,988)	(4,468,410)	-	-

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-000-00-00-00000**

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 Military Dept, Or	(3,245,392)	-	-	-	-	-
Tsfr To Corrections, Dept of	(1,032,350)	-	-	-	-	-
Tsfr To HECC	(224,009)	-	-	-	-	-
Tsfr To State Library	(7,109,410)	(7,634,890)	(7,634,890)	(10,378,818)	-	-
Tsfr To Education, Dept of	(3,833)	-	-	-	-	-
Tsfr To Watershd Enhance Bd	-	-	(5,000,000)	-	-	-
Tsfr To Housing and Com Svcs	(33,216)	-	-	-	-	-
Total Other Funds	**$1,999,180,223**	**$1,932,213,275**	**$2,038,074,763**	**$1,641,389,167**	**-**	**-**
Federal Funds						
Interest Income	15,390,926	-	-	-	-	-
Other Revenues	15,091,369	-	-	-	-	-
Federal Funds	2,896,535,568	283,242,214	290,720,620	274,078,513	-	-
Transfer In - Intrafund	65,476,928	-	-	-	-	-
Tsfr From OR Business Development	4,456,157	-	-	-	-	-
Tsfr From Justice, Dept of	314,578	-	-	-	-	-
Tsfr From Consumer/Bus Svcs	4,702,295	-	-	-	-	-
Tsfr From Oregon Health Authority	489,500	-	-	-	-	-
Tsfr From Education, Dept of	100,363	-	-	-	-	-
Tsfr From Housing and Com Svcs	377,439	-	-	-	-	-
Transfer to Counties	-	(108,794,185)	(108,794,185)	(108,794,185)	-	-
Tsfr To Lands, Dept of State	-	-	(500,000)	-	-	-
Total Federal Funds	**$3,002,935,123**	**$174,448,029**	**$181,426,435**	**$165,284,328**	**-**	**-**
Nonlimited Other Funds						
Charges for Services	5,082,733	-	-	-	-	-

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Other Funds						
Admin and Service Charges	159,714,293	207,283,661	207,283,661	353,603,454	-	-
Fines and Forfeitures	481	-	-	-	-	-
Interest Income	7,303,746	4,400,000	4,400,000	4,400,000	-	-
Other Revenues	162,586,975	110,677,591	110,677,591	106,741,747	-	-
Transfer In - Intrafund	196,891	-	-	-	-	-
Tsfr From Administrative Svcs	13,912,983	-	-	-	-	-
Tsfr From OR Business Development	5,732,194	-	-	-	-	-
Tsfr From Veterans' Affairs	423,342	-	-	-	-	-
Tsfr From Oregon Health Authority	1,158,413	-	-	-	-	-
Tsfr From Education, Dept of	1,014,080	-	-	-	-	-
Tsfr From Parks and Rec Dept	709,939	-	-	-	-	-
Tsfr From Water Resources Dept	4,464,529	-	-	-	-	-
Tsfr From Transportation, Dept	432,724	-	-	-	-	-
Tsfr From Housing and Com Svcs	2,901,285	-	-	-	-	-
Transfer Out - Intrafund	(31,760,050)	(40,171,856)	(40,171,856)	(45,983,974)	-	-
Tsfr To Justice, Dept of	(750,000)	(1,573,000)	(1,573,000)	(1,730,300)	-	-
Tsfr To Oregon Health Authority	(113,169,000)	(135,840,666)	(135,840,666)	(114,900,000)	-	-
Tsfr To HECC	(30,760,756)	(7,328,750)	(7,328,750)	-	-	-
Tsfr To Education, Dept of	(3,344,000)	(3,659,334)	(3,659,334)	(3,100,000)	-	-
Tsfr To Transportation, Dept	(1,513,400)	-	-	-	-	-
Total Nonlimited Other Funds	**$184,337,402**	**$133,787,646**	**$133,787,646**	**$299,030,927**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-030-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Charges for Services	(545,919)	-	-	-	-	-
Admin and Service Charges	10,529,163	11,633,850	11,633,850	6,991,051	-	-
Interest Income	116,119	-	-	-	-	-
Other Revenues	489,131	515,942	515,942	515,942	-	-
Transfer from General Fund	2,415,630	2,517,086	2,517,086	2,622,804	-	-
Tsfr From Human Svcs, Dept of	139,921	191,778	191,778	199,833	-	-
Transfer Out - Intrafund	(859,728)	(977,071)	(977,071)	(637,276)	-	-
Tsfr To Governor, Office of the	(465,000)	(470,000)	(470,000)	(559,712)	-	-
Total Other Funds	**$11,819,317**	**$13,411,585**	**$13,411,585**	**$9,132,642**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-032-00-00-00000**

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						
Charges for Services	1,164,668	1,183,949	1,183,949	1,103,275	-	-
Interest Income	146,834	-	-	-	-	-
Other Revenues	-	1,021,000	1,021,000	-	-	-
Transfer In - Intrafund	16,055,424	17,833,734	17,833,734	20,573,381	-	-
Total Other Funds	**$17,366,926**	**$20,038,683**	**$20,038,683**	**$21,676,656**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-034-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	-	-	-	8,200,519	-	-
Transfer Out - Intrafund	-	-	-	(953,798)	-	-
Total Other Funds	**-**	**-**	**-**	**$7,246,721**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-035-00-00-00000**

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						
Charges for Services	-	-	-	6,847,071	-	-
Admin and Service Charges	17,651,459	20,906,312	20,906,312	34,405,454	-	-
Interest Income	138,089	-	-	-	-	-
Other Revenues	(27,947)	-	-	-	-	-
Transfer In - Intrafund	33,706	-	-	1,872,607	-	-
Tsfr From Administrative Svcs	24,859	-	-	-	-	-
Transfer Out - Intrafund	(1,833,562)	(2,047,367)	(2,047,367)	(6,118,292)	-	-
Total Other Funds	**$15,986,604**	**$18,858,945**	**$18,858,945**	**$37,006,840**	**-**	**-**
Federal Funds						
Federal Funds	1,949,061	1,944,041	2,124,857	1,372,803	-	-
Total Federal Funds	**$1,949,061**	**$1,944,041**	**$2,124,857**	**$1,372,803**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-042-00-00-00000**

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						
Charges for Services	5,944,149	6,401,736	6,401,736	-	-	-
Admin and Service Charges	121,712,549	169,093,908	169,093,908	224,149,721	-	-
Interest Income	1,309,683	-	-	-	-	-
Other Revenues	2,596,172	3,301,677	3,301,677	5,472,367	-	-
Transfer In - Intrafund	405,247	-	-	-	-	-
Transfer Out - Intrafund	(5,270,239)	(6,418,205)	(6,418,205)	(7,432,062)	-	-
Total Other Funds	**$126,697,561**	**$172,379,116**	**$172,379,116**	**$222,190,026**	**-**	**-**
Federal Funds						
Federal Funds	-	15,708,570	15,708,570	-	-	-
Total Federal Funds	**-**	**$15,708,570**	**$15,708,570**	**-**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-045-00-00-00000**

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						
Charges for Services	2,063,697	2,338,475	2,338,475	2,501,375	-	-
Admin and Service Charges	37,891,875	48,749,820	48,749,820	30,914,134	-	-
Interest Income	166,742	-	-	-	-	-
Other Revenues	-	-	63,383	282,393	-	-
Transfer Out - Intrafund	(2,698,536)	(3,628,613)	(3,628,613)	(2,484,105)	-	-
Tsfr To Governor, Office of the	(1,195,000)	(922,039)	(922,039)	(990,004)	-	-
Total Other Funds	**$36,228,778**	**$46,537,643**	**$46,601,026**	**$30,223,793**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-052-00-00-00000**

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						
Charges for Services	116,017,098	89,039,798	89,039,798	111,433,418	-	-
Admin and Service Charges	61,251,708	69,113,993	69,113,993	102,121,192	-	-
Other Revenues	26,935	4,325,458	4,325,458	2,496,949	-	-
Transfer In - Intrafund	39,121,132	28,128,802	28,128,802	28,368,638	-	-
Transfer In - Indirect Cost	9,588,552	3,753,382	3,753,382	5,128,480	-	-
Transfer Out - Intrafund	(25,498,550)	(35,154,752)	(35,154,752)	(36,121,454)	-	-
Transfer Out - Indirect Cost	(9,588,552)	(3,753,382)	(3,753,382)	(5,128,479)	-	-
Total Other Funds	**$190,918,323**	**$155,453,299**	**$155,453,299**	**$208,298,744**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-055-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Admin and Service Charges	-	-	-	31,940,820	-	-
Other Revenues	-	-	-	7,164,216	-	-
Transfer Out - Intrafund	-	-	-	(2,500,077)	-	-
Total Other Funds	**-**	**-**	**-**	**$36,604,959**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-060-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Non-business Lic. and Fees	4,007,115	4,077,063	4,077,063	3,050,340	-	-
Charges for Services	54,422,663	63,102,814	63,102,814	63,888,768	-	-
Admin and Service Charges	2,898,529	6,133,509	6,133,509	11,764,010	-	-
Fines and Forfeitures	18,104	-	-	-	-	-
Rents and Royalties	101,153,820	126,501,970	126,501,970	138,896,784	-	-
Interest Income	827,933	-	-	-	-	-
Sales Income	164,161	-	-	-	-	-
Loan Repayments	51,881	-	-	-	-	-
Other Revenues	2,025,148	-	-	-	-	-
Transfer In - Intrafund	239,815,690	4,637,313	4,637,313	4,583,359	-	-
Transfer In - Indirect Cost	2,663,326	3,851,756	3,851,756	2,819,354	-	-
Transfer Out - Intrafund	(74,790,043)	(75,026,201)	(76,362,242)	(79,751,110)	-	-
Transfer Out - Indirect Cost	(2,663,327)	(3,851,756)	(3,851,756)	(2,819,355)	-	-
Transfer to Other	-	(12,941,034)	(12,941,034)	(13,196,664)	-	-
Tsfr To Military Dept, Or	(3,245,392)	-	-	-	-	-
Total Other Funds	**$327,349,608**	**$116,485,434**	**$115,149,393**	**$129,235,486**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-065-00-00-00000**

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						
Charges for Services	107,780,917	71,669,051	71,669,051	76,933,507	-	-
Admin and Service Charges	7,304,014	27,469,562	27,469,562	7,502,015	-	-
Interest Income	(203,102)	-	-	-	-	-
Sales Income	3,609,606	5,251,594	5,251,594	6,471,068	-	-
Other Revenues	3,477,478	-	-	-	-	-
Transfer In - Intrafund	56,557,921	78,445,963	78,445,963	58,487,170	-	-
Transfer In - Indirect Cost	-	5,085,229	5,085,229	1,071,867	-	-
Tsfr From Emergency Management, Dept of	6,143,428	-	-	-	-	-
Tsfr From Oregon Health Authority	-	-	90,000,000	-	-	-
Transfer Out - Intrafund	(41,718,477)	(49,346,444)	(49,346,444)	(20,764,662)	-	-
Transfer Out - Indirect Cost	-	(5,085,229)	(5,085,229)	(1,071,867)	-	-
Total Other Funds	**$142,951,785**	**$133,489,726**	**$223,489,726**	**$128,629,098**	**-**	**-**
Nonlimited Other Funds						
Charges for Services	5,082,733	-	-	-	-	-
Admin and Service Charges	132,567,155	182,567,154	182,567,154	328,886,947	-	-
Fines and Forfeitures	481	-	-	-	-	-
Interest Income	2,865,989	4,400,000	4,400,000	4,400,000	-	-
Other Revenues	1,081,702	-	-	-	-	-
Transfer Out - Intrafund	(30,901,550)	(40,171,856)	(40,171,856)	(45,983,974)	-	-
Total Nonlimited Other Funds	**$110,696,510**	**$146,795,298**	**$146,795,298**	**$287,302,973**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-075-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Interest Income	(38,721)	-	-	-	-	-
Sales Income	605	-	-	-	-	-
Other Revenues	1,005,779	1,800,000	1,800,000	5,246,331	-	-
Transfer In - Intrafund	18,232,200	22,712,244	22,712,244	25,675,054	-	-
Total Other Funds	**$19,199,863**	**$24,512,244**	**$24,512,244**	**$30,921,385**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-088-00-00-00000**

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 Revenues	1,685	-	-	-	-	-
Transfer In - Intrafund	5,017,028	4,954,969	4,954,969	5,935,852	-	-
Total Other Funds	**$5,018,713**	**$4,954,969**	**$4,954,969**	**$5,935,852**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-089-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Dedicated Fund Oblig Bonds	122,000,000	-	-	150,000,000	-	-
Interest Income	1,311,452	-	-	-	-	-
Other Revenues	20,992	-	-	-	-	-
Transfer In - Intrafund	15,054,065	20,000,000	20,000,000	8,895,524	-	-
Transfer from General Fund	10,000,000	-	-	-	-	-
Transfer Out - Intrafund	(29,299)	-	-	-	-	-
Total Other Funds	**$148,357,210**	**$20,000,000**	**$20,000,000**	**$158,895,524**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-090-00-00-00000**

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						
Central Service Charges	17,245,727	20,653,146	20,653,146	25,739,843	-	-
Admin and Service Charges	13,271,285	18,159,167	18,159,167	22,942,900	-	-
Other Revenues	78,876	-	-	-	-	-
Tsfr From Revenue, Dept of	80,090,388	26,750,322	26,750,322	27,550,764	-	-
Tsfr From OLCC	80,996,203	89,863,135	89,207,547	74,180,843	-	-
Transfer to General Fund	(12,745,726)	(16,153,146)	(16,153,146)	(21,239,843)	-	-
Transfer to Cities	-	(104,517,302)	(103,861,714)	(89,030,214)	-	-
Transfer to Counties	-	(12,096,155)	(12,096,155)	(12,701,393)	-	-
Tsfr To Public Records Advocate, Office of	-	(1,012,614)	(1,012,614)	(1,773,562)	-	-
Tsfr To OR Business Development	(2,652,051)	(5,854,675)	(5,854,675)	(6,322,110)	-	-
Tsfr To Leg Fiscal Officer	(4,500,001)	(4,500,000)	(4,500,000)	(4,500,000)	-	-
Tsfr To Judicial Dept	(3,509,824)	(3,656,988)	(3,656,988)	(4,468,410)	-	-
Tsfr To State Library	(7,109,410)	(7,634,890)	(7,634,890)	(10,378,818)	-	-
Total Other Funds	**$161,165,467**	**-**	**-**	**-**	**-**	**-**
Federal Funds						
Federal Funds	-	108,794,185	108,794,185	108,794,185	-	-
Transfer to Counties	-	(108,794,185)	(108,794,185)	(108,794,185)	-	-
Total Federal Funds	**-**	**-**	**-**	**-**	**-**	**-**
Nonlimited Other Funds						
Interest Income	4,437,757	-	-	-	-	-
Transfer In - Intrafund	196,891	-	-	-	-	-
Tsfr From Administrative Svcs	13,912,983	-	-	-	-	-
Tsfr From OR Business Development	5,732,194	-	-	-	-	-
Tsfr From Veterans' Affairs	423,342	-	-	-	-	-

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						
Tsfr From Oregon Health Authority	1,158,413	-	-	-	-	-
Tsfr From Education, Dept of	1,014,080	-	-	-	-	-
Tsfr From Parks and Rec Dept	709,939	-	-	-	-	-
Tsfr From Water Resources Dept	4,464,529	-	-	-	-	-
Tsfr From Transportation, Dept	432,724	-	-	-	-	-
Tsfr From Housing and Com Svcs	2,901,285	-	-	-	-	-
Transfer Out - Intrafund	(858,500)	-	-	-	-	-
Tsfr To Transportation, Dept	(1,513,400)	-	-	-	-	-
Total Nonlimited Other Funds	**$33,012,237**	**-**	**-**	**-**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-091-00-00-00000**

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						
Admin and Service Charges	27,147,138	24,716,507	24,716,507	24,716,507	-	-
Total Nonlimited Other Funds	**$27,147,138**	**$24,716,507**	**$24,716,507**	**$24,716,507**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-092-00-00-00000**

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 Revenues	161,505,273	110,677,591	110,677,591	106,741,747	-	-
Tsfr To Justice, Dept of	(750,000)	(1,573,000)	(1,573,000)	(1,730,300)	-	-
Tsfr To Oregon Health Authority	(113,169,000)	(135,840,666)	(135,840,666)	(114,900,000)	-	-
Tsfr To HECC	(30,760,756)	(7,328,750)	(7,328,750)	-	-	-
Tsfr To Education, Dept of	(3,344,000)	(3,659,334)	(3,659,334)	(3,100,000)	-	-
Total Nonlimited Other Funds	**$13,481,517**	**($37,724,159)**	**($37,724,159)**	**($12,988,553)**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-093-00-00-00000**

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						
Dedicated Fund Oblig Bonds	-	-	-	960,000	-	-
Transfer In - Intrafund	25,335,780	36,057,484	37,393,525	48,355,225	-	-
Total Other Funds	**$25,335,780**	**$36,057,484**	**$37,393,525**	**$49,315,225**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-094-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
General Fund Obligation Bonds	64,250,000	-	-	-	-	-
Dedicated Fund Oblig Bonds	36,845,000	-	-	-	-	-
Interest Income	9,096,855	-	-	-	-	-
Other Revenues	471,410,772	501,758,583	501,758,583	544,671,216	-	-
Transfer In - Intrafund	8,765,941	-	-	-	-	-
Tsfr From Revenue, Dept of	412	-	-	-	-	-
Tsfr From Judicial Dept	1,060	-	-	-	-	-
Tsfr From Or Youth Authority	612	-	-	-	-	-
Tsfr From HECC	55,538	-	-	-	-	-
Tsfr From Transportation, Dept	617	-	-	-	-	-
Transfer Out - Intrafund	(9,278,246)	-	-	-	-	-
Tsfr To OR Business Development	(14,765)	-	-	-	-	-
Tsfr To Leg Admin Committee	(25,937)	-	-	-	-	-
Tsfr To HECC	(224,009)	-	-	-	-	-
Tsfr To Education, Dept of	(3,833)	-	-	-	-	-
Tsfr To Housing and Com Svcs	(33,216)	-	-	-	-	-
Total Other Funds	**$580,846,801**	**$501,758,583**	**$501,758,583**	**$544,671,216**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-095-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	181,548	2,000,000	2,000,000	2,000,000	-	-
Transfer In - Intrafund	27,226,184	27,494,915	27,494,915	29,423,924	-	-
Tsfr From Governor, Office of the	1,294,853	-	-	-	-	-
Tsfr From OR Business Development	4,037,735	-	-	-	-	-
Tsfr From Lottery Comm	1,815,078,928	1,832,994,344	1,843,430,263	1,961,594,907	-	-
Tsfr From Criminal Justice Comm	117,930	-	-	-	-	-
Tsfr From Parks and Rec Dept	-	-	352,650	-	-	-
Tsfr From Labor and Ind, Bureau	112,355	-	112,355	-	-	-
Transfer Out - Intrafund	(648,930,718)	(685,243,573)	(687,247,839)	(599,569,949)	-	-
Transfer to Counties	-	(59,982,296)	(59,982,296)	(66,256,311)	-	-
Tsfr To Governor, Office of the	(4,661,117)	(4,639,197)	(4,923,010)	(5,286,477)	-	-
Tsfr To OR Business Development	(145,594,288)	(160,245,841)	(163,533,025)	(157,586,302)	-	-
Tsfr To Criminal Justice Comm	(578,865)	(603,177)	(603,177)	(628,510)	-	-
Tsfr To Veterans' Affairs	(21,085,857)	(23,071,524)	(23,551,228)	(22,085,312)	-	-
Tsfr To Energy, Dept of	(3,013,841)	(1,416,320)	(1,416,320)	-	-	-
Tsfr To Oregon Health Authority	(19,670,002)	(29,481,244)	(29,624,256)	(42,528,319)	-	-
Tsfr To Public Emp Ret Sys	(15,335,236)	(28,186,388)	(28,186,388)	(45,010,271)	-	-
Tsfr To HECC	(109,944,220)	(119,290,128)	(119,290,128)	(126,909,520)	-	-
Tsfr To Education, Dept of	(650,508,965)	(607,353,363)	(641,965,253)	(746,387,096)	-	-
Tsfr To Forestry, Dept of	(2,557,825)	(2,540,230)	(2,540,230)	(2,558,120)	-	-
Tsfr To Parks and Rec Dept	(3,116,122)	(3,949,140)	(3,805,835)	(5,467,397)	-	-
Tsfr To Fish/Wildlife, Dept of	-	-	-	(2,437,793)	-	-
Tsfr To Water Resources Dept	(6,691,548)	(15,814,642)	(14,060,623)	(24,352,512)	-	-
Tsfr To Watershd Enhance Bd	-	-	-	(711,079)	-	-

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Tsfr To Transportation, Dept	(120,687,246)	(135,257,275)	(133,743,875)	(143,579,808)	-	-
Tsfr To Labor and Ind, Bureau	(270,809)	(297,187)	(316,222)	(307,006)	-	-
Tsfr To Housing and Com Svcs	(25,144,423)	(30,406,918)	(29,544,065)	(40,500,992)	-	-
Total Lottery Funds	**$70,258,451**	**($45,289,184)**	**($70,943,587)**	**($39,143,943)**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-096-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	49,035,499	73,732,015	93,069,249	75,323,069	-	-
Other Revenues	(2,708)	-	-	-	-	-
Transfer In - Intrafund	326,714,207	329,938,982	331,834,261	218,166,272	-	-
Tsfr To HECC	(33,633,262)	(73,732,015)	(93,069,249)	(75,323,069)	-	-
Total Lottery Funds	**$342,113,736**	**$329,938,982**	**$331,834,261**	**$218,166,272**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-097-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	407	-	-	-	-	-
Other Revenues	(264)	-	-	-	-	-
Total Lottery Funds	**$143**	**-**	**-**	**-**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-098-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	6	-	-	-	-	-
Transfer In - Intrafund	272,261,839	274,949,152	276,528,551	294,239,236	-	-
Tsfr To Parks and Rec Dept	(136,130,919)	(137,474,576)	(138,264,275)	(147,119,618)	-	-
Tsfr To Watershd Enhance Bd	(136,130,920)	(137,474,576)	(138,264,276)	(147,119,618)	-	-
Total Lottery Funds	**$6**	**-**	**-**	**-**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

2025-27 Biennium **Cross Reference Number: 10700-099-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	182,326	-	-	-	-	-
Transfer In - Intrafund	24,037,435	52,860,524	51,390,112	57,740,517	-	-
Transfer In Lottery Proceeds	3,828,000	-	-	3,988,776	-	-
Transfer Out - Intrafund	(445,599)	-	-	-	-	-
Total Lottery Funds	**$27,602,162**	**$52,860,524**	**$51,390,112**	**$61,729,293**	**-**	**-**
Other Funds						
General Fund Obligation Bonds	-	-	-	21,105,000	-	-
Lottery Bonds	-	95,792,907	116,591,012	-	-	-
Revenue Bonds	170,860,000	-	-	-	-	-
Interest Income	2,061,353	-	-	-	-	-
Sales Income	100,000	6,950,000	6,950,000	300,000	-	-
Other Revenues	15,222,887	577,595,893	577,595,893	-	-	-
Transfer In - Intrafund	970,990	-	-	-	-	-
Transfer from General Fund	10,500,000	6,700,000	6,700,000	-	-	-
Transfer Out - Intrafund	(975,838)	-	-	-	-	-
Tsfr To Administrative Svcs	(13,912,983)	-	-	-	-	-
Tsfr To Lands, Dept of State	-	(18,763,236)	(18,763,236)	-	-	-
Tsfr To Corrections, Dept of	(1,032,350)	-	-	-	-	-
Tsfr To Watershd Enhance Bd	-	-	(5,000,000)	-	-	-
Total Other Funds	**$183,794,059**	**$668,275,564**	**$684,073,669**	**$21,405,000**	**-**	**-**
Federal Funds						
Federal Funds	-	-	500,000	-	-	-
Tsfr To Lands, Dept of State	-	-	(500,000)	-	-	-
Total Federal Funds	**-**	**-**	**-**	**-**	**-**	**-**

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

Administrative Svcs, Dept of **Agency Number: 10700**

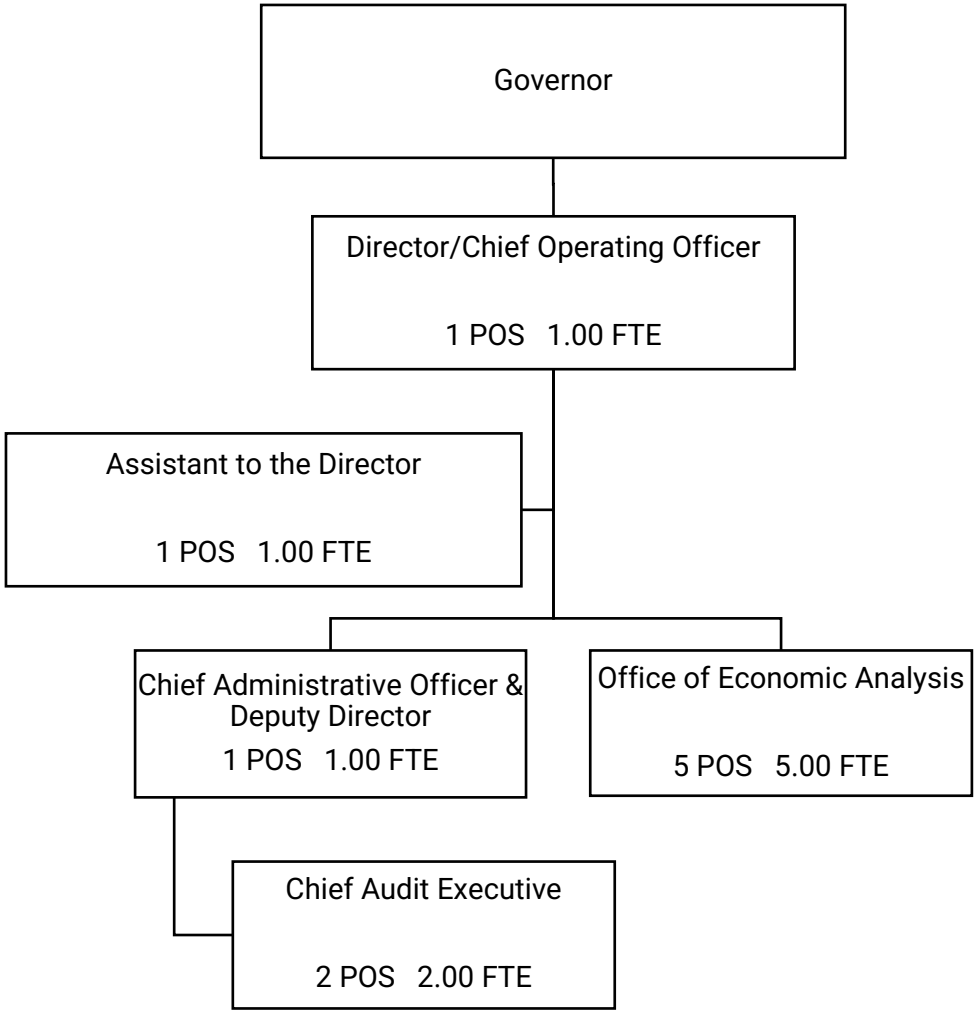
2025-27 Biennium **Cross Reference Number: 10700-100-00-00-00000**

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						
Transfer In - Intrafund	6,143,428	-	-	-	-	-
Total Other Funds	**$6,143,428**	**-**	**-**	**-**	**-**	**-**
Federal Funds						
Interest Income	15,390,926	-	-	-	-	-
Other Revenues	15,091,369	-	-	-	-	-
Federal Funds	2,894,586,507	156,795,418	163,593,008	163,911,525	-	-
Transfer In - Intrafund	65,476,928	-	-	-	-	-
Tsfr From OR Business Development	4,456,157	-	-	-	-	-
Tsfr From Justice, Dept of	314,578	-	-	-	-	-
Tsfr From Consumer/Bus Svcs	4,702,295	-	-	-	-	-
Tsfr From Oregon Health Authority	489,500	-	-	-	-	-
Tsfr From Education, Dept of	100,363	-	-	-	-	-
Tsfr From Housing and Com Svcs	377,439	-	-	-	-	-
Total Federal Funds	**$3,000,986,062**	**$156,795,418**	**$163,593,008**	**$163,911,525**	**-**	**-**

Chief Operating Office

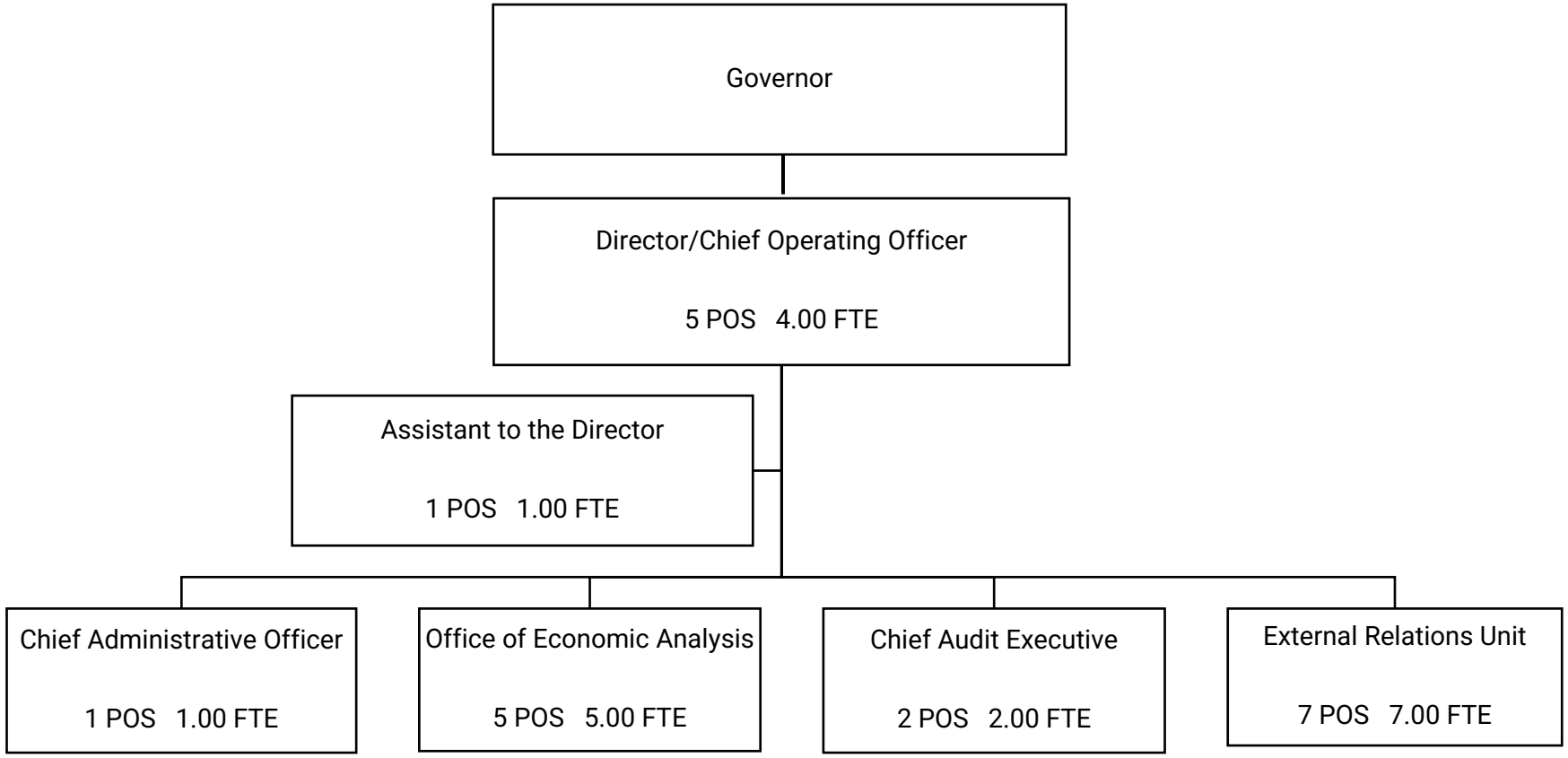
Chief Operating Office (COO)

2025-27 Organization Chart
11 POS 11.00 FTE



Chief Operating Office (COO)

2023-25 Organization Chart
21 POS 20.00 FTE



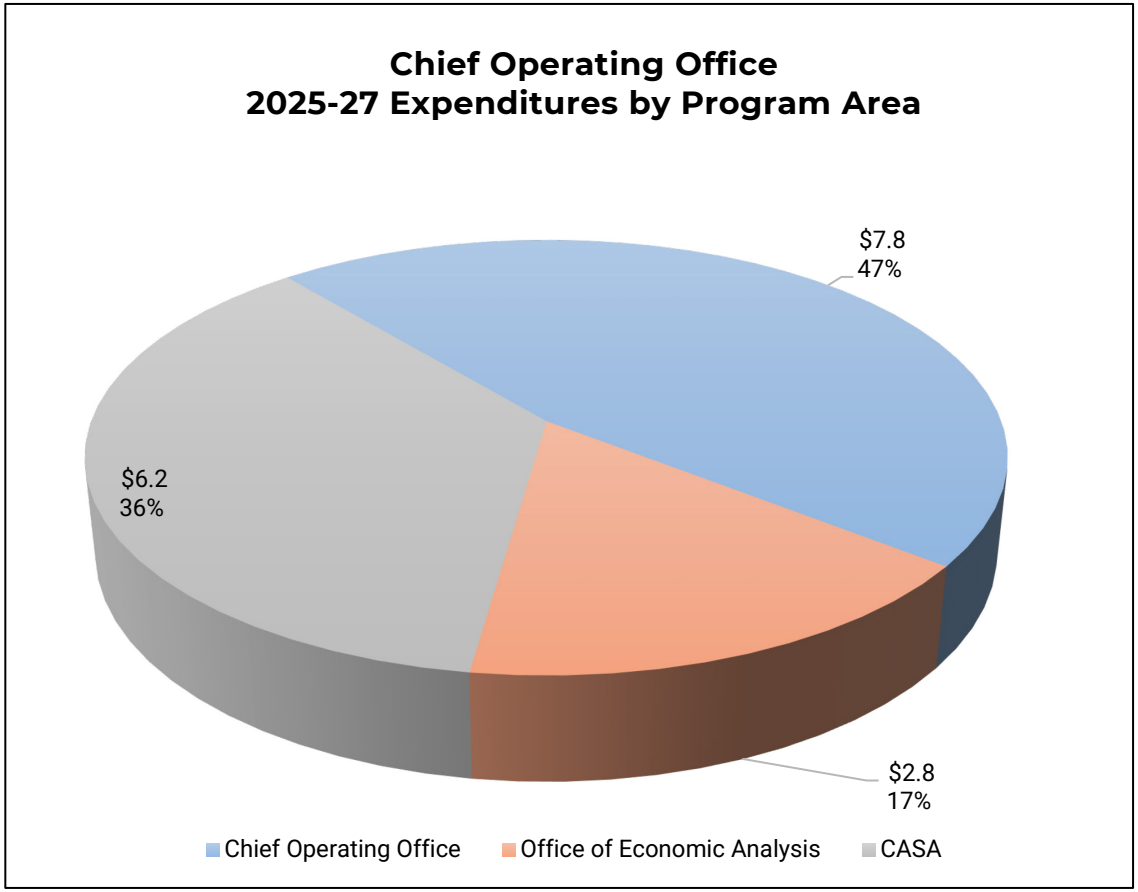
2025-27 Budget Narrative

Chief Operating Office

Program Overview

The Chief Operating Office (COO), which is also known as the DAS Director's Office, provides executive leadership for DAS and all Executive Branch agencies, governmental and external relations, economic analysis, and statewide coordination of internal auditing. The services provided under the direction of the COO are key to ensuring that all Executive Branch agencies can successfully meet agency goals and objectives.

The COO plays a crucial role in developing statewide solutions and providing policy leadership to state agencies in furtherance of the Governor's vision. The COO brings together state agencies to develop long-term strategic policies, statewide initiatives, performance management and communication, creating a mechanism for delivering the Governor's agenda.



Program Description

Chief Operating Office: reports directly to the Governor and works closely with the Governor's chief of staff to implement the Governor's policy goals for Oregon's Executive Branch agencies. The COO's work touches all the Governor's focus areas.

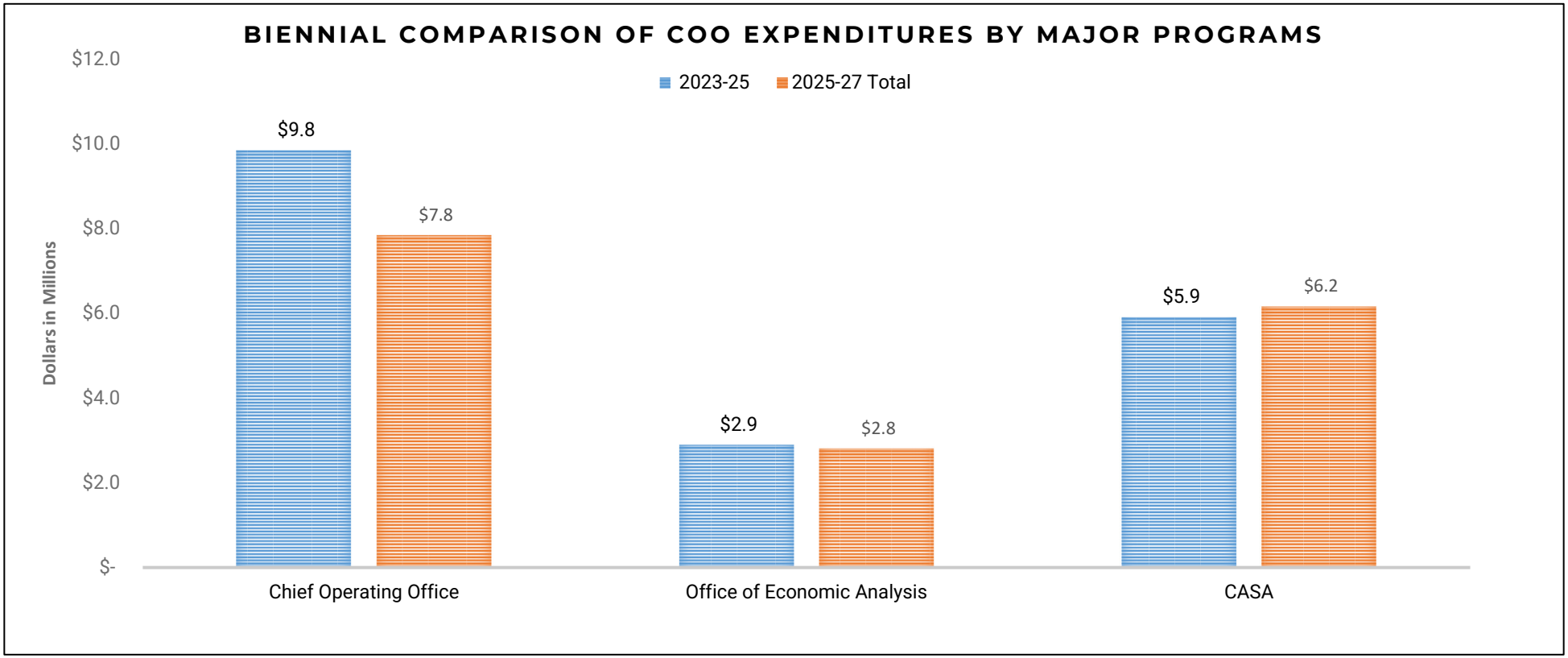
- **Internal Audits** – functions as an independent, objective assurance and consulting activity designed to add value and improve the operations of the agency. The internal audit function focuses on fiscal accountability and performance. Internal audits provide management with appraisals, analyses and recommendations concerning the activities reviewed. The DAS Chief Executive Auditor provides leadership and coordination for internal audit activities within state government, promoting effectiveness. The Internal Audits program reports to the DAS Chief Administrative Officer & Deputy Director.

2025-27 Budget Narrative

Office of Economic Analysis: provides accurate and objective forecasts of Oregon's economy, revenue, population, corrections population and the Oregon Youth Authority population. These forecasts are used by the Governor, Legislature, state agencies and the public to inform policy and achieve policy goals.

Court Appointed Special Advocates (CASA): was transferred to DAS in 2017 per HB 2600. The CASA program consists of approximately 1,900 volunteers acting as court appointed special advocates serving as the voice of more than 5,000 foster children in Oregon's court system. The program provides services in 35 of the state's 36 counties.

Total Funds Budget (historical and future)



2025-27 Budget Narrative

Program Justification and Link to Long-Term Outcomes

COO plays a vital role in developing statewide solutions and providing policy to state agencies in furtherance of the Governor's vision. COO brings together state agencies to develop long-term strategic policies, statewide initiatives, performance management, communication and budget processes.

COO directly contributes to the long-term improvement of government operations and public engagement through internal service delivery improvements at DAS.

Enabling Legislation and Authorization

Oregon Revised Statute (ORS) 184.305 to 184.351 and Chapters 283 and 291 establish DAS and authorize its general activities.

Funding Streams that Support the Program

Programs within the COO are funded primarily through assessments which allocate costs to state agencies based on 2023-25 Legislatively Adopted Budget Full-Time Equivalent (FTE) authority. General Fund appropriations support the Office of Economic Analysis' prison population forecasting, and special payments for the Court Appointed Special Advocates (CASA) program.

2025-27 Budget Narrative

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 022 – Phased-out Programs and One-time Costs

This package phases-out $11,507 for services and supplies related to two limited duration positions.

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Service and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Chief Operating Office
Cross Reference Number: 10700-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(13,298)	-	-	-	-	-	(13,298)
Total Revenues	**($13,298)**	**-**	**-**	**-**	**-**	**-**	**($13,298)**
Personal Services							
All Other Differential	-	-	1,081	-	-	-	1,081
Public Employees' Retire Cont	-	-	227	-	-	-	227
Pension Obligation Bond	(4,063)	-	(43,906)	-	-	-	(47,969)
Social Security Taxes	-	-	83	-	-	-	83
Paid Family Medical Leave Insurance	-	-	4	-	-	-	4
Mass Transit Tax	(181)	-	4,893	-	-	-	4,712
Vacancy Savings	(9,054)	-	(51,288)	-	-	-	(60,342)
Total Personal Services	**($13,298)**	**-**	**($88,906)**	**-**	**-**	**-**	**($102,204)**
Total Expenditures							
Total Expenditures	(13,298)	-	(88,906)	-	-	-	(102,204)
Total Expenditures	**($13,298)**	**-**	**($88,906)**	**-**	**-**	**-**	**($102,204)**
Ending Balance							
Ending Balance	-	-	88,906	-	-	-	88,906
Total Ending Balance	**-**	**-**	**$88,906**	**-**	**-**	**-**	**$88,906**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Operating Office**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 10700-030-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	(1,146)	-	-	-	(1,146)
Employee Training	-	-	(2,407)	-	-	-	(2,407)
Office Expenses	-	-	(2,876)	-	-	-	(2,876)
Telecommunications	-	-	(3,220)	-	-	-	(3,220)
Data Processing	-	-	(1,094)	-	-	-	(1,094)
Dues and Subscriptions	-	-	(787)	-	-	-	(787)
Other Services and Supplies	-	-	3,508	-	-	-	3,508
Expendable Prop 250 - 5000	-	-	(672)	-	-	-	(672)
IT Expendable Property	-	-	(2,813)	-	-	-	(2,813)
Total Services & Supplies	**-**	**-**	**($11,507)**	**-**	**-**	**-**	**($11,507)**
Total Expenditures							
Total Expenditures	-	-	(11,507)	-	-	-	(11,507)
Total Expenditures	**-**	**-**	**($11,507)**	**-**	**-**	**-**	**($11,507)**
Ending Balance							
Ending Balance	-	-	11,507	-	-	-	11,507
Total Ending Balance	**-**	**-**	**$11,507**	**-**	**-**	**-**	**$11,507**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Chief Operating Office
Cross Reference Number: 10700-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	249,074	-	-	-	-	-	249,074
Transfer from General Fund	-	-	105,718	-	-	-	105,718
Total Revenues	**$249,074**	**-**	**$105,718**	**-**	**-**	**-**	**$354,792**
Services & Supplies							
Instate Travel	51	-	996	-	-	-	1,047
Employee Training	-	-	2,395	-	-	-	2,395
Office Expenses	-	-	1,587	-	-	-	1,587
Telecommunications	-	-	3,340	-	-	-	3,340
Data Processing	-	-	14,302	-	-	-	14,302
Publicity and Publications	-	-	1,166	-	-	-	1,166
Professional Services	379	-	54,989	-	-	-	55,368
Attorney General	-	-	65,026	-	-	-	65,026
Employee Recruitment and Develop	-	-	66	-	-	-	66
Dues and Subscriptions	-	-	1,000	-	-	-	1,000
Facilities Rental and Taxes	-	-	7,235	-	-	-	7,235
Other Services and Supplies	502	-	8,547	-	-	-	9,049
Expendable Prop 250 - 5000	-	-	915	-	-	-	915
IT Expendable Property	-	-	24,020	-	-	-	24,020
Total Services & Supplies	**$932**	**-**	**$185,584**	**-**	**-**	**-**	**$186,516**
Special Payments							
Dist to Non-Gov Units	142,424	-	113,772	-	-	-	256,196

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Chief Operating Office
Cross Reference Number: 10700-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Intra-Agency Gen Fund Transfer	105,718	-	-	-	-	-	105,718
Total Special Payments	**$248,142**	**-**	**$113,772**	**-**	**-**	**-**	**$361,914**
Total Expenditures							
Total Expenditures	249,074	-	299,356	-	-	-	548,430
Total Expenditures	**$249,074**	**-**	**$299,356**	**-**	**-**	**-**	**$548,430**
Ending Balance							
Ending Balance	-	-	(193,638)	-	-	-	(193,638)
Total Ending Balance	**-**	**-**	**($193,638)**	**-**	**-**	**-**	**($193,638)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Chief Operating Office
Cross Reference Number: 10700-030-00-00-00000

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	-	-	(1,623,120)	-	-	-	(1,623,120)
Empl. Rel. Bd. Assessments	-	-	(504)	-	-	-	(504)
Public Employees' Retire Cont	-	-	(341,504)	-	-	-	(341,504)
Social Security Taxes	-	-	(124,170)	-	-	-	(124,170)
Paid Family Medical Leave Insurance	-	-	(6,493)	-	-	-	(6,493)
Worker's Comp. Assess. (WCD)	-	-	(294)	-	-	-	(294)
Flexible Benefits	-	-	(296,856)	-	-	-	(296,856)
Total Personal Services	**-**	**-**	**($2,392,941)**	**-**	**-**	**-**	**($2,392,941)**
Services & Supplies							
Instate Travel	-	-	(6,634)	-	-	-	(6,634)
Employee Training	-	-	(14,435)	-	-	-	(14,435)
Office Expenses	-	-	(21,021)	-	-	-	(21,021)
Telecommunications	-	-	(23,534)	-	-	-	(23,534)
Data Processing	-	-	(7,994)	-	-	-	(7,994)
Dues and Subscriptions	-	-	(5,754)	-	-	-	(5,754)
Other Services and Supplies	-	-	(4,116)	-	-	-	(4,116)
Expendable Prop 250 - 5000	-	-	(4,914)	-	-	-	(4,914)
IT Expendable Property	-	-	(20,559)	-	-	-	(20,559)
Total Services & Supplies	**-**	**-**	**($108,961)**	**-**	**-**	**-**	**($108,961)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Chief Operating Office
Cross Reference Number: 10700-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	(2,501,902)	-	-	-	(2,501,902)
Total Expenditures	**-**	**-**	**($2,501,902)**	**-**	**-**	**-**	**($2,501,902)**
Ending Balance							
Ending Balance	-	-	2,501,902	-	-	-	2,501,902
Total Ending Balance	**-**	**-**	**$2,501,902**	**-**	**-**	**-**	**$2,501,902**
Total Positions							
Total Positions							(7)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(7)**
Total FTE							
Total FTE							(7.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(7.00)**

2025-27 Budget Narrative

Policy Option Package #155 – Workday Reorganization and Stabilization

($0.4) million | Total Positions/FTE: (1)/(1.00 FTE)

Purpose

In December 2022, DAS rolled out the Workday payroll system for enterprise Payroll and Time Tracking as a seamless integration with the existing Workday Oregon Human Capital Management (HCM) system. This culminated a modernization effort to replace the legacy Oregon State Payroll Application with a modern software-as-a-service system (SaaS). Although the system is a SaaS solution, it is essential to have a centralized Workday Oregon team comprised of DAS employees to provide day-to-day support for the system's technical and administrative needs. This team configures and maintains key enterprise systems, business processes, and Workday integrations for all state agencies, boards and commissions, tests ongoing changes, corrections, and new upgrades (every six months), analyzes customer impact, and trains users on new and changing functionality. The Workday system is used by all agencies, including the Legislative and Judicial branches. DAS strives to provide excellent and efficient service. To best achieve desired results, DAS is reorganizing to create a consolidated Workday division to support the enterprise.

How Achieved

This package requests the transfer of one position out of the COO to support the consolidation of the Workday team. The primary purpose of this position is to serve as the state's human resource system administrator and subject matter expert on the needs of state government's boards and commissions for the Workday system.

Staffing Impact

- Transfers out one position and 1.00 FTE.

Quantifying Results

Consolidating the enterprise Workday team into a new, centralized division and adding permanent positions to manage the day-to-day operational processes, architecture, configuration, integrations, testing, and release management will significantly improve human resources and payroll system controls, compliance and quality; reduce risk, provide better data for decision making and increase efficiencies across the enterprise.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 155 - Workday Reorganization and Stabilization

Cross Reference Name: Chief Operating Office
Cross Reference Number: 10700-030-00-00-00000

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	-	-	(265,560)	-	-	-	(265,560)
Empl. Rel. Bd. Assessments	-	-	(72)	-	-	-	(72)
Public Employees' Retire Cont	-	-	(55,874)	-	-	-	(55,874)
Social Security Taxes	-	-	(20,315)	-	-	-	(20,315)
Paid Family Medical Leave Insurance	-	-	(1,062)	-	-	-	(1,062)
Worker's Comp. Assess. (WCD)	-	-	(42)	-	-	-	(42)
Mass Transit Tax	-	-	(1,593)	-	-	-	(1,593)
Flexible Benefits	-	-	(42,408)	-	-	-	(42,408)
Total Personal Services	**-**	**-**	**($386,926)**	**-**	**-**	**-**	**($386,926)**
Total Expenditures							
Total Expenditures	-	-	(386,926)	-	-	-	(386,926)
Total Expenditures	**-**	**-**	**($386,926)**	**-**	**-**	**-**	**($386,926)**
Ending Balance							
Ending Balance	-	-	386,926	-	-	-	386,926
Total Ending Balance	**-**	**-**	**$386,926**	**-**	**-**	**-**	**$386,926**
Total Positions							
Total Positions							(1)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(1)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 155 - Workday Reorganization and Stabilization

Cross Reference Name: Chief Operating Office
Cross Reference Number: 10700-030-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							(1.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(1.00)**

2025-27 Biennium **Cross Reference Number: 10700-030-00-00-00000**

Agency Request Budget **Package Number: 155**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2300002	1377551	136937	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	10	11,065	-265,560	-119,773	-385,333	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-265,560**	**-119,773**	**-385,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-265,560**	**-119,773**	**-385,333**	**-1**	**-1.00**

2025-27 Biennium **Cross Reference Number: 10700-030-00-00-00000**

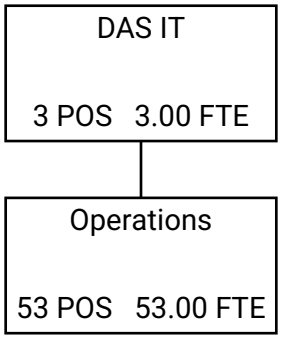
Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
14500	350	35169	UA C0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	0	7	5,413	-129,912	-80,313	-210,225	-1	-1.00
108511	815520	52591	MMN X7598 A P	CONSULTANT ADVISOR 1	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
300873	1262420	32138	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
401202	792150	7762	UA C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	10	9,581	-229,944	-109,413	-339,357	-1	-1.00
1308733	1155700	24922	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100108	1360600	107921	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	7	9,588	-230,112	-109,462	-339,574	-1	-1.00
2270102	1129590	21134	MMS X7663 A P	COMMUNICATIONS MANAGER 3	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2300003	1377552	136939	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	8	10,021	-240,504	-112,485	-352,989	-1	-1.00
2500115	1436131	154878	UA C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	PF	0	5	6,243	-149,832	-86,108	-235,940	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-1,623,120**	**-769,821**	**-2,392,941**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-1,623,120**	**-769,821**	**-2,392,941**	**-7**	**-7.00**

DAS Information Technology (DAS IT)

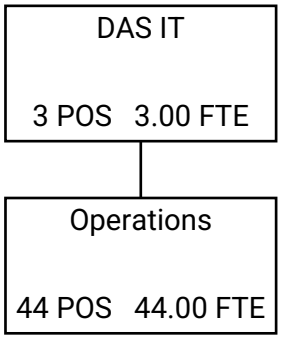
2025-27 Organization Chart

56 POS 56.00 FTE



2023-25 Organization Chart

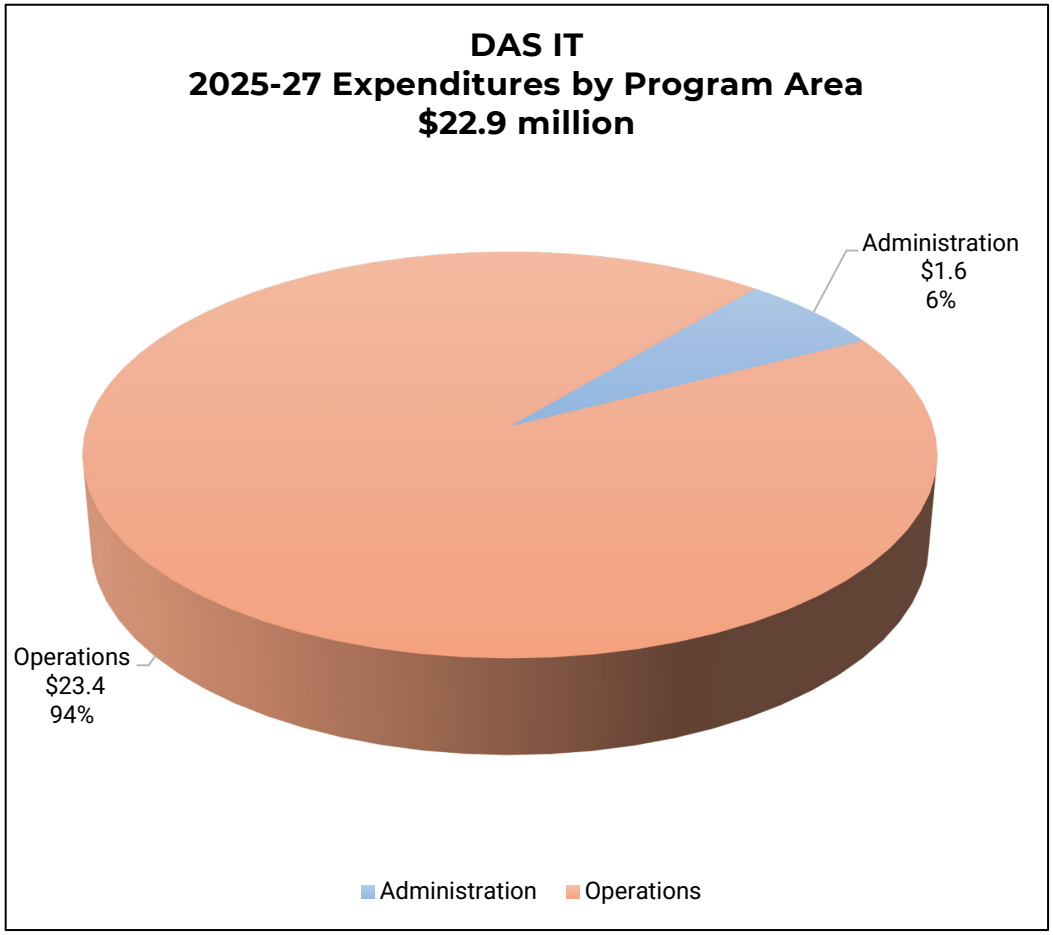
47 POS 47.00 FTE



DAS Information Technology

Program Overview

DAS Information Technology (DAS IT) is the organization responsible for providing secure, effective and efficient information technology services for approximately 1,500 users. DAS IT supports the needs of DAS in the accomplishment of its mission while also providing support to more than 20 small client agencies, boards and commissions.



Program Description

DAS IT is comprised of these areas:

Administration: The DAS chief information officer and Deputy chief information officer provide leadership, strategic technical direction, best practices, and modern tools to create value for our business partners, end users, agencies, small client agencies, boards and commissions. Our mission is to mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions. DAS IT brings people and technology together by delivering services that strategically align, transform and keep pace with today's changing environment.

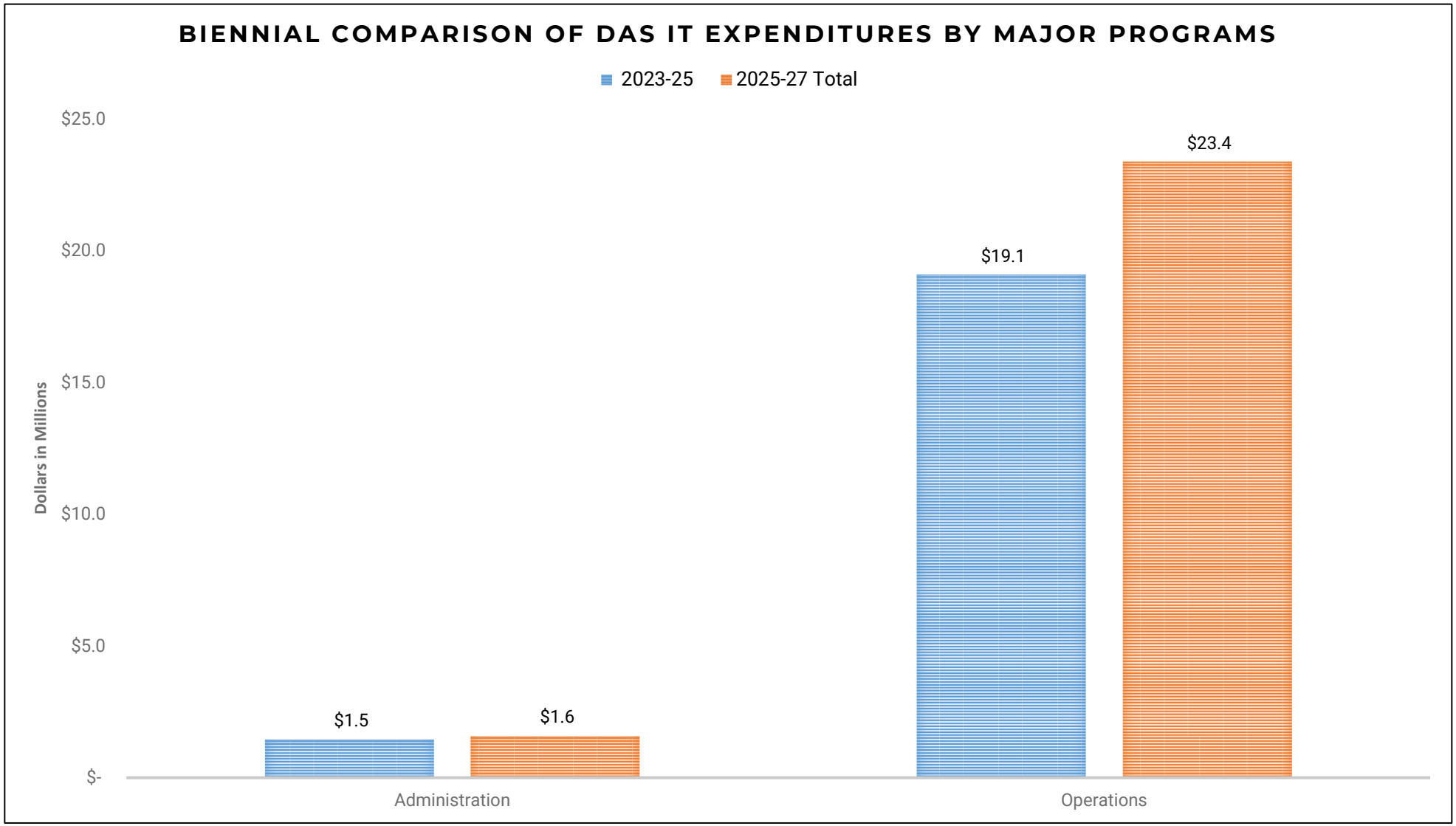
Operations: The Operations group provides technology services to support DAS' mission and support its client agencies. Operations is comprised of the following units:

- **IT Operations and Engineering:** This group offers services to DAS and some client agencies by designing and recommending IT solutions that use modern technology to address business needs. These solutions are tailored to meet the needs and expectations of DAS business partners while aligning with current technology standards and cybersecurity controls. The team includes IT service engineers, integration engineers and application development engineers.

- **Project Management Office (PMO):** The PMO provides services to DAS and some client agencies through the implementation of prioritized and approved projects. The team is comprised of senior technical project managers who provide detailed project management services from concept to implementation for complex technical projects, and IT risk and compliance staff, whose focus is on IT data risk identification and governance.

- **IT Service Desk:** The Service Desk provides technical support to all supported users in a professional and informative manner. This group is dedicated to servicing the computer and technical support needs of all users by providing detailed resolutions and general system information for common problems.

Total Funds Budget (historical and future)



2025-27 BUDGET NARRATIVE

Program Justification and Link to Long-Term Outcomes

DAS IT supports DAS and over 20 other agencies by providing services and solutions that enable DAS, the agencies and state government to serve the people of Oregon. DAS IT does this in support of the DAS mission, vision and values as outlined in the DAS Strategic Plan. The program's work seeks to align with DAS' strategic priorities by earning customers' trust and confidence through the delivery of quality services and enterprise leadership. DAS IT is essential for enhancing operational efficiency, streamlining processes, and improving overall productivity for DAS and small agencies, boards and commissions.

Program Performance

DAS IT supports approximately 1,500 DAS and client agency users including the Governor's Office.

Enabling Legislation and Authorization

Oregon Revised Statute (ORS) 184.305 to 184.370 and Chapters 283 and 291 establish DAS and authorize its general activities.

Funding Streams that Support the Program

DAS IT receives funding from DAS divisions as an internal overhead transfer and from client agencies that pay for desktop computing support including file and print services.

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Service and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 10700-032-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	12,775	-	-	-	12,775
Overtime Payments	-	-	1,965	-	-	-	1,965
All Other Differential	-	-	6,341	-	-	-	6,341
Public Employees' Retire Cont	-	-	1,748	-	-	-	1,748
Pension Obligation Bond	-	-	(3,387)	-	-	-	(3,387)
Social Security Taxes	-	-	1,613	-	-	-	1,613
Paid Family Medical Leave Insurance	-	-	33	-	-	-	33
Mass Transit Tax	-	-	10,872	-	-	-	10,872
Vacancy Savings	-	-	(225,303)	-	-	-	(225,303)
Total Personal Services	**-**	**-**	**($193,343)**	**-**	**-**	**-**	**($193,343)**
Total Expenditures							
Total Expenditures	-	-	(193,343)	-	-	-	(193,343)
Total Expenditures	**-**	**-**	**($193,343)**	**-**	**-**	**-**	**($193,343)**
Ending Balance							
Ending Balance	-	-	193,343	-	-	-	193,343
Total Ending Balance	**-**	**-**	**$193,343**	**-**	**-**	**-**	**$193,343**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 031 - Standard Inflation **Cross Reference Number: 10700-032-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	678	-	-	-	678
Out of State Travel	-	-	535	-	-	-	535
Employee Training	-	-	6,244	-	-	-	6,244
Office Expenses	-	-	1,708	-	-	-	1,708
Telecommunications	-	-	7,372	-	-	-	7,372
Data Processing	-	-	71,567	-	-	-	71,567
Publicity and Publications	-	-	241	-	-	-	241
Professional Services	-	-	156	-	-	-	156
IT Professional Services	-	-	9,760	-	-	-	9,760
Attorney General	-	-	116	-	-	-	116
Employee Recruitment and Develop	-	-	132	-	-	-	132
Dues and Subscriptions	-	-	441	-	-	-	441
Facilities Rental and Taxes	-	-	5,387	-	-	-	5,387
Fuels and Utilities	-	-	211	-	-	-	211
Facilities Maintenance	-	-	265	-	-	-	265
Agency Program Related S and S	-	-	561	-	-	-	561
Other Services and Supplies	-	-	4,776	-	-	-	4,776
Expendable Prop 250 - 5000	-	-	1,442	-	-	-	1,442
IT Expendable Property	-	-	132,737	-	-	-	132,737
Total Services & Supplies	**-**	**-**	**$244,329**	**-**	**-**	**-**	**$244,329**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 031 - Standard Inflation **Cross Reference Number: 10700-032-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Hardware	-	-	566	-	-	-	566
Total Capital Outlay	**-**	**-**	**$566**	**-**	**-**	**-**	**$566**
Total Expenditures							
Total Expenditures	-	-	244,895	-	-	-	244,895
Total Expenditures	**-**	**-**	**$244,895**	**-**	**-**	**-**	**$244,895**
Ending Balance							
Ending Balance	-	-	(244,895)	-	-	-	(244,895)
Total Ending Balance	**-**	**-**	**($244,895)**	**-**	**-**	**-**	**($244,895)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 060 - Technical Adjustments **Cross Reference Number: 10700-032-00-00-00000**

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	-	-	247,584	-	-	-	247,584
Empl. Rel. Bd. Assessments	-	-	72	-	-	-	72
Public Employees' Retire Cont	-	-	52,092	-	-	-	52,092
Social Security Taxes	-	-	18,940	-	-	-	18,940
Paid Family Medical Leave Insurance	-	-	990	-	-	-	990
Worker's Comp. Assess. (WCD)	-	-	42	-	-	-	42
Flexible Benefits	-	-	42,408	-	-	-	42,408
Total Personal Services	**-**	**-**	**$362,128**	**-**	**-**	**-**	**$362,128**
Services & Supplies							
Instate Travel	-	-	(4,922)	-	-	-	(4,922)
Out of State Travel	-	-	(3,780)	-	-	-	(3,780)
Employee Training	-	-	(70,551)	-	-	-	(70,551)
Office Expenses	-	-	(5,124)	-	-	-	(5,124)
Telecommunications	-	-	7,299	-	-	-	7,299
Data Processing	-	-	342,474	-	-	-	342,474
Publicity and Publications	-	-	(2,382)	-	-	-	(2,382)
Professional Services	-	-	18,500	-	-	-	18,500
IT Professional Services	-	-	896,490	-	-	-	896,490
Attorney General	-	-	1,701	-	-	-	1,701
Employee Recruitment and Develop	-	-	(3,145)	-	-	-	(3,145)
Dues and Subscriptions	-	-	(9,691)	-	-	-	(9,691)
Facilities Rental and Taxes	-	-	459,750	-	-	-	459,750
Fuels and Utilities	-	-	(3,522)	-	-	-	(3,522)
Facilities Maintenance	-	-	7,687	-	-	-	7,687

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 060 - Technical Adjustments **Cross Reference Number: 10700-032-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Agency Program Related S and S	-	-	(12,845)	-	-	-	(12,845)
Other Services and Supplies	-	-	348,140	-	-	-	348,140
Expendable Prop 250 - 5000	-	-	(24,650)	-	-	-	(24,650)
IT Expendable Property	-	-	(1,925,147)	-	-	-	(1,925,147)
Total Services & Supplies	**-**	**-**	**$16,282**	**-**	**-**	**-**	**$16,282**
Total Expenditures							
Total Expenditures	-	-	378,410	-	-	-	378,410
Total Expenditures	**-**	**-**	**$378,410**	**-**	**-**	**-**	**$378,410**
Ending Balance							
Ending Balance	-	-	(378,410)	-	-	-	(378,410)
Total Ending Balance	**-**	**-**	**($378,410)**	**-**	**-**	**-**	**($378,410)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

2025-27 Biennium **Cross Reference Number: 10700-032-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
231028	2200	45393	OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	24	9	10,316	247,584	114,544	362,128	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**247,584**	**114,544**	**362,128**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**247,584**	**114,544**	**362,128**	**1**	**1.00**

Policy Option Package #110 – Reporting and Data Hub

$1.2 million | Total Positions/FTE: 4/4.00 FTE

Purpose

Develop and modernize Oregon's data and research capabilities is critical for Oregon's future. We must improve data efficiencies for the people of Oregon by developing an Enterprise Data Warehouse (EDW) that will connect agencies, citizens, and government, while also setting the stage for future data initiatives and creating a data-driven culture. Data consumers need the ability to discover, access and share data on their own for near real-time decision making. A modern data warehouse will be layered with business processes, and takes time to grow and mature, once DAS has a mature modern data warehouse DAS will be able to lead data transformation efforts and be leveraged by other state agencies as part of a new enterprise approach to data sharing.

The Data Hub will be the beginning of a DAS Enterprise Data Warehouse that can be leveraged for all program reporting needs and self-service demands for a data-driven culture. This is in direct support of Oregon's Data Strategy and Cloud Forward Framework, specifically adopting modern cloud technology solutions and focusing on use-case driven data integrations to better enable decision making within agencies. The Data Hub will provide the critical infrastructure to better define resources and analyze best practices for a modern Enterprise Data Warehouse.

The Data Hub should be the central integration point for either on-premises or in-the-cloud data transformation between systems. The Data Hub can provide DAS with application interfaces and assist in creating common connections, allowing modern and legacy applications to exchange information when required. This approach allows business owners to focus on the management of the data, while DAS IT focuses on secure and reliable data integration.

The Data Hub is a foundational piece of infrastructure for state government and will allow a more seamless transition for future enterprise modernization efforts. Currently, DAS enterprise applications (Workday, Oracle Business Intelligence Enterprise Edition (OBIEE), OregonBuys, etc.) have a Datamart for data related to their business application. The Data Hub will assist in unifying data reporting resources (data visualization) through a cloud-based application like Microsoft Power BI. The Data Hub will enable DAS to be more effective and help the agency comply with new requirements and expectations established by the chief data officer, namely the Open Data Program codified in ORS 276A.350-365, and the Oregon Transparency Program codified in ORS 276A.250-253.

How Achieved

DAS IT will work in partnership with the Data Governance and Transparency program (Enterprise Information Services) and DAS business subject matter experts to share knowledge, while establishing a systemic approach to business process and data mapping.

This policy option package improves data quality by integrating the chosen Data Hub with existing business applications for seamless interoperability. It is important for DAS to be able to exchange information smoothly and utilize shared resources effectively through consolidation and standardization. The benefits of this policy option package to the state of Oregon are:

- Improved security of data processing.
- Improved data efficiencies, bringing data together from many different sources (e.g., procurement, budget, HR). Building data pipelines for the Data Hub can funnel individual datasets together into one single location without impacting the original system.
- By breaking applications into individual components (decoupling), the integration layer* provides the greatest flexibility and reduces risk of major system failure.
- Supports legacy systems as agencies adopt new processes.
- Critical business capabilities are maintained without having to own all the technology.

The goal is to provide a conduit for legacy applications and any transformation necessary to maintain the interface with the new SaaS environment. Targeted functions will effectively transition from legacy applications that currently provide the system of record (e.g., Workday, OregonBuys, etc.) into the new SaaS software solution. The system of record transition of key functions will enable the decommissioning of legacy applications and could provide a mechanism of transition for agency applications that cannot readily be replaced by new or modern SaaS functionality.

Staffing Impact

- Establishment of four positions and 4.00 FTE.

Quantifying Results

- Production of datasets that meet the Open Data Standard as established by the chief data officer.
- Increased automation of data publication in support of the Oregon Transparency website.
- Provide a standard, more rapid approach to implementing and transitioning to modern applications while providing connectivity to legacy application environments across the state.
- Provide a more secure conduit for connecting modern and legacy applications.
- Allows a rapid approach to decommissioning of legacy applications when an enterprise solution is implemented.

Revenue Sources

Other Funds Limited, Overhead transfer from DAS programs.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 110 - Establish Modern Data Hub / DAS Data Warehouse **Cross Reference Number: 10700-032-00-00-00000**

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	-	-	780,288	-	-	-	780,288
Empl. Rel. Bd. Assessments	-	-	288	-	-	-	288
Public Employees' Retire Cont	-	-	164,172	-	-	-	164,172
Social Security Taxes	-	-	59,692	-	-	-	59,692
Paid Family Medical Leave Insurance	-	-	3,121	-	-	-	3,121
Worker's Comp. Assess. (WCD)	-	-	168	-	-	-	168
Mass Transit Tax	-	-	4,682	-	-	-	4,682
Flexible Benefits	-	-	169,632	-	-	-	169,632
Total Personal Services	**-**	**-**	**$1,182,043**	**-**	**-**	**-**	**$1,182,043**
Services & Supplies							
Instate Travel	-	-	3,570	-	-	-	3,570
Employee Training	-	-	12,754	-	-	-	12,754
Office Expenses	-	-	11,504	-	-	-	11,504
Telecommunications	-	-	12,880	-	-	-	12,880
Data Processing	-	-	4,376	-	-	-	4,376
Dues and Subscriptions	-	-	3,148	-	-	-	3,148
Other Services and Supplies	-	-	2,252	-	-	-	2,252
Expendable Prop 250 - 5000	-	-	2,688	-	-	-	2,688
IT Expendable Property	-	-	11,252	-	-	-	11,252
Total Services & Supplies	**-**	**-**	**$64,424**	**-**	**-**	**-**	**$64,424**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 110 - Establish Modern Data Hub / DAS Data Warehouse **Cross Reference Number: 10700-032-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,246,467	-	-	-	1,246,467
Total Expenditures	**-**	**-**	**$1,246,467**	**-**	**-**	**-**	**$1,246,467**
Ending Balance							
Ending Balance	-	-	(1,246,467)	-	-	-	(1,246,467)
Total Ending Balance	**-**	**-**	**($1,246,467)**	**-**	**-**	**-**	**($1,246,467)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							4.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700001	1443231		OAS C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	3	8,935	214,440	104,903	319,343	1	1.00
2700002	1443232		OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	24	3	7,827	187,848	97,166	285,014	1	1.00
2700003	1443233		OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	24	3	7,827	187,848	97,166	285,014	1	1.00
2700004	1443236		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**780,288**	**397,073**	**1,177,361**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**780,288**	**397,073**	**1,177,361**	**4**	**4.00**

2025-27 BUDGET NARRATIVE

Policy Option Package #112 – Service Desk Growth

$0.9 million | Total Positions/FTE: 4/4.00 FTE

Purpose

DAS IT has experienced a significant increase in requests for IT support from small to medium agencies, boards and commissions.

DAS IT currently supports DAS and about 20 small agencies, boards and commissions (agencies typically too small to provide IT support for themselves). DAS has been approached by several small to medium agencies asking DAS IT to provide their IT support:

- Board of Chiropractic Examiners (6 users)
- Oregon State Board of Nursing (59 users)
- Oregon State Board of Massage Therapists (6 users)
- Commission for the Blind (67 users)
- Oregon Public Defense Commission (116 users)

How Achieved

This package request would allow DAS IT to grow its support of the five additional small to medium boards and commissions that are interested in acquiring services from DAS IT (representing more than 200 new users). The additional four technical positions requested will handle the increased workload demands in the areas of service desk support, application development and operational support. This request will help support DAS IT's ability to take on additional client agencies including those agencies classified as semi-independent agencies.

One change process coordinator (job classification: information systems specialist 6) will grow and maintain the Change Process Enablement program for DAS IT. By improving and coordinating the IT change-related processes and system, this position will help ensure that programed or engineered solutions will be delivered with proper rigor and guardrails. Change enablement processes help to ensure clear communication and minimize while also removing barriers for engineers to develop and deploy new systems and updates.

One customer engagement and process coordinator (job classification: operations and policy analyst 3) will work with divisions and agencies as a customer relationship liaison. Better engagement with business units will help to ensure that DAS IT provides excellent customer service and business value to its customers. Additionally, this position will work with DAS IT on process improvement, to ensure that services are being delivered in a timely manner.

Two Tier 1 Service Desk technicians (job classification: information systems specialist 3) will add to existing Tier 1 staffing. Tier 1 technicians provide first level phone or email support and do basic repeatable processes such as equipment deployment and processing. Additional staff members in the Tier 1 pool will improve customer service by reducing customer wait times.

Staffing Impact

- Establishment of four positions and 4.00 FTE.

Quantifying Results

Results will be measured through customer service level agreements.

Revenue Sources

$0.9 million Other Funds Limited, Overhead transfer from DAS programs and Charges for Services to client agencies.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

Pkg: 112 - Service Desk Support **Cross Reference Number: 10700-032-00-00-00000**

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	-	-	604,848	-	-	-	604,848
Empl. Rel. Bd. Assessments	-	-	288	-	-	-	288
Public Employees' Retire Cont	-	-	127,260	-	-	-	127,260
Social Security Taxes	-	-	46,271	-	-	-	46,271
Paid Family Medical Leave Insurance	-	-	2,419	-	-	-	2,419
Worker's Comp. Assess. (WCD)	-	-	168	-	-	-	168
Mass Transit Tax	-	-	3,630	-	-	-	3,630
Flexible Benefits	-	-	169,632	-	-	-	169,632
Total Personal Services	**-**	**-**	**$954,516**	**-**	**-**	**-**	**$954,516**
Services & Supplies							
Instate Travel	-	-	3,570	-	-	-	3,570
Employee Training	-	-	12,754	-	-	-	12,754
Office Expenses	-	-	11,504	-	-	-	11,504
Telecommunications	-	-	12,880	-	-	-	12,880
Data Processing	-	-	4,376	-	-	-	4,376
Dues and Subscriptions	-	-	3,148	-	-	-	3,148
Other Services and Supplies	-	-	2,252	-	-	-	2,252
Expendable Prop 250 - 5000	-	-	2,688	-	-	-	2,688
IT Expendable Property	-	-	11,252	-	-	-	11,252
Total Services & Supplies	**-**	**-**	**$64,424**	**-**	**-**	**-**	**$64,424**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS IT**

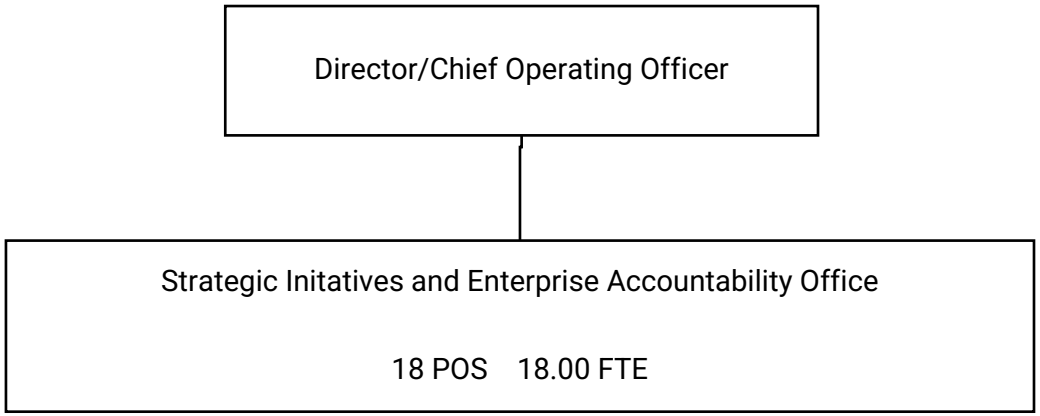
Pkg: 112 - Service Desk Support **Cross Reference Number: 10700-032-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,018,940	-	-	-	1,018,940
Total Expenditures	**-**	**-**	**$1,018,940**	**-**	**-**	**-**	**$1,018,940**
Ending Balance							
Ending Balance	-	-	(1,018,940)	-	-	-	(1,018,940)
Total Ending Balance	**-**	**-**	**($1,018,940)**	**-**	**-**	**-**	**($1,018,940)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							4.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700005	1443237		OAS C1483 I P	INFORMATION SYSTEMS SPECIAL	24	PF	24	3	5,463	131,112	80,662	211,774	1	1.00
2700006	1443238		OAS C1483 I P	INFORMATION SYSTEMS SPECIAL	24	PF	24	3	5,463	131,112	80,662	211,774	1	1.00
2700007	1443239		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700008	1443240		OAS C1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	24	3	7,070	169,680	91,883	261,563	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**604,848**	**346,038**	**950,886**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**604,848**	**346,038**	**950,886**	**4**	**4.00**

Strategic Initiatives and Enterprise Accountability Office (SIEA)

2025-27 Organization Chart
18 POS 18.00 FTE



Strategic Initiatives and Enterprise Accountability Office

Program Overview

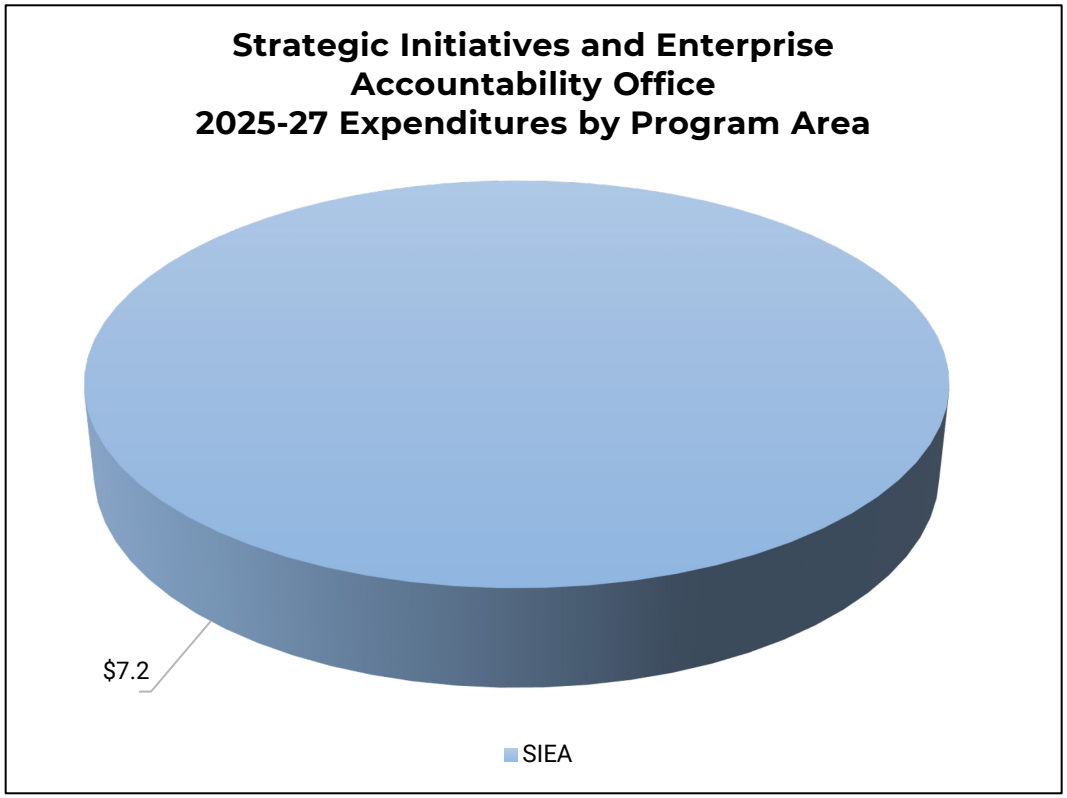
The Strategic Initiatives and Enterprise Accountability Office (SIEA) is the chief strategy office supporting statewide efforts to improve operations and accountability in state government. The office directs internal and external communication, coordinates legislative activities, and leads enterprise accountability and cultural change, including diversity, equity, inclusion and belonging (DEIB).

Program Description

Enterprise Accountability – provides resources to agencies, tracks progress through performance management efforts, and builds more capacity to improve strategic planning and operations.

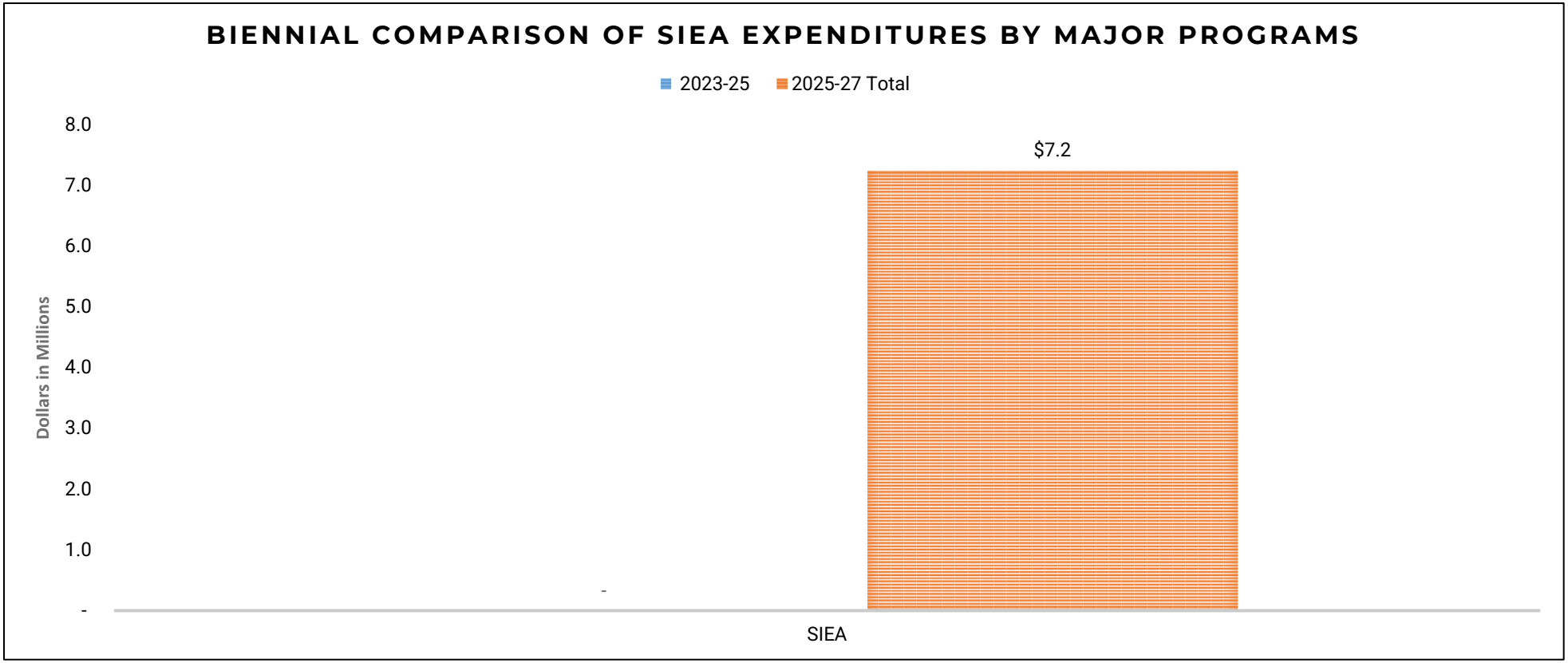
Communications and External Relations – supports DAS programs, leadership and the Executive Branch of Oregon state government with a suite of strategic, creative and web-based services. This includes robust management of internal and external communications. The communications director works closely with the Governor's Office in developing statewide communications and media response. Communications also manages public records requests and the release of public records for the agency and for enterprise-wide data.

Legislative Coordination – provides coordination and guidance of legislative activities to agency staff who regularly work with the Governor's Office and the Legislature. The legislative coordinator works closely with the Governor's Office and agency coordinators to ensure state agencies remain informed of legislative activities and are trained on proper protocols and etiquette.



Office of Cultural Change – manages the statewide DEIB strategy and builds the capacity of agencies and employees to lead DEIB initiatives to achieve more equitable outcomes. Works closely with the Governor's Office and state agencies to develop and ensure effective implementation of agency DEI plans and Affirmative Action plans, along with statewide policies, programs, services and initiatives related to DEIB. Provides tools and resources to promote and support partnerships with state agency leadership and DEIB practitioners across the enterprise.

Total Funds Budget (historical and future)



2025-27 BUDGET NARRATIVE

Program Justification and Link to Long-Term Outcomes

SIEA supports statewide efforts to improve operations and accountability in line with the Governor's strategic vision, directs internal and external communication, coordinates legislative activities, and leads enterprise efforts to support cultural change, including diversity, equity, inclusion and belonging (DEIB).

These efforts include:

- Implementation, consultation and monitoring of enterprise expectations: strategic plans, emergency preparedness, audit accountability, workforce development and sustainability, and employee training and engagement.
- Coordination of statewide communication, legislative activities and state government operations.
- Administration of a real-time legislative bill tracking system (BillTracker), which allows state agencies to track bills throughout the legislative process.

Enabling Legislation and Authorization

Oregon Revised Statute (ORS) 184.305 to 184.351 and Chapters 283 and 291 establish DAS and authorize its general activities.

Funding Streams that Support the Program

Programs within SIEA are funded primarily through assessments which allocate costs to state agencies based on 2023-25 Legislatively Adopted Budget Full-Time Equivalent (FTE) authority.

Essential Packages

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Service and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Strategic Initiatives and Ent. Accountability
Cross Reference Number: 10700-034-00-00-00000

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	-	-	4,544,688	-	-	-	4,544,688
Empl. Rel. Bd. Assessments	-	-	1,296	-	-	-	1,296
Public Employees' Retire Cont	-	-	956,201	-	-	-	956,201
Pension Obligation Bond	-	-	44,177	-	-	-	44,177
Social Security Taxes	-	-	330,675	-	-	-	330,675
Paid Family Medical Leave Insurance	-	-	17,082	-	-	-	17,082
Worker's Comp. Assess. (WCD)	-	-	756	-	-	-	756
Mass Transit Tax	-	-	8,862	-	-	-	8,862
Flexible Benefits	-	-	763,344	-	-	-	763,344
Vacancy Savings	-	-	(43,462)	-	-	-	(43,462)
Total Personal Services	**-**	**-**	**$6,623,619**	**-**	**-**	**-**	**$6,623,619**
Services & Supplies							
Instate Travel	-	-	15,752	-	-	-	15,752
Employee Training	-	-	45,377	-	-	-	45,377
Office Expenses	-	-	51,055	-	-	-	51,055
Telecommunications	-	-	53,000	-	-	-	53,000
Data Processing	-	-	18,567	-	-	-	18,567
Publicity and Publications	-	-	2,108	-	-	-	2,108
Professional Services	-	-	337,488	-	-	-	337,488
Employee Recruitment and Develop	-	-	1,736	-	-	-	1,736
Dues and Subscriptions	-	-	13,412	-	-	-	13,412
Other Services and Supplies	-	-	23,915	-	-	-	23,915
Expendable Prop 250 - 5000	-	-	19,543	-	-	-	19,543

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Strategic Initiatives and Ent. Accountability
Cross Reference Number: 10700-034-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	41,149	-	-	-	41,149
Total Services & Supplies	**-**	**-**	**$623,102**	**-**	**-**	**-**	**$623,102**
Total Expenditures							
Total Expenditures	-	-	7,246,721	-	-	-	7,246,721
Total Expenditures	**-**	**-**	**$7,246,721**	**-**	**-**	**-**	**$7,246,721**
Ending Balance							
Ending Balance	-	-	(7,246,721)	-	-	-	(7,246,721)
Total Ending Balance	**-**	**-**	**($7,246,721)**	**-**	**-**	**-**	**($7,246,721)**
Total Positions							
Total Positions							18
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**18**
Total FTE							
Total FTE							18.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**18.00**

2025-27 Biennium **Cross Reference Number: 10700-034-00-00-00000**

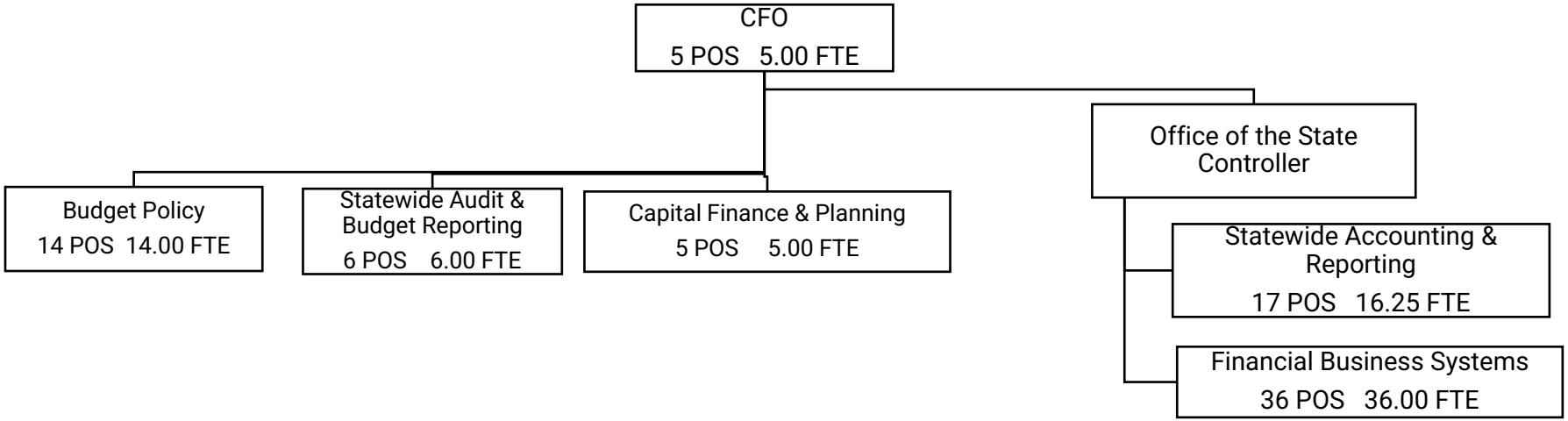
Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
108511	815520	52591	MMN X7598 A P	CONSULTANT ADVISOR 1	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
300873	1262420	32138	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
401202	792150	7762	UA C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	24	10	9,581	229,944	109,413	339,357	1	1.00
1808061	641580	7336	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
2100108	1360600	107921	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	7	9,588	230,112	109,462	339,574	1	1.00
2270102	1129590	21134	MMS X7663 A P	COMMUNICATIONS MANAGER 3	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2300003	1377552	136939	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	8	10,021	240,504	112,485	352,989	1	1.00
2300043	1377792	132705	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	264,672	119,515	384,187	1	1.00
2300044	1377793	132710	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	6	10,021	240,504	112,485	352,989	1	1.00
2300116	1398391	128121	MMC X0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	24	9	6,469	155,256	87,686	242,942	1	1.00
2300117	1398392	128107	MESN Z7593 D P	DEPUTY/CHIEF 3	45X	PF	24	10	22,447	538,728	185,937	724,665	1	1.00
2300152	1409313	145484	MESN Z7201 A P	DIVERSITY EQUITY AND INCLUSIO	40X	PF	24	10	17,074	409,776	156,936	566,712	1	1.00
2500027	1415852	159404	MENN Z0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500115	1436131	154878	UA C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	PF	24	5	6,243	149,832	86,108	235,940	1	1.00
2851002	10790	12856	OAS C4101 A P	CUSTODIAN	10	PF	24	10	3,952	94,848	70,113	164,961	1	1.00
4070702	11520	52847	OAS C0759 A P	SUPPLY SPECIALIST 2	20	PF	24	5	4,943	118,632	77,032	195,664	1	1.00
4508734	1235240	24669	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
6447002	12690	19307	OAS C4034 A P	FACILITY ENERGY TECHNICIAN 3	26	PF	24	3	5,965	143,160	84,168	227,328	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**4,544,688**	**2,069,354**	**6,614,042**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**4,544,688**	**2,069,354**	**6,614,042**	**18**	**18.00**

Chief Financial Office (CFO)

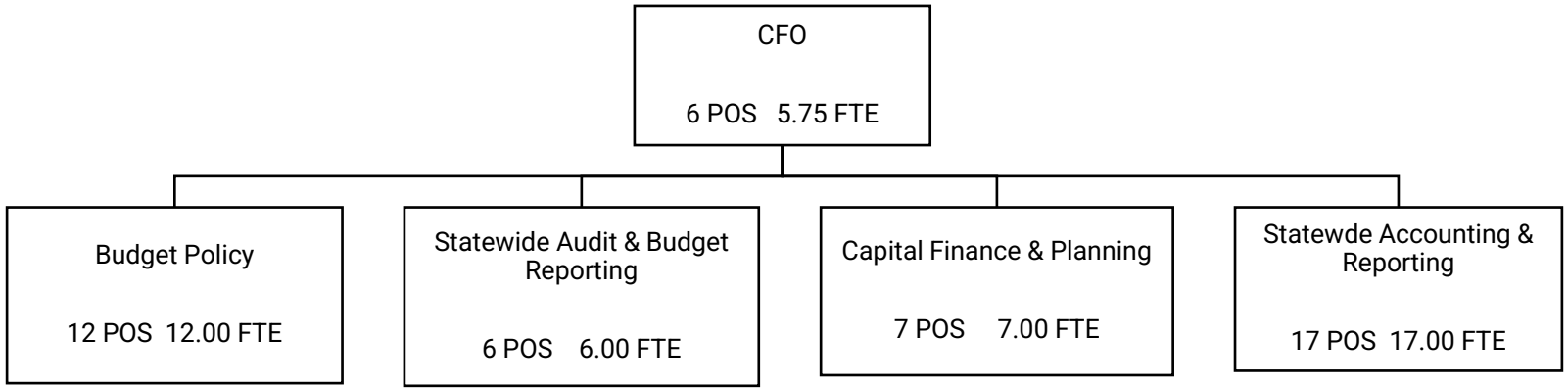
2025-27 Organization Chart

83 POS 82.25 FTE



2023-25 Organization Chart

48 POS 47.75 FTE



Chief Financial Office

Program Overview

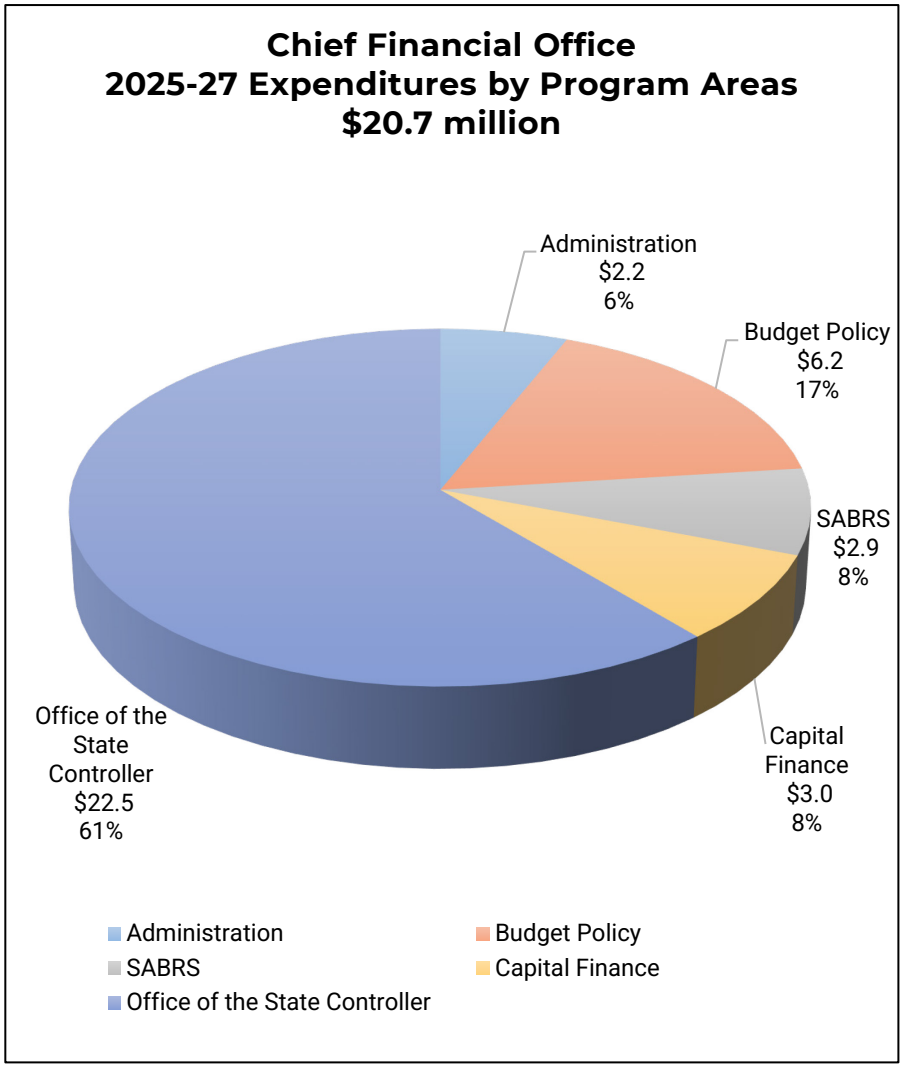
The Chief Financial Office (CFO) is responsible for statewide comprehensive fiscal policy, budget development and financial oversight for the Executive Branch, as well as statewide financial reporting and financial business systems.

The CFO prepares the Governor's biennial budget and compiles the Annual Comprehensive Financial Report (ACFR). The CFO also maintains state government's budget and accounting systems, monitors agency spending for compliance with applicable budgetary laws and legislative intent and works with agencies to resolve issues between legislative sessions, including appearances before the Emergency Board and the Interim Joint Ways and Means Committee.

The CFO helps manage and budget for major capital construction projects; issuing Article XI-Q bonds, Tax Anticipation Notes, and Lottery Revenue Bonds to finance capital and infrastructure improvements. The CFO also coordinates the statewide bonded debt process in cooperation with the Oregon State Treasury.

In February 2024, the Office of the State Controller was created to align statewide accounting policy and the accounting system. The office was established by creating the position of the state controller who will lead the previous CFO Statewide Accounting and Reporting section and the Financial Business Systems section, which was transferred from the Enterprise Goods and Services division.

During 2021, the State of Oregon received $2.6 billion in federal American Rescue Plan Act (ARPA) Coronavirus State Fiscal Recovery Funds and the CFO manages the contract administration and state government's federal reporting requirements under ARPA. This team is part of the now Office of the State Controller, previously in the Statewide Accounting and Reporting section.



2025-27 BUDGET NARRATIVE

Program Description

The CFO serves its customers through the following sections:

Administration: This section provides leadership and administrative support to all sections within the division. This unit includes the chief financial officer, providing leadership and oversight to statewide accounting and budgeting operations. Members of this team also oversee statewide budget development processes and provide support for legislative work and day-to-day operations. This section is also responsible for the General Fund grant program, providing oversight for legislatively approved grants to be administered by the CFO. This includes working closely with grant recipients to develop grant agreements, receive regular grant reports and respond to questions throughout the life of a grant.

Budget Policy: This section provides budget and program review and analysis for the state's multibillion-dollar budget. Analysts work with the Governor's Office to identify and conceptualize strategies for state government's fiscal policy direction. The section acts in an advisory capacity to the Governor, Legislature, chief operating officer, and state agencies in the development of agency budgets balanced to available resources. They work with agencies' leadership teams and fiscal staff to ensure consistent application of budget policy and practice across state agencies. This work also includes providing support to capital planning workgroups in conjunction with the Enterprise Asset Management division, to better understand capital planning and associated budget requests across state-owned facilities.

The Budget Policy section provides guidance to agencies on how to prepare budget requests. Analysts then make recommendations to reflect the Governor's priorities, balance agency budgets to projected General Fund and Lottery Funds revenue and available federal funding and other resources and convey the Governor's decisions to agencies during the development of the Governor's Recommended Budget. Analysts help explain the Governor's budget proposals to the Legislature and other interested parties.

After agency budgets are adopted by the Legislature, the Budget Policy section analyzes agency requests to the Emergency Board and the Interim Joint Ways and Means Committee on behalf of the Executive Branch. The unit also works with agencies to resolve budget and management issues in the execution of their budgets.

Statewide Audit and Budget Reporting (SABRS): This section maintains the statewide systems used for budget development and oversight and budgeted position management — including the system used to project the cost of future wage increases. Analysts in SABRS, audit agency budget proposals to meet statewide budget and policy development directions, provide statewide and agency reporting of budget proposals, audit detailed reconciliation of the Governor's Recommended Budget and Legislatively Approved Budgets, and manage the allotment process used to release funds for agency spending during budget execution.

Capital Finance and Planning (CFP): This section is responsible for the administration of various statewide financing programs including Article XI-Q bonds (for state-owned real and personal property), Lottery Revenue Bonds, Tax Anticipation Notes, Seismic Rehabilitation Bonds, Pension Obligation Bonds, and others. The section also supports state government's capital construction budget request. The CFP assists agencies in preparing budgets for debt service, and in cooperation with the Oregon State Treasurer, coordinates development of the biennial bill authorizing new debt.

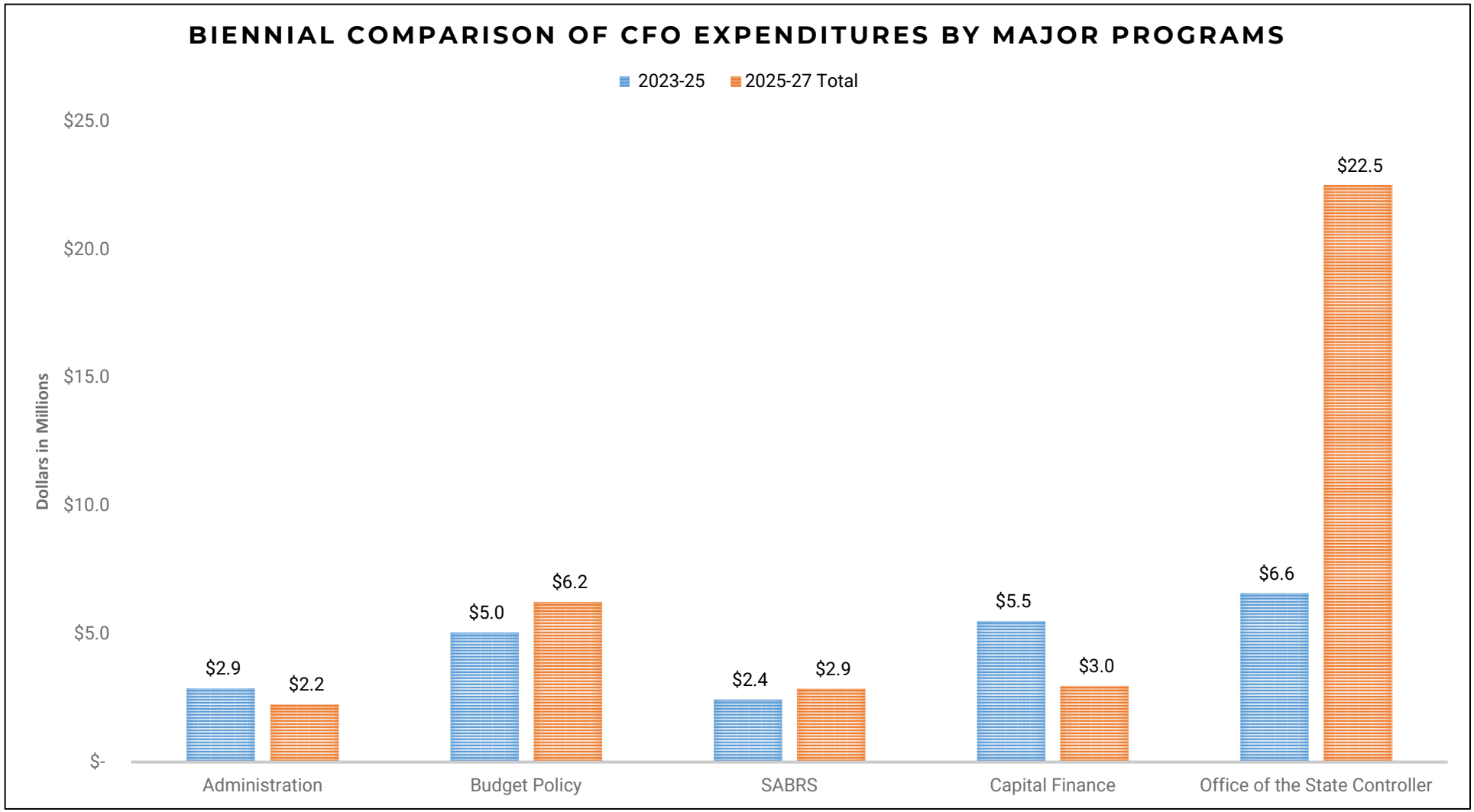
Office of the State Controller: In addition to leading the specific sections listed below, the Office of the State Controller is responsible for the Schedule of Expenditures of Federal Awards and statewide accounting policies (the Oregon Accounting Manual). The office provides agency consultation and guidance, federal fiscal compliance related to Uniform Administrative Requirements, Cost Principles, and Audit Requirements of Federal Awards ("Uniform Guidance"), and the Cash Management Improvement Act as well as system security administration. In addition to compliance standards, the office has rolled out statewide accounts receivable measures and guidelines for accounts receivable management to improve the quality of data as called for in ORS 293.252(1)(d).

During the 2021-23 biennium, the Legislature authorized the creation of five limited duration positions within the Statewide Accounting and Reporting Services section to manage the contract administration and reporting requirements of the American Rescue Plan Act (ARPA) Coronavirus State Fiscal Recovery Funds. Reporting requirements under ARPA will continue through April 2027, therefore the CFO will continue to request the extension of these positions until program reporting requirements have been met.

- **Statewide Accounting and Reporting Services (SARS):** This section is responsible for statewide year-end closing coordination, preparing the Oregon Annual Comprehensive Financial Report (ACFR), and leading the statewide effort to implement accounting standards applicable to state and local governments as promulgated by the Governmental Accounting Standards Board.

- **Financial Business Systems (FBS):** With the creation of the Office of the State Controller, FBS was transferred from the Enterprise Goods and Services division to better align statewide accounting policy and systems. This program is responsible for statewide financial systems including the Statewide Financial Management Application (SFMA), Oregon Statewide Payroll Services (OSPS), the Financial Datamart, and DAS Centralized PERS Services (CPERS). FBS is responsible for operational support, control, training, and improvements within these systems. FBS also administers the state purchasing card (SPOTS) program. In addition, the DAS CPERS Team is responsible for accurately reporting required information to PERS on behalf of Oregon state government.

Total Funds Budget (historical and future)



2025-27 BUDGET NARRATIVE

Enabling Legislation and Authorization

Oregon Revised Statute (ORS) Chapters 238.705, 270, 276, 279, 286, 291, 292 and 293.

Funding Streams that Support the Program

The CFO receives funding mostly through an assessment to state agencies, which is based on the 2023-25 Legislatively Adopted Budget Full-Time Equivalent (FTE) authority, and the size of agency budgets. There is a minimum charge per agency. The Capital Finance and Planning section is partially supported by fees from the sale of Article XI-Q bonds. ARPA administration and reporting work has been funded with ARPA federal resources. The Financial Business Systems section receives funding through charges for services, where charges are transaction based.

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 022 – Phased-out Program and One-time Costs

This package phases-out the following: $2,723,520 Total Funds.

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Services and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Financial Office**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 10700-035-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,310)	-	-	-	-	-	(1,310)
Total Revenues	**($1,310)**	**-**	**-**	**-**	**-**	**-**	**($1,310)**
Personal Services							
Temporary Appointments	-	-	269	-	-	-	269
Overtime Payments	-	-	364	-	-	-	364
Shift Differential	-	-	1	-	-	-	1
All Other Differential	-	-	1,237	-	-	-	1,237
Public Employees' Retire Cont	-	-	337	-	-	-	337
Pension Obligation Bond	5,878	-	(64,831)	-	-	-	(58,953)
Social Security Taxes	-	-	143	-	-	-	143
Paid Family Medical Leave Insurance	-	-	6	-	-	-	6
Mass Transit Tax	306	-	12,891	-	-	-	13,197
Vacancy Savings	(7,494)	-	(89,788)	-	-	-	(97,282)
Total Personal Services	**($1,310)**	**-**	**($139,371)**	**-**	**-**	**-**	**($140,681)**
Total Expenditures							
Total Expenditures	(1,310)	-	(139,371)	-	-	-	(140,681)
Total Expenditures	**($1,310)**	**-**	**($139,371)**	**-**	**-**	**-**	**($140,681)**
Ending Balance							
Ending Balance	-	-	139,371	-	-	-	139,371
Total Ending Balance	**-**	**-**	**$139,371**	**-**	**-**	**-**	**$139,371**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Financial Office**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 10700-035-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	-	(5,730)	-	-	(5,730)
Employee Training	-	-	-	(12,035)	-	-	(12,035)
Office Expenses	-	-	-	(14,380)	-	-	(14,380)
Telecommunications	-	-	-	(16,100)	-	-	(16,100)
Data Processing	-	-	-	(5,470)	-	-	(5,470)
Professional Services	-	-	(2,495,630)	-	-	-	(2,495,630)
Attorney General	-	-	-	(150,000)	-	-	(150,000)
Dues and Subscriptions	-	-	-	(3,935)	-	-	(3,935)
Other Services and Supplies	-	-	-	(2,815)	-	-	(2,815)
Expendable Prop 250 - 5000	-	-	-	(3,360)	-	-	(3,360)
IT Expendable Property	-	-	-	(14,065)	-	-	(14,065)
Total Services & Supplies	**-**	**-**	**($2,495,630)**	**($227,890)**	**-**	**-**	**($2,723,520)**
Total Expenditures							
Total Expenditures	-	-	(2,495,630)	(227,890)	-	-	(2,723,520)
Total Expenditures	**-**	**-**	**($2,495,630)**	**($227,890)**	**-**	**-**	**($2,723,520)**
Ending Balance							
Ending Balance	-	-	2,495,630	227,890	-	-	2,723,520
Total Ending Balance	**-**	**-**	**$2,495,630**	**$227,890**	**-**	**-**	**$2,723,520**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Chief Financial Office
Cross Reference Number: 10700-035-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	498	-	-	-	-	-	498
Total Revenues	**$498**	**-**	**-**	**-**	**-**	**-**	**$498**
Services & Supplies							
Instate Travel	36	-	808	-	-	-	844
Employee Training	76	-	3,911	-	-	-	3,987
Office Expenses	91	-	3,544	-	-	-	3,635
Telecommunications	101	-	5,442	-	-	-	5,543
Data Processing	34	-	13,210	-	-	-	13,244
Publicity and Publications	-	-	889	-	-	-	889
Professional Services	-	-	40,572	-	-	-	40,572
IT Professional Services	-	-	11,470	-	-	-	11,470
Attorney General	-	-	13,141	-	-	-	13,141
Employee Recruitment and Develop	-	-	437	-	-	-	437
Dues and Subscriptions	25	-	1,009	-	-	-	1,034
Facilities Rental and Taxes	-	-	17,219	-	-	-	17,219
Fuels and Utilities	-	-	215	-	-	-	215
Other Services and Supplies	25	-	1,526	-	-	-	1,551
Expendable Prop 250 - 5000	21	-	2,268	-	-	-	2,289
IT Expendable Property	89	-	2,653	-	-	-	2,742
Total Services & Supplies	**$498**	**-**	**$118,314**	**-**	**-**	**-**	**$118,812**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Chief Financial Office
Cross Reference Number: 10700-035-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	498	-	118,314	-	-	-	118,812
Total Expenditures	**$498**	**-**	**$118,314**	**-**	**-**	**-**	**$118,812**
Ending Balance							
Ending Balance	-	-	(118,314)	-	-	-	(118,314)
Total Ending Balance	**-**	**-**	**($118,314)**	**-**	**-**	**-**	**($118,314)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Chief Financial Office
Cross Reference Number: 10700-035-00-00-00000

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	-	-	8,494,920	-	-	-	8,494,920
Temporary Appointments	-	-	62,814	-	-	-	62,814
Shift Differential	-	-	59	-	-	-	59
All Other Differential	-	-	7,273	-	-	-	7,273
Empl. Rel. Bd. Assessments	-	-	2,664	-	-	-	2,664
Public Employees' Retire Cont	-	-	1,788,869	-	-	-	1,788,869
Pension Obligation Bond	-	-	295,368	-	-	-	295,368
Social Security Taxes	-	-	653,068	-	-	-	653,068
Paid Family Medical Leave Insurance	-	-	33,864	-	-	-	33,864
Worker's Comp. Assess. (WCD)	-	-	1,554	-	-	-	1,554
Mass Transit Tax	-	-	54,464	-	-	-	54,464
Flexible Benefits	-	-	1,569,096	-	-	-	1,569,096
Vacancy Savings	-	-	(434,514)	-	-	-	(434,514)
Total Personal Services	**-**	**-**	**$12,529,499**	**-**	**-**	**-**	**$12,529,499**
Services & Supplies							
Instate Travel	-	-	20,284	-	-	-	20,284
Employee Training	-	-	73,748	-	-	-	73,748
Office Expenses	-	-	475,792	-	-	-	475,792
Telecommunications	-	-	91,866	-	-	-	91,866
Data Processing	-	-	2,248,454	-	-	-	2,248,454
Publicity and Publications	-	-	132,428	-	-	-	132,428
Professional Services	-	-	2,759	-	-	-	2,759
IT Professional Services	-	-	4,531,154	-	-	-	4,531,154
Attorney General	-	-	48,566	-	-	-	48,566

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Financial Office**
Pkg: 060 - Technical Adjustments **Cross Reference Number: 10700-035-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Employee Recruitment and Develop	-	-	993	-	-	-	993
Dues and Subscriptions	-	-	14,062	-	-	-	14,062
Facilities Rental and Taxes	-	-	283,420	-	-	-	283,420
Other Services and Supplies	-	-	321,878	-	-	-	321,878
Expendable Prop 250 - 5000	-	-	35,471	-	-	-	35,471
IT Expendable Property	-	-	69,511	-	-	-	69,511
Total Services & Supplies	**-**	**-**	**$8,350,386**	**-**	**-**	**-**	**$8,350,386**
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	20,879,885	-	-	-	20,879,885
Total Expenditures	**-**	**-**	**$20,879,885**	**-**	**-**	**-**	**$20,879,885**
Ending Balance							
Ending Balance	-	-	(20,879,885)	-	-	-	(20,879,885)
Total Ending Balance	**-**	**-**	**($20,879,885)**	**-**	**-**	**-**	**($20,879,885)**
Total Positions							
Total Positions							37
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**37**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Chief Financial Office
Cross Reference Number: 10700-035-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							37.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**37.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
150006	590	754	MMS X7032 A P	ACCOUNTING ADMINISTRATOR 1	38X	PF	24	10	15,502	372,048	148,451	520,499	1	1.00
150007	600	31533	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	24	10	13,392	0	0	0	0	0.00
152001	610	6691	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	24	3	9,542	229,008	109,140	338,148	1	1.00
152002	620	3615	OAS C0212 A P	ACCOUNTING TECHNICIAN	19	PF	24	10	5,965	143,160	84,168	227,328	1	1.00
152003	630	16854	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
152006	660	37316	OAS C1216 A P	ACCOUNTANT 1	23	PF	24	9	6,866	164,784	90,458	255,242	1	1.00
152202	670	36969	MMN X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF	24	7	10,512	0	0	0	0	0.00
152205	700	24284	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	0	0	0	0	0.00
152208	710	28151	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
152209	720	25044	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	0	0	0	0	0.00
152210	730	3643	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
152212	750	30382	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
153002	850	20836	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,943	118,632	77,032	195,664	1	1.00
153005	880	14345	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	3	6,245	0	0	0	0	0.00
153012	950	33788	OAS C1216 A P	ACCOUNTANT 1	23	PF	24	6	5,965	0	0	0	0	0.00
153026	1090	41781	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	7	7,562	0	0	0	0	0.00
156003	1160	32358	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
156004	1170	34959	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
156005	1180	29645	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
231011	2120	5034	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
231017	2150	7830	OAS C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	24	10	12,336	296,064	128,647	424,711	1	1.00
231028	2200	45393	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	9	10,316	-247,584	-114,544	-362,128	-1	-1.00
312111	588880	2972	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
312112	588890	37429	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312113	588900	7555	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312115	642840	25139	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312116	642850	24090	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312117	642860	39367	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	4	6,549	157,176	88,245	245,421	1	1.00
312119	708660	53396	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	0	0	0	0	0.00
312121	644250	8282	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	0	0	0	0	0.00
313322	642900	45435	OAS C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	24	10	9,143	219,432	106,355	325,787	1	1.00
321109	672880	31737	OAS C1218 A P	ACCOUNTANT 3	30	PF	0	9	9,588	230,112	109,462	339,574	1	1.00
321111	672900	35262	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	252,288	115,912	368,200	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
350873	1253550	15629	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	0	0	0	0	0.00
350874	1253560	4646	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	0	0	0	0	0.00
448501	755940	20872	OAS C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	10	12,336	296,064	128,647	424,711	1	1.00
470087	857200	10321	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	0	0	0	0	0.00
608121	963210	6912	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
608122	976480	12381	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
608511	962580	9552	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	321,408	136,020	457,428	1	1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	277,872	123,354	401,226	1	1.00
2500021	1415816	159791	UA C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	5	6,861	164,664	90,423	255,087	1	1.00
2500100	1436251	159626	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	5	6,866	164,784	90,458	255,242	1	1.00
2500105	1436256	159786	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500106	1436257	159779	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	8	10,021	240,504	112,485	352,989	1	1.00
2500142	1440177	167069	MMS X7081 A P	BUSINESS OPERATIONS ADMINIST	40X	PF	24	10	17,074	0	0	0	0	0.00
6501041	1198440	45875	OAS C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	24	7	6,245	149,880	86,123	236,003	1	1.00
6508701	1235590	36115	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
6508702	1235600	27356	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	264,672	119,515	384,187	1	1.00
6512171	1243880	16600	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**8,494,920**	**4,042,177**	**12,537,097**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**8,494,920**	**4,042,177**	**12,537,097**	**37**	**37.00**

2025-27 BUDGET NARRATIVE

Policy Option Package #120 – SARS ACFR Development Tool

$500,000 | Total Positions/FTE: none

Purpose

To acquire a new IT software package related to the development of the state's audited Annual Comprehensive Financial Report (ACFR). The current IT software solution relies upon outdated technology and is no longer supported by the vendor. Further, with the coming federal requirement that ACFRs be machine readable and "tagged" under the Financial Data Transparency Act (FDTA), an updated technology solution is necessary.

How Achieved

There are currently a small number of vendors that provide the necessary IT software packages that will be compliant with the FDTA, with the most prominent being Workiva's product Wdesk. Currently, there are 27 states that use Wdesk to complete their ACFR, so the vendor is well suited to meet the state's reporting needs. The annual subscription of Wdesk is $100,000 (quoted as of 2023) and implementation costs range from approximately $100,000 to $500,000 (quoted as of 2023) depending upon the amount of vendor assistance necessary. Anticipated costs will increase due to inflation by the time the state would be ready to start implementation.

Staffing Impact

This program implementation will not need additional staff, though there will be some impact to productivity as the SARS unit learns the new program. Maximizing the amount of implementation assistance from the vendor will enable SARS to continue to support agency accounting efforts during the winter and spring, which is a core function of the SARS unit during those months.

Quantifying Results

Timely and accurate completion of the ACFR in compliance with the FDTA. Oregon Revised Statute 291.040 requires that the ACFR be completed in conformity with generally accepted accounting principles within 180 days after the end of the fiscal year. Full details of the FDTA are still being determined by the federal government, however, due to its client base, Workiva is tracking the developments of the FDTA to ensure it can be in compliance.

Revenue Sources

Other Funds revenue from assessment dollars

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Financial Office**

Pkg: 120 - SARS ACFR Development Tool **Cross Reference Number: 10700-035-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	-	-	200,000	-	-	-	200,000
Professional Services	-	-	300,000	-	-	-	300,000
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)**

2025-27 BUDGET NARRATIVE

Policy Option Package #121 – SARS COVID Fiscal Relief Team

$1.4 million | Total Positions/FTE: 4/3.25 FTE

Purpose

Fund staffing to manage Oregon's $2.6 billion American Rescue Plan Act (ARPA) State and Local Fiscal Relief Fund grant. The performance period of the SLFRF grant runs through Dec. 31, 2026, with final reports due in April 2027.

How Achieved

One grants, loans, and programs manager 2 and three operations and policy analyst 4 (OPA 4) staff oversee 68 Interagency Agreements (IAA) with 19 agencies and directly manage 195 Legislative Member Projects allocated by the Oregon Legislature beginning in 2021. In addition to managing and overseeing statewide projects, Oregon is required to submit quarterly and annual federal financial and program status reports through a federal reporting portal. The staff is responsible to receive, analyze, and report the data within a two-week period every quarter and do follow up with late or non-submitters. As part of the direct grant management duties, analysts are required to monitor each direct grantee by reviewing and analyzing expenditure and program data before the closeout of the grant. Analysts also provide technical assistance to agencies that manage separate ARPA SLFRF grant programs with DAS' grant funding. In addition to grant management duties, the OPA 4 staff help in developing program procedures and provide recommendations to leadership.

Most of the Legislative Member Projects are scheduled to end June 2024, however many have requested extensions to the end of 2024, June 2025 and some into 2026. With the extensions of these projects and the continuation of the IAA projects, all three OPA 4 positions are needed through Dec. 31, 2025, to ensure closeout of extended projects and perform related reporting. After the closeouts have been completed, the team will need to clean up all project files and prepare them for future audits. It is expected that two OPA 4 positions will be needed through Dec. 31, 2026, to perform cleanup and close out remaining IAA projects scheduled to end Dec. 31, 2026. After Dec. 31, 2026, it is expected that only the one manager position will be needed to do the final closeout of the grant, with final reporting due in April 2027, and final file cleanup through June 2027.

Staffing Impact

- Establishment of four positions and 3.25 FTE.

Quantifying Results

Continue management, oversight and technical assistance for the $2.6 billion ARPA SLFRF grant that has a statewide impact.

Revenue Sources

Federal Funds revenue is from the ARPA SLFRF grant and interest. This program is not a direct charge to other agencies.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Financial Office**

Pkg: 121 - SARS Covid Fiscal Relief Team **Cross Reference Number: 10700-035-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	1,372,803	-	-	1,372,803
Total Revenues	**-**	**-**	**-**	**$1,372,803**	**-**	**-**	**$1,372,803**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	917,172	-	-	917,172
Empl. Rel. Bd. Assessments	-	-	-	234	-	-	234
Public Employees' Retire Cont	-	-	-	192,972	-	-	192,972
Social Security Taxes	-	-	-	70,164	-	-	70,164
Paid Family Medical Leave Insurance	-	-	-	3,670	-	-	3,670
Worker's Comp. Assess. (WCD)	-	-	-	135	-	-	135
Flexible Benefits	-	-	-	137,826	-	-	137,826
Total Personal Services	**-**	**-**	**-**	**$1,322,173**	**-**	**-**	**$1,322,173**
Services & Supplies							
Instate Travel	-	-	-	3,725	-	-	3,725
Employee Training	-	-	-	7,823	-	-	7,823
Office Expenses	-	-	-	9,347	-	-	9,347
Telecommunications	-	-	-	10,465	-	-	10,465
Data Processing	-	-	-	3,556	-	-	3,556
Dues and Subscriptions	-	-	-	2,558	-	-	2,558
Other Services and Supplies	-	-	-	1,830	-	-	1,830
Expendable Prop 250 - 5000	-	-	-	2,184	-	-	2,184

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Financial Office**

Pkg: 121 - SARS Covid Fiscal Relief Team **Cross Reference Number: 10700-035-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	-	9,142	-	-	9,142
Total Services & Supplies	**-**	**-**	**-**	**$50,630**	**-**	**-**	**$50,630**
Total Expenditures							
Total Expenditures	-	-	-	1,372,803	-	-	1,372,803
Total Expenditures	**-**	**-**	**-**	**$1,372,803**	**-**	**-**	**$1,372,803**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.25
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.25**

2025-27 Biennium **Cross Reference Number: 10700-035-00-00-00000**

Agency Request Budget **Package Number: 121**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700009	1443265		MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	LF	24	10	12,165	291,960	127,453	419,413	1	1.00
2700010	1443266		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	18	9	11,578	208,404	92,516	300,920	1	0.75
2700011	1443267		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	0	3	8,658	0	0	0	0	0.00
2700011	1443267		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	18	9	11,578	208,404	92,516	300,920	1	0.75
2700012	1443268		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	0	3	8,658	0	0	0	0	0.00
2700012	1443268		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	18	9	11,578	208,404	92,516	300,920	1	0.75
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**917,172**	**405,001**	**1,322,173**		
				Total Funds						**917,172**	**405,001**	**1,322,173**	**4**	**3.25**

Policy Option Package #155 – Workday Reorganization and Stabilization

($5.9) million | Total Positions/FTE: (2)/(2.00) FTE

Purpose

In December 2022, DAS rolled out the Workday payroll system for enterprise Payroll and Time Tracking as a seamless integration with the existing Workday Oregon Human Capital Management (HCM) system. This culminated a modernization effort to replace the legacy Oregon State Payroll Application with a modern software-as-a-service system (SaaS). Although the system is a SaaS solution, it is essential to have a centralized Workday Oregon team comprised of DAS employees to provide day-to-day support for the system's technical and administrative needs. This team configures and maintains key enterprise systems, business processes, and Workday integrations for all state agencies, boards and commissions, tests ongoing changes, corrections, and new upgrades (every six months), analyzes customer impact, and trains users on new and changing functionality. The Workday system is used by all agencies, including the Legislative and Judicial branches. DAS strives to provide excellent and efficient service. To best achieve desired results, DAS is reorganizing to create a consolidated Workday division to support the enterprise.

How Achieved

This package requests the transfer of four Workday payroll positions out of the CFO's office to support the consolidation of the Workday team. The transfer includes all associated services and supplies and subscription for consolidation and financial management of the Workday team.

- Transfers out one manager position that manages the Business, Technology System (software-as-a-service), change management, communications, and training teams for Payroll and Time Tracking.
- Transfers out two payroll subject matter experts of the statewide payroll system who provide consultative work on payroll impact, analytical work and the business change management process for Workday payroll.
- Transfers out one senior level accountant position that provides guidance, instruction and direction to agencies and staff regarding the use of Workday Payroll and Time Tracking.

In addition, this package requests the establishment of one permanent accountant 2 and one permanent operations and policy analyst 1 to support the OSPS Payroll Operations team. The accountant 2 will support the Payroll Operations team in the reconciliation of Workday payroll system expenditures to agency payroll transactions. The operations and policy analyst 1 will support Payroll Operations as a level 1 help desk member, focusing on consultation, assistance and customer service to state employees that open help tickets in Workday.

Staffing Impact

- Transfers out four positions and 2 FTE and establishes two positions.

Quantifying Results

Consolidating the enterprise Workday team into a new, centralized division and adding permanent positions to manage the day-to-day operational processes, architecture, configuration, integrations, testing, and release management will significantly improve human resources and payroll system controls, compliance and quality; reduce risk, provide better data for decision making and increase efficiencies across the enterprise.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 155 - Workday Reorganization and Stabilization

Cross Reference Name: Chief Financial Office
Cross Reference Number: 10700-035-00-00-00000

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	-	-	(729,744)	-	-	-	(729,744)
Empl. Rel. Bd. Assessments	-	-	(144)	-	-	-	(144)
Public Employees' Retire Cont	-	-	(153,538)	-	-	-	(153,538)
Pension Obligation Bond	-	-	(46,637)	-	-	-	(46,637)
Social Security Taxes	-	-	(55,825)	-	-	-	(55,825)
Paid Family Medical Leave Insurance	-	-	(2,919)	-	-	-	(2,919)
Worker's Comp. Assess. (WCD)	-	-	(84)	-	-	-	(84)
Mass Transit Tax	-	-	(9,561)	-	-	-	(9,561)
Flexible Benefits	-	-	(84,816)	-	-	-	(84,816)
Vacancy Savings	-	-	68,607	-	-	-	68,607
Total Personal Services	**-**	**-**	**($1,014,661)**	**-**	**-**	**-**	**($1,014,661)**
Services & Supplies							
Instate Travel	-	-	(17,052)	-	-	-	(17,052)
Employee Training	-	-	(35,816)	-	-	-	(35,816)
Office Expenses	-	-	(42,794)	-	-	-	(42,794)
Telecommunications	-	-	(47,912)	-	-	-	(47,912)
Data Processing	-	-	(297,266)	-	-	-	(297,266)
IT Professional Services	-	-	(4,348,207)	-	-	-	(4,348,207)
Facilities Rental and Taxes	-	-	(11,710)	-	-	-	(11,710)
Other Services and Supplies	-	-	(8,378)	-	-	-	(8,378)
Expendable Prop 250 - 5000	-	-	(10,000)	-	-	-	(10,000)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Financial Office**

Pkg: 155 - Workday Reorganization and Stabilization **Cross Reference Number: 10700-035-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	(41,857)	-	-	-	(41,857)
Total Services & Supplies	**-**	**-**	**($4,860,992)**	**-**	**-**	**-**	**($4,860,992)**
Total Expenditures							
Total Expenditures	-	-	(5,875,653)	-	-	-	(5,875,653)
Total Expenditures	**-**	**-**	**($5,875,653)**	**-**	**-**	**-**	**($5,875,653)**
Ending Balance							
Ending Balance	-	-	5,875,653	-	-	-	5,875,653
Total Ending Balance	**-**	**-**	**$5,875,653**	**-**	**-**	**-**	**$5,875,653**
Total Positions							
Total Positions							(2)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(2)**
Total FTE							
Total FTE							(2.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(2.00)**

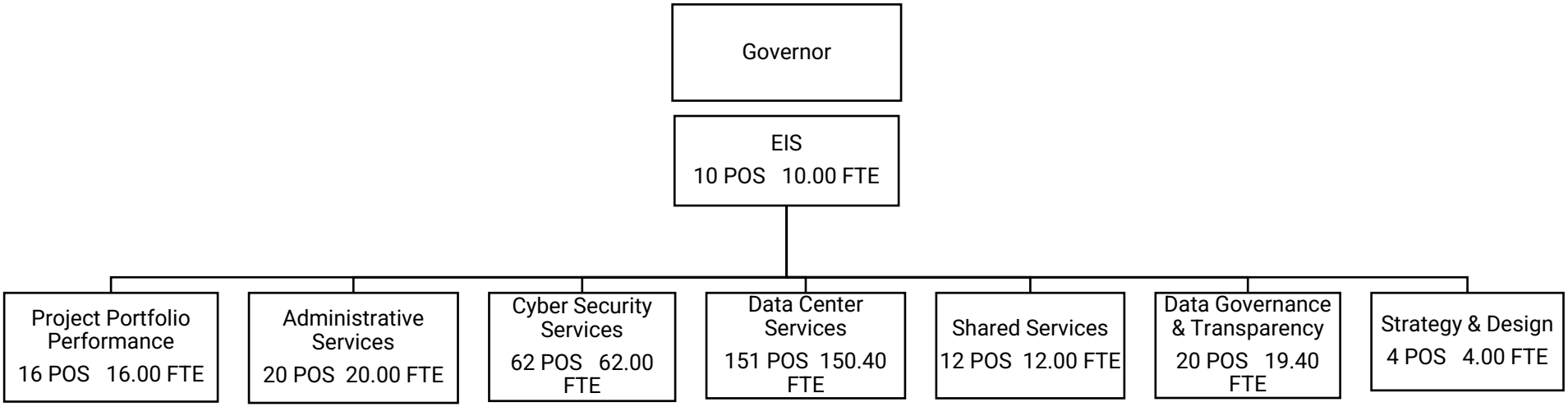
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
321109	672880	31737	OAS C1218 A P	ACCOUNTANT 3	30	PF	0	9	9,588	-230,112	-109,462	-339,574	-1	-1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2700055	1443308		OAS C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	24	9	6,866	164,784	90,458	255,242	1	1.00
2700056	1443309		OAS C1217 A P	ACCOUNTANT 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	-264,672	-119,515	-384,187	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-729,744**	**-297,326**	**-1,027,070**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-729,744**	**-297,326**	**-1,027,070**	**-2**	**-2.00**

Office of the State CIO

Enterprise Information Services (EIS)

2025-27 Organization Chart

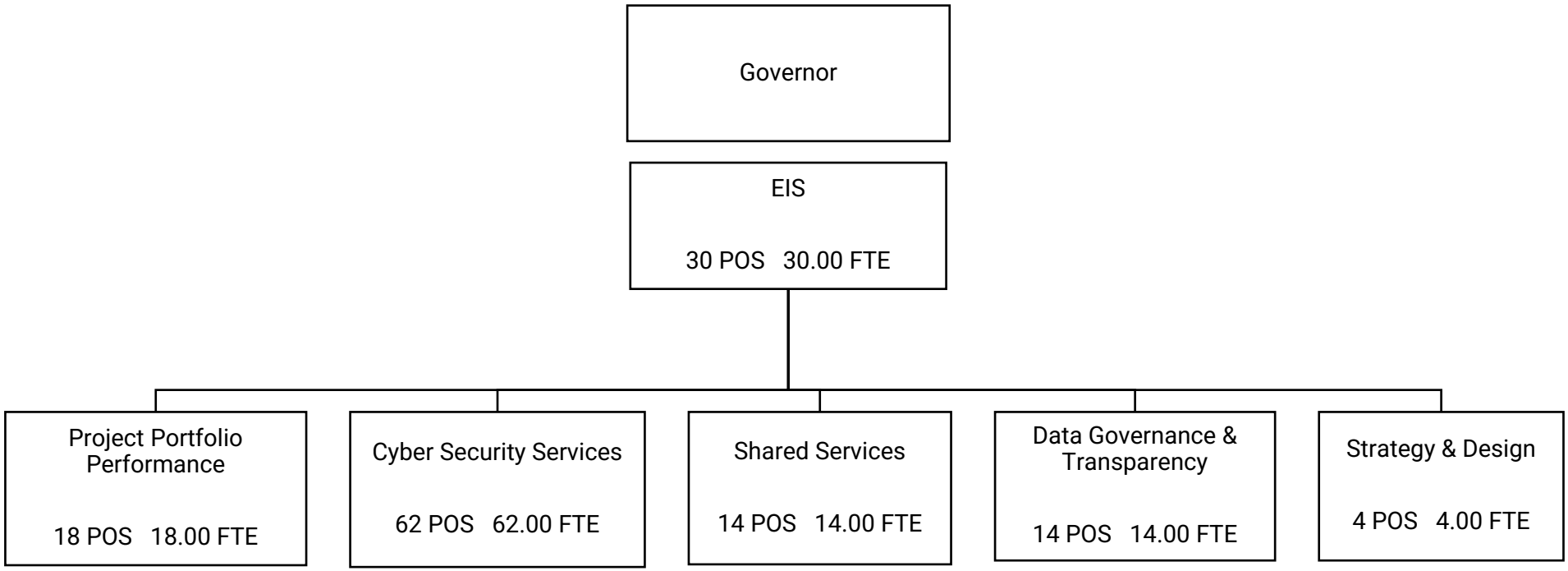
295 POS 293.80 FTE



Enterprise Information Services (EIS)

2023-25 Organization Chart

142 POS 142.00 FTE



2025-27 BUDGET NARRATIVE

Enterprise Information Services

Program Overview

Enterprise Information Services (EIS) provides statewide IT leadership by maturing enterprise technology governance, optimizing investments, ensuring transparency, providing oversight, and delivering secure and innovative solutions — enabling state agencies and partner jurisdictions to better serve Oregonians through enterprise technology solutions.

The state provides numerous services to help Oregonians live healthy, fulfilled lives. From enrolling in healthcare to managing the criminal justice system, to tracking students' progress in school, Oregonians depend on software systems to deliver these services. In leveraging technology to transform service delivery, policy and technology leaders need to adhere to guiding principles that will lead to successful and measurable outcomes. The following principles describe EIS' vision for information technology and modernizing state information technology systems:

Accessible: providing an equitable user experience that is intuitive, straightforward and provides quick access to common features and work streams.

Reliable: implementing, maintaining, and operating information systems that consistently perform according to business and technical specifications for service delivery.

Secure: protecting the confidentiality of data, preserving the integrity of data, and promoting the availability of data for authorized use.

Mission: Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.	**Vision:** Ensuring accessible, reliable and secure state technology systems that equitably serve Oregonians.

Values:

- Accountability – We are responsible for quality outcomes and share information openly and honestly.
- Customer-Focus – We listen and seek to understand our customers' needs.
- Collaboration – We build trust and establish mutual purpose to forge effective partnerships across the enterprise.
- Innovation – We simplify complexity, challenge conventional wisdom and seek creative and useful solutions.

Key Drivers:

- Investment Governance – Mature enterprise and agency IT governance to enable project prioritization and stewardship of IT resources based on business alignment, cost, return on investment and risk.
- Digital Transformation – Put people first and optimize essential services that the people of Oregon rely on through resilient, adaptive, secure and citizen-centered digital transformation.
- Data Utility – Utilize data as a strategic asset to improve service delivery, facilitate cross-agency collaboration, identify cost savings and enhance transparency.
- Information Security – Unify cyber security to improve customer service for Oregonians while ensuring systems are secure and resilient.
- Talent, Skills and Leadership – Partner with human resources to develop a roadmap for acquiring and retaining talent to help position the enterprise for the future.

Program Retrospective:

The state has enormous resources devoted to software and information technology (IT). State agencies run hundreds of different systems ranging from off-the-shelf pieces of software to complex custom-designed software that can cost hundreds of millions of dollars to build. The age and code bases of these software systems vary widely. Numerous legacy IT systems are at or near 30-years old while others are brand new or offered as software-as-a-service (SaaS). Historically, the state has not had a centralized approach to IT management. Agencies have been largely responsible for proposing, delivering, and managing their own individual IT systems and teams; however, this began to change following passage of HB 3099 (2015), which restructured the office of the Chief Information Officer into a quasi-separate state agency, with the state Chief Information Officer appointed by the Governor. The goal of this change was to place a renewed focus on data center operations, development of enterprise security capabilities, effective management of IT vendor relationships, and further maturation of the IT governance framework. A program restructure led to the establishment of four distinct programs during the 2015-17 biennium.

- **Enterprise IT Governance** – to help facilitate efficient decision making and policy and statutory adherence regarding IT investments and provide tools and training on the Project Portfolio Management tool to assist agencies in achieving project success. The Stage Gate review process is the central method by which EIS provides oversight to state agency IT projects.

- **Enterprise Shared Services** – to provide shared services such as geographical information systems, quality assurance testing and pre-approved information services contracts that agencies can leverage.

- **Enterprise Technology Services** – to provide networking and data center services for the state.

- **Enterprise Security Office** – to provide IT security standards and services for the state.

The Chief Technology Officer was established in 2017 to focus on strategic technology initiatives, including broadband, Microsoft Office 365, and enterprise architecture as it pertains to emerging technologies and replacement of legacy systems.

The Chief Data Officer was established in 2018, following passage of HB 3361 (2017), to focus on open data standards, data governance and transparency.

The Chief Administrative Officer was established in 2023 to oversee the EIS Project Management Office and administrative functions that support the work of EIS.

EIS went through a program reorganization and name change during the summer of 2019. The change from office of the State Chief Information Officer to office of Enterprise Information Services was codified with SB 31 (2021). This reorganization is reflected in the following program description.

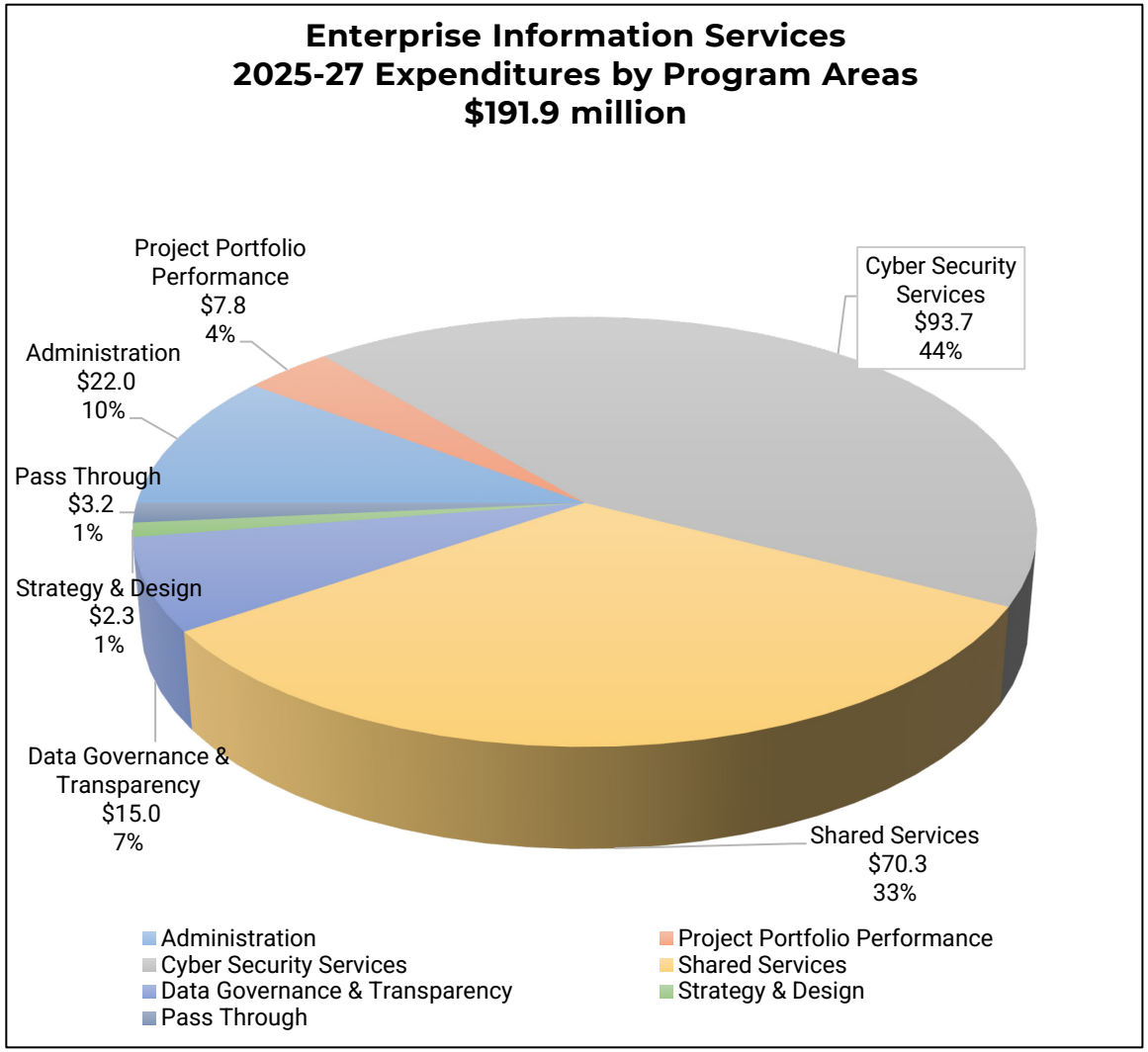
Program Description

Administrative Services:

Administrative Services is responsible for day-to-day management of the EIS budgets, executive support, project management and governance services. The Project Management Office has been established to create a culture of consistent project delivery across EIS. Project management is viewed as a core competency and EIS is committed to effective use of project management principles and methodologies to execute projects on schedule, within budget and in accordance with industry-leading standards for quality.

Project Portfolio Performance (P3):

P3 is key in implementing and using the IT Governance Framework which includes oversight and portfolio management of all major IT investments. Using a standard framework and statewide policies, staff work with all state agencies to identify and resolve IT project issues, striking a balance between central delivery and agency flexibility. The staff serves as advisors, making recommendations for agency alignment with enterprise objectives, project management and IT governance maturity, and industry best practices. They look for solutions and cost-sharing opportunities across multiple agencies and offer alternate solutions to business problems. This program helps facilitate efficient decision making, policy and statutory adherence, and provides tools and software training to assist agencies in achieving project success.



Cyber Security Services:

Cyber Security Services brings together enterprise security — governance, policy, procedure and operations — under a single, accountable enterprise organization. This allows for end-to-end direction setting and execution for enterprise security. The team is comprised of a Security and Risk Governance Section for setting enterprise security policy and the associated controls to ensure compliance, a Cybersecurity Architecture Section driving enterprise security architecture, a Network Security Operations Section to deliver on day-to-day enterprise network security operations, and a Hybrid Security Operations Center – providing dedicated, real-time security monitoring and response across enterprise operations. Cyber Security Services personnel work collaboratively with other EIS teams and agencies to deliver secure solutions.

Data Center Services:

Data Center Services (DCS) is a 24/7 central IT provider for computing and network infrastructure and platforms and is relied on by state agencies and some local government entities. State agencies use DCS services to host and manage their computer systems and software applications used by and for Oregonians. DCS is the Internet Service Provider for all branches of government and is the provider of Wide Area Network for Executive Branch agencies. Most Executive Branch agencies use managed services or colocation provided by DCS. The use of DCS' cloud brokering is mandatory for all Executive Branch agencies. DCS is organized around technical domains that align with its computing and network shared infrastructure services. The team is comprised of an Infrastructure Services Section to operate and manage the shared DCS environment including computing hardware (mainframe, midrange, X86 distributed systems, network and storage), a Hybrid Compute Services Section to manage systems and platforms that are used both in the cloud and on premise, and an Integrated Operations Services Section to provide disaster recovery, mainframe production control, colocation, facilities, asset management, account management, enterprise monitoring and the EIS service desk function.

Shared Services:

Shared Services works to increase alignment of existing enterprise programs, including E-Government, Quality Assurance, Telecom Management and Microsoft 365. The program also focuses on the development of shared service models.

Data Governance and Transparency:

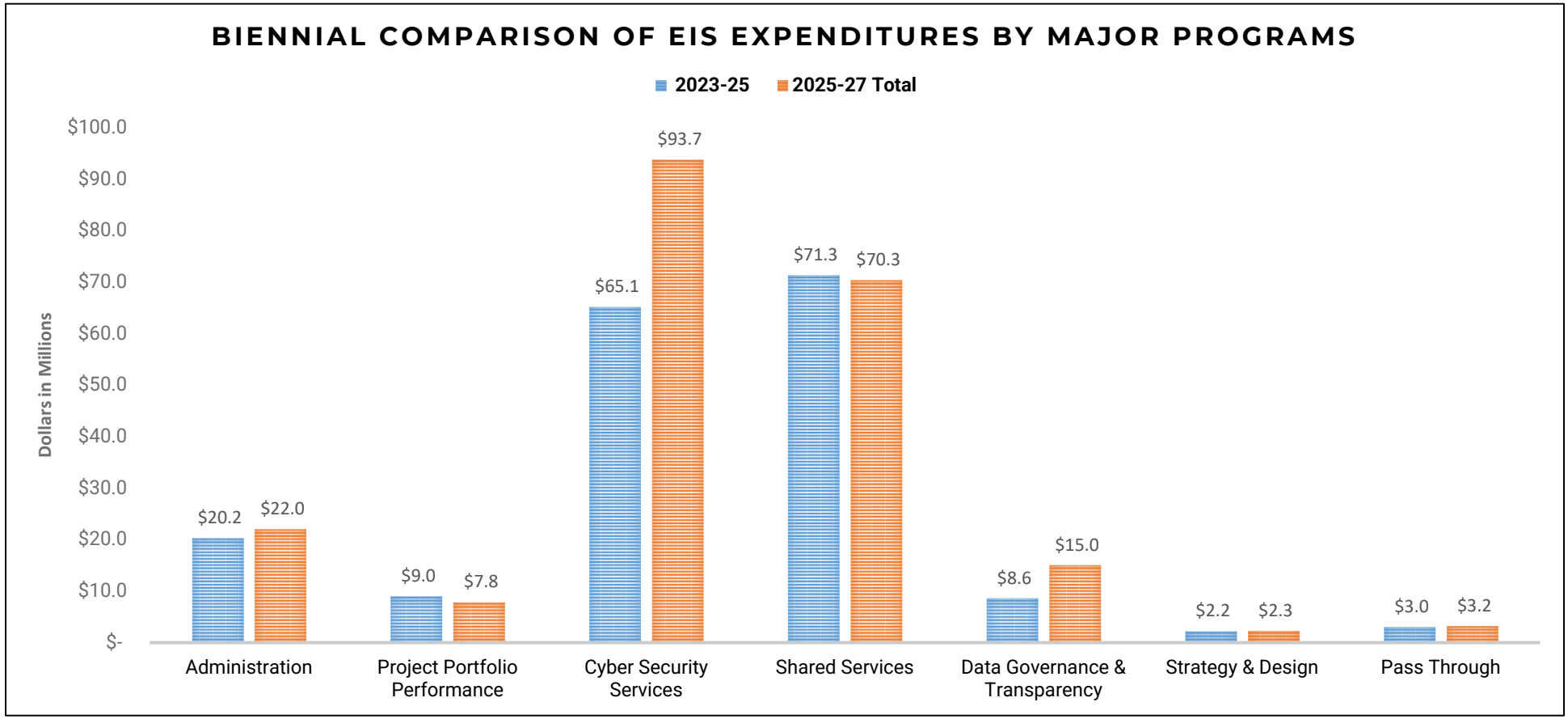
The Data Governance and Transparency team is tasked with the establishment of open data standards, providing technical guidance on the proactive release of publishable data, development of an enterprise data and information strategy, maintaining the data.oregon.gov web portal for the release of publishable data, and managing the Oregon Transparency and Geospatial programs.

2025-27 BUDGET NARRATIVE

Strategy and Design:

The Strategy and Design program works to instantiate strategic technology initiatives, enterprise technology standards and processes, and policy which align technology vision with business strategy.

Total Funds Budget (historical and future)



Program Justification and Link to Long-Term Outcomes

Oregon state government provides many different programs that meet the education, health, safety, jobs and environmental needs of all Oregonians. Technology underlies the state's ability to deliver these programs in an efficient way. EIS provides the following technology direction and coordination across the state:

- Oversight – The Stage Gate process ensures the technology component of business improvement is well thought out, managed with the appropriate rigor for the size of the project and leverages technology across the enterprise.
- Security – Leadership for secure technology that enables state agencies to safeguard citizens' personal information.
- Strategic Design – "Cloud Forward" is an example of a technology architecture framework defined and communicated by EIS to support and enable state agencies to accelerate modernization.
- Data Governance – Strategy and tools are maintained to improve the way state government uses and provides data to serve all Oregonians.
- Supporting Services – Collective purchasing power, contract administration and vendor management with M365 make it possible for the enterprise to drive down the cost of procuring technology.

By providing these technology functions for state government, EIS helps the state meet its long-term objectives.

HB 3099 (2015) expanded the role of EIS. With enhanced authority over increasingly complex IT and telecommunications projects and vendor relationships, added responsibility for IT service delivery with Data Center Services, and an ongoing backlog of remediation measures to mitigate statewide security vulnerabilities, EIS has embarked on a new direction towards a more unified approach. By clarifying the role of the State CIO and ensuring alignment between statewide IT policy and operations, HB 3099 provided a unique opportunity to reaffirm EIS' commitment to enable state agencies and partner jurisdictions to better serve Oregonians — mitigating security vulnerabilities and threats, optimizing IT investments across the enterprise of state government, ensuring financial transparency and aligning service delivery with industry best practices.

Following Executive Order 16-13 (Unifying Cyber Security in Oregon), SB 90 (2017) codified the unification of Executive Branch IT security functions within EIS to protect the availability, integrity, and confidentiality of state information systems and the information stored in state information systems pursuant to ORS 182.122.

Program Performance

OBJECTIVE 1. Deliver Service Excellence

- GOAL 1. Enable service flexibility and improve resiliency.
- GOAL 2. Mature statewide emergency communications interoperability and resilience.

OBJECTIVE 2. Mature Project Transparency and Accountability

- GOAL 1. Reinforce the adoption and application of formal project management principles, standards and emerging best practices that support accountability and value delivery on behalf of people in Oregon.
- GOAL 2. Strengthen service integration and policy area coordination within EIS to support IT investment maturity and alignment with enterprise standards, strategies, and architecture – accelerating cloud adoption, the use of data as a strategic asset and digital transformation.

OBJECTIVE 3. Mature Statewide Cloud Strategy and Brokerage Services

- GOAL 1. Provide a framework to guide agency adoptions to enterprise cloud infrastructure and platform services.
- GOAL 2. Establish a Network and Security Modernization Program.

OBJECTIVE 4. Mature Oregon's Data Governance

- GOAL 1. Enterprise Data Leadership
- GOAL 2. Enterprise Data Policy and Research
- GOAL 3. Program and Performance Management
- GOAL 4. Data Delivery
- GOAL 5. Open Data and Transparency

OBJECTIVE 5. Improve Oregon's Cybersecurity Posture

- GOAL 1. Identify
- GOAL 2. Protect
- GOAL 3. Detect
- GOAL 4. Respond
- GOAL 5. Recover

OBJECTIVE 6. Mature Legacy System Modernization Strategy

- GOAL 1. Ensure policy-area and agency modernization plans align with enterprise strategies, architecture and emerging IT standards.
- GOAL 2. Develop a high-level model and approach for architecture development to support planning for major modernization initiatives.

2025-27 BUDGET NARRATIVE

Enabling Legislation/ Program Authorization

EIS authority and program responsibilities are established in ORS 276A.

Funding Streams that Support the Program

EIS programs receive funding mostly through an assessment to state agencies, which is based on the 2023-25 Legislatively Adopted Budget Full-Time Equivalent (FTE) authority, and the size of agency budgets. There is a minimum assessment per agency.

Essential Packages

Enterprise Information Services

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 022 – Phased-out Program and One-time Costs

This package phases-out the following: $18,131,389 Total Funds

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Information Services (EIS)**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 10700-042-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	16,951	-	-	-	16,951
All Other Differential	-	-	35,359	-	-	-	35,359
Public Employees' Retire Cont	-	-	7,439	-	-	-	7,439
Pension Obligation Bond	-	-	(164,513)	-	-	-	(164,513)
Social Security Taxes	-	-	4,002	-	-	-	4,002
Paid Family Medical Leave Insurance	-	-	142	-	-	-	142
Mass Transit Tax	-	-	41,591	-	-	-	41,591
Vacancy Savings	-	-	(1,806,514)	-	-	-	(1,806,514)
Total Personal Services	**-**	**-**	**($1,865,543)**	**-**	**-**	**-**	**($1,865,543)**
Total Expenditures							
Total Expenditures	-	-	(1,865,543)	-	-	-	(1,865,543)
Total Expenditures	**-**	**-**	**($1,865,543)**	**-**	**-**	**-**	**($1,865,543)**
Ending Balance							
Ending Balance	-	-	1,865,543	-	-	-	1,865,543
Total Ending Balance	**-**	**-**	**$1,865,543**	**-**	**-**	**-**	**$1,865,543**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Information Services (EIS)**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 10700-042-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(15,708,570)	-	-	(15,708,570)
Total Revenues	**-**	**-**	**-**	**($15,708,570)**	**-**	**-**	**($15,708,570)**
Services & Supplies							
Instate Travel	-	-	(1,616)	-	-	-	(1,616)
Employee Training	-	-	(6,898)	-	-	-	(6,898)
Office Expenses	-	-	(5,752)	-	-	-	(5,752)
Telecommunications	-	-	(6,440)	-	-	-	(6,440)
Data Processing	-	-	(2,188)	-	-	-	(2,188)
IT Professional Services	-	-	(2,073,062)	(3,553,113)	-	-	(5,626,175)
Dues and Subscriptions	-	-	(1,574)	-	-	-	(1,574)
Other Services and Supplies	-	-	(1,126)	-	-	-	(1,126)
Expendable Prop 250 - 5000	-	-	(1,344)	-	-	-	(1,344)
IT Expendable Property	-	-	(322,819)	(6,148,428)	-	-	(6,471,247)
Total Services & Supplies	**-**	**-**	**($2,422,819)**	**($9,701,541)**	**-**	**-**	**($12,124,360)**
Capital Outlay							
Telecommunications Equipment	-	-	-	(6,007,029)	-	-	(6,007,029)
Total Capital Outlay	**-**	**-**	**-**	**($6,007,029)**	**-**	**-**	**($6,007,029)**
Total Expenditures							
Total Expenditures	-	-	(2,422,819)	(15,708,570)	-	-	(18,131,389)
Total Expenditures	**-**	**-**	**($2,422,819)**	**($15,708,570)**	**-**	**-**	**($18,131,389)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	2,422,819	-	-	-	2,422,819
Total Ending Balance	**-**	**-**	**$2,422,819**	**-**	**-**	**-**	**$2,422,819**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,145	-	-	-	2,145
Out of State Travel	-	-	2	-	-	-	2
Employee Training	-	-	72,534	-	-	-	72,534
Office Expenses	-	-	5,316	-	-	-	5,316
Telecommunications	-	-	569,933	-	-	-	569,933
Data Processing	-	-	169,773	-	-	-	169,773
Publicity and Publications	-	-	179	-	-	-	179
Professional Services	-	-	22,721	-	-	-	22,721
IT Professional Services	-	-	1,018,384	-	-	-	1,018,384
Attorney General	-	-	100,429	-	-	-	100,429
Employee Recruitment and Develop	-	-	15	-	-	-	15
Dues and Subscriptions	-	-	5,302	-	-	-	5,302
Facilities Rental and Taxes	-	-	33,323	-	-	-	33,323
Facilities Maintenance	-	-	-	-	-	-	-
Agency Program Related S and S	-	-	8	-	-	-	8
Other Services and Supplies	-	-	46,048	-	-	-	46,048
Expendable Prop 250 - 5000	-	-	574	-	-	-	574
IT Expendable Property	-	-	2,673,870	-	-	-	2,673,870
Total Services & Supplies	**-**	**-**	**$4,720,556**	**-**	**-**	**-**	**$4,720,556**
Capital Outlay							
Telecommunications Equipment	-	-	56,296	-	-	-	56,296

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Software	-	-	96,600	-	-	-	96,600
Total Capital Outlay	**-**	**-**	**$152,896**	**-**	**-**	**-**	**$152,896**
Total Expenditures							
Total Expenditures	-	-	4,873,452	-	-	-	4,873,452
Total Expenditures	**-**	**-**	**$4,873,452**	**-**	**-**	**-**	**$4,873,452**
Ending Balance							
Ending Balance	-	-	(4,873,452)	-	-	-	(4,873,452)
Total Ending Balance	**-**	**-**	**($4,873,452)**	**-**	**-**	**-**	**($4,873,452)**

2025-27 BUDGET NARRATIVE

Policy Option Package #161 – Sustainable Geospatial Imagery Funding and Data Program Development

$1.7 million | Total Positions/FTE: none

Purpose

This package implements critical components of ORS 276A.350-364 and ORS 276A.500-515 by providing additional resourcing and capacity to the Data Governance and Transparency program to support acquisition, stewardship, and development of geospatial data and imagery. This package supports ORS 276A.500-515 by investing in geospatial data development and sharing, and acquisition of statewide aerial imagery.

The Oregon Geographic Information Council (OGIC) oversees a data development grant program (also known as the Framework Grant Program) that aids data custodians and stewards in the creation and maintenance of geospatial data that are relied upon for government operations and service provision. Many critical datasets are not maintained, are incomplete or do not exist due to a lack of resources. The Framework Grant Program supports local, regional, and state agencies in data development and maintenance activities that will help governments sustain the efficiencies gained by using data and technology to improve their daily operations.

This package also supports the acquisition of critical, high-quality statewide aerial imagery along with the storage, maintenance and hosting of the state's aerial imagery collection for all government bodies to use. Imagery is relied on by many government agencies for a variety of operational needs such as emergency response, timber management, compliance monitoring, utility maintenance, land use and planning, habitat assessments and many more. Overall, the use of statewide imagery allows all government agencies to be more responsive and to use their resources more efficiently.

How Achieved

The Data Governance and Transparency program is continuing its phased approach to expand enterprise data services and support by building ongoing investment in geospatial data creation, maintenance and sharing, expanding data governance training and further expanding performance management capabilities.

The requested funding will:

a) Allocate funds to the OGIC Fund established in ORS 276A.512 to develop and maintain geospatial framework data and activities related to sharing geospatial data among public bodies. This allocation will expand opportunities for state agencies, along with local and regional government data providers, to develop and maintain critical geospatial data to contribute to the state's newly launched data sharing platform, GEOHub. The Data Governance and Transparency program provides administrative support to OGIC and implements the OGIC Framework Grant Program.
b) The Data Governance and Transparency program currently leads enterprise procurement efforts to purchase statewide imagery. The Oregon Framework Implementation Team (FIT) for Imagery leads the coordination of stakeholder and partner participation across all levels of government. This statewide imagery purchase is a reoccurring need as new imagery products are needed every couple of years to support the many operational needs in the state.

Staffing Impact

None

Quantifying Results

Statewide collection of high-quality aerial imagery contributes to meeting many local and state agency needs which results in improved government efficiency and service delivery to Oregonians. This package also increases the state's ability to manage, maintain use and share geospatial data. Overall, it contributes to meeting multiple strategic goals of the Chief Data Officer, Enterprise Information Services, and the Governor's Office, particularly in the growth of data-informed decision making, improving data availability across the state, and in the use of data to evaluate programs for efficiency and effectiveness.

Outcomes:

- Provides high quality, high accuracy aerial imagery for all public bodies.
- Supports the strategic management of data as embodied in the Oregon Data Strategy.

Revenue Sources

Admin & Service Charges (Assessment)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Information Services (EIS)**

Pkg: 161 - Geospatial Imagery Funding and Data Program | **Cross Reference Number: 10700-042-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	1,700,000	-	-	-	1,700,000
Total Services & Supplies	**-**	**-**	**$1,700,000**	**-**	**-**	**-**	**$1,700,000**
Total Expenditures							
Total Expenditures	-	-	1,700,000	-	-	-	1,700,000
Total Expenditures	**-**	**-**	**$1,700,000**	**-**	**-**	**-**	**$1,700,000**
Ending Balance							
Ending Balance	-	-	(1,700,000)	-	-	-	(1,700,000)
Total Ending Balance	**-**	**-**	**($1,700,000)**	**-**	**-**	**-**	**($1,700,000)**

Policy Option Package #163 – Network Security Lifecycle Replacement Plan

$8.9 million | Total Positions/FTE: none

Purpose

The purpose of this package is to continue the Cyber Security Services (CSS) network security equipment lifecycle replacement plan to ensure stable and reliable support of agency operations, allowing for increased capacity to meet the growing needs of the agencies. Failure to keep pace with technology lifecycle presents its own security vulnerabilities, increasing risk to the state.

Policy option package #124 from the 2023-25 biennium funded network security equipment lifecycle replacement using American Rescue Plan Act (ARPA) dollars. This package requests lifecycle funding to replace equipment over 5-years old in the 2025-27 biennium.

How Achieved

Funds from this package will ensure network security equipment is replaced within five years of acquisition (lifecycle replacement plan) or following end of vendor support. Equipment replacement will align with the Network and Security Modernization Program strategy and target architecture.

Failure of individual devices and the inability to implement security updates can result in impacts ranging from minor disruption of business processes to the total halt of agency operations. In order to ensure the confidentiality, integrity, and availability of the systems necessary to support agency core business functions, the planned and scheduled replacement of these technology assets is essential.

Continue funding of package #124 from the 2023-25 biennium legislative session into the 2025-27 biennium for $7,518,104.

5 Year Equipment Lifecycle Plan		Annual Lease Payments				
Item	5-Year Cost	FY23	FY24	FY25	FY26	FY27
Firewall	$ 12,577,800	$ 2,515,560	$ 2,515,560	$2,515,560	$ 2,515,560	$ 2,515,560
Load Balancing	$ 1,566,020	$ 313,204	$ 313,204	$ 313,204	$ 313,204	$ 313,204
Network Insertion Switches	$ 2,125,440	$ 425,088	$ 425,088	$ 425,088	$ 425,088	$ 425,088
Support	$ 2,526,000	$ 505,200	$ 505,200	$ 505,200	$ 505,200	$ 505,200
Total	$ 18,795,260	$ 3,759,052	$ 3,759,052	$3,759,052	$ 3,759,052	$ 3,759,052

Fund an additional $1,410,268 to replace equipment over 5-years old in the 2025-27 biennium.

- Border Load Balancers – Replacement and consolidation of 4 HA pairs to 2 HA pairs
- Hardware Security Module – Replacement of 1 HA pair

5 Year Equipment Lifecycle Plan		Annual Lease Payments				
Item	5-Year Cost	FY25	FY26	FY27	FY28	FY29
Load Balancing	$ 3,320,948	$ 664,190	$ 664,190	$ 664,190	$ 664,190	$ 664,190
Hardware Security Module	$ 204,721	$ 40,944	$ 40,944	$ 40,944	$ 40,944	$ 40,944
Total	$ 3,525,670	$ 705,134	$ 705,134	$ 705,134	$ 705,134	$ 705,134

Staffing Impact

None

Quantifying Results

Equipment described in the lifecycle plan above will be replaced and will be under vendor support.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment) — Requesting this funding be submitted as an ongoing expense, becomes part of the overall security assessment to agencies, and is included as part of Current Service Level (CSL) budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 163 - Network Security Lifecycle

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	8,928,372	-	-	-	8,928,372
Total Services & Supplies	**-**	**-**	**$8,928,372**	**-**	**-**	**-**	**$8,928,372**
Total Expenditures							
Total Expenditures	-	-	8,928,372	-	-	-	8,928,372
Total Expenditures	**-**	**-**	**$8,928,372**	**-**	**-**	**-**	**$8,928,372**
Ending Balance							
Ending Balance	-	-	(8,928,372)	-	-	-	(8,928,372)
Total Ending Balance	**-**	**-**	**($8,928,372)**	**-**	**-**	**-**	**($8,928,372)**

2025-27 BUDGET NARRATIVE

Policy Option Package #164 - Planning Secure Cloud

$2.6 million | Total Positions/FTE: none

Purpose

The purpose of this "Secure Cloud" package is to acquire expertise and infrastructure to enable Cyber Security Services (CSS) to deploy and manage services within various cloud providers in support of agency operations.

EIS has provided excellent on-premises support for state agency systems and data and to-date, it has provided this support under the traditional model of owning, operating, and maintaining all relevant equipment: servers, processing hardware, network hardware, etc. The cloud computing model offers agencies resilient, scalable, flexible compute and storage resources without the high capital investment that is traditionally associated with on-premises hardware. CSS must be positioned to enable agencies to use cloud resources in addition to the traditional hosting models to continue providing exceptional support for agency computing needs that align with statewide strategic goals.

CSS is transitioning from an exclusively on-premises and hardware-based service provider to a hybrid model which includes a variety of cloud-based service offerings in addition to its traditional managed services hosted by the State Data Center (SDC).

How Achieved

This package includes these services and assets:

- Professional services to assist in the development of the cloud landing zone design and network connectivity requirements
  - Software infrastructure licensing costs to support cloud technology, such as firewalls, load balancers and network flow inspections
- Storage cost for Security Information and Events Management (SIEM) software

The annual subscription costs table below highlights the key investments for deploying infrastructure to enable Secure Cloud. This pricing is based on annual subscription charges and usage costs associated to cloud infrastructure. As noted in the table, CSS anticipates these costs will increase in the 2027-29 biennium as state government expands into additional cloud environments and as agency workloads shift to leveraging cloud services.

	Annual Subscription Costs				
Item	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**
Firewall	$ 308,000	$ 308,000	$ 516,000	$ 516,000	$ 516,000
Load Balancing	$ 227,630	$ 227,631	$ 355,261	$ 355,261	$ 355,261
Network Insights	$ 138,983	$ 138,983	$ 208,475	$ 208,475	$ 208,475
Storage for SIEM	$ 500,000	$ 500,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Professional Services	$ 250,000				
Total	$ 1,424,613	$ 1,174,614	$ 2,329,736	$ 2,079,736	$ 2,079,736

Staffing Impact

None

Quantifying Results

Time to provision new service offerings and deploy additional capacity will be reduced. Oregonians through EIS and agency work efforts, customer satisfaction will increase.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment) — Requesting this funding be submitted as an ongoing expense, becomes part of the overall security assessment to agencies, and is included as part of Current Service Level (CSL) budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 164 - Planning Secure Cloud

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	2,599,227	-	-	-	2,599,227
Total Services & Supplies	**-**	**-**	**$2,599,227**	**-**	**-**	**-**	**$2,599,227**
Total Expenditures							
Total Expenditures	-	-	2,599,227	-	-	-	2,599,227
Total Expenditures	**-**	**-**	**$2,599,227**	**-**	**-**	**-**	**$2,599,227**
Ending Balance							
Ending Balance	-	-	(2,599,227)	-	-	-	(2,599,227)
Total Ending Balance	**-**	**-**	**($2,599,227)**	**-**	**-**	**-**	**($2,599,227)**

Policy Option Package #165 – Network Security Modernization Program

$16.5 million | Total Positions/FTE: none

Purpose

The purpose of the Network Security Modernization Program (NSMP) package is to fund the resources necessary to begin implementation of the Network Security Modernization Plan. The state's computer network has been in place supporting state agencies for decades. Over time, revisions have been made to meet new needs but they haven't kept up with advancements in technology and are not optimized for a changing workforce nor service delivery. The aged network architecture and security scheme make operations complicated and changes can be difficult, dampening EIS' ability to support a largely remote and mobile workforce; nor does it provide a solid foundation for the future — in a cloud enabled world.

In 2021, EIS contracted with Gartner to provide a strategic roadmap to modernize the state's network. The assessment offered a recommendation to advance towards 23 workstreams to modernize the existing network and security. EIS will target the top five most valuable workstreams to benefit the state in the first phase of the modernization effort.

EIS is managing this initiative as a comprehensive program and anticipates including several component projects over the next few biennia to deliver the intended business benefits. The program represents a priority within the EIS project portfolio and is aligned with the Governor's Action Plan and current enterprise IT strategies and priorities including critical improvements to the state's overall IT security posture. In addition, network security modernization is considered a dependency for supporting other enterprise and agency initiatives including enabling the continued launch of cloud services and agency system modernization efforts.

The workstreams EIS will pursue in 2025-27 are:

1. **Cloud Access Security Broker (CASB):** Governs cloud usage across devices and cloud applications to protect against security threats.
2. **Network Segmentation:** Divides the network into smaller, distinct sub-networks to deliver unique security controls and services to each sub-network.
3. **Software Defined Networking (SDN):** Enables data to securely traverse private network connections with agility for diverse paths, providers and equipment.
4. **Zero Trust Network Access (ZTNA):** Provides secure remote access to an organization's applications, data and services.
5. **Network Access Controls (NAC):** A common approach to restrict unauthorized access users and devices from accessing specified networks using more advanced technologies and automated tools.

How Achieved

Funds from this NSMP package will continue supporting the planning team and implementation to advance the program. The planning team will continue researching to determine the most valuable solutions to accomplish the workstreams. Resources to accomplish the evaluations include EIS staff, contractors, and funding for solution development, testing and analyzing.

Implementation will require some one-time IT professional services and hardware as well as recurring payments for hardware leases and ongoing software maintenance and subscription type payments.

The current complexity of state government's network will require careful, detailed planning to avoid any service disruptions to the thousands of systems relying on the network. The depth of detail will rely on knowledgeable, dedicated staff prioritizing the NSMP over other EIS work. Additional support will be needed to backfill the gaps in workload coverage.

The work will include these elements:

Cloud Access Security Broker (CASB): Research and design, procurement processes, proof of concepts, then implementation. Requirements include integration with current DCS Cloud Services and supportable from its team.
Network Segmentation: Analyzing the current state network, developing a build and migration plan resulting in the least impact, critical and consistent communications, reliable rollback plans and vendor support. Identifying gaps in existing IT security to deploy new network security tools to strengthen network segmentation security.
Software Defined Networking (SDN): Continue developing and deploying the SDN solution — software-based controls to deploy, configure and manage networking hardware to securely direct traffic on a network beyond the traditional state network.
Zero Trust Network Access (ZTNA): Solution development and acquisition, staff training, a detailed implementation plan and delivery to users.
Network Access Controls (NAC): Resources for the solution development process, considerations for the diverse network and security technologies to ensure functional integration with the least impact.

Failure to fund and resource the NSMP will result in EIS maintaining its current high risk, complex architecture, hindering EIS fulfilling its responsibility for enterprise systems, including the security and advancements of data, systems and networks. Compliance audits and assessments have informed EIS of the gaps in the current IT security, which place the state's systems and data at high risk.

Staffing Impact

None

Quantifying Results

- Reduction in number of critical incidents, i.e., widespread service outages resulting from planned and unplanned outages.
- Number of staff and systems that can be accessed through more secure remote access technologies.
- Decrease in compliance audit and assessment findings associated with IT security.
- Reduction in cyber incidents related to internal sources.

Revenue Sources

Other Funds. (Costs for the NSMP are funded through the assessment.)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 165 - Network Security Modernization Program

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	16,515,000	-	-	-	16,515,000
Total Services & Supplies	**-**	**-**	**$16,515,000**	**-**	**-**	**-**	**$16,515,000**
Total Expenditures							
Total Expenditures	-	-	16,515,000	-	-	-	16,515,000
Total Expenditures	**-**	**-**	**$16,515,000**	**-**	**-**	**-**	**$16,515,000**
Ending Balance							
Ending Balance	-	-	(16,515,000)	-	-	-	(16,515,000)
Total Ending Balance	**-**	**-**	**($16,515,000)**	**-**	**-**	**-**	**($16,515,000)**

Policy Option Package #166 – Cyber Security Services Security Operations Center Modernization

$6.2 million | Total Positions/FTE: none

Purpose

The purpose of this package is to modernize the state's cybersecurity security operations center (SOC), which is imperative in today's hyper-connected digital landscape, where cyber threats are evolving at an unprecedented pace. The SOC serves as the frontline defense against cyberattacks, safeguarding the state's critical assets, reputation and customer trust. This policy option package outlines the compelling reasons behind the urgent need for SOC modernization and the potential benefits it will bring to the state.

- **Evolving Cyber Threat Landscape**: The cyber threat landscape is constantly evolving, with adversaries becoming more sophisticated and agile. Threat actors are leveraging advanced techniques, such as artificial intelligence (AI) and automation, to launch targeted attacks. Current SOC abilities are limited and may not adequately defend against these evolving threats, putting the state at risk of data breaches, financial losses and reputational damage.
- **Increased Attack Surface**: The expansion of the state's digital footprint, including cloud services, remote work environments and internet-connected devices, has significantly increased the surface at risk of attack. A modernized SOC is essential to provide real-time visibility and monitoring across this expanded landscape.
- **Data Security and Privacy**: With the proliferation of sensitive customer data, data security and privacy have become paramount concerns. A modern SOC can enhance the ability to protect sensitive information from unauthorized access and data breaches.
- **Proactive Threat Detection and Response**: A modernized SOC is equipped with advanced threat detection and response capabilities, allowing it to proactively identify and mitigate threats before they escalate. This reduces the time to detect and respond to incidents, minimizing potential damage.
- **Enhanced Scalability**: The state's growth demands a SOC that can scale seamlessly to accommodate increasing volumes of data and traffic. Modern SOC solutions, especially cloud solutions, can provide this scalability without compromising security.
- **Improved Operational Efficiency**: Automation and orchestration capabilities in a modern SOC reduce the manual workload of security analysts, enabling them to focus on higher-value tasks. This efficiency improvement can result in cost savings and better use of resources.
- **Business Continuity and Resilience**: A modern SOC plays a crucial role in ensuring business continuity and resilience by swiftly identifying and mitigating disruptions caused by cyber incidents, ensuring uninterrupted operations.
- **Return on Investment (ROI)**: While SOC modernization involves initial investments, the long-term ROI far outweighs the costs. The avoidance of data breaches, regulatory fines and business interruptions, coupled with improved operational efficiency, justifies the investment.

In an era of relentless cyber threats, the state must invest strategically in its SOC to maintain a robust defense posture. Services such as Threat Intelligence and Managed Detection and Response, a Cyber Range for virtual simulations, and AI-driven solutions are essential components of a modern SOC. These investments not only bolster security but also position the SOC to respond effectively to emerging threats, reduce incident response times, and ultimately safeguard the state's reputation, assets and customer trust. By making these investments, the state demonstrates its commitment to cybersecurity excellence and resilience in the face of ever-evolving challenges.

Recommends that we prioritize the modernization of our SOC to address the pressing challenges posed by the evolving threat landscape, ensure compliance with regulations, and bolster the state's overall cybersecurity posture. This initiative should be treated as a strategic imperative to protect state government and its future. Investing in these areas is an invaluable strategy and investment to protect and future-proof the organization's digital assets.

How Achieved

1. Cyber Threat Intelligence (CTI) is a subscription-based service that integrates with the state's Security Information and Event Management (SIEM) system using pre-configured connectors.

2. The cyber range and incident response simulator provides virtual cyber-attack exercises to sharpen staff's skills and provide real-time experience and training for SOC defense teams in effectively detecting and identifying threat indicators and defending against and defeating complex cyber threats. These are subscription-based services that allow flexibility and cost control from an operational perspective. SOC staff will be assigned individual training scenarios to complete, as well as participate in collective team training.

3. Enterprise Security Information and Event Management (SIEM) capability improvements will include deep network inspection for on-premises networks. Passive devices will be connected to listen and examine traffic for malware and threat actor activity and can provide detailed analysis of network flows to extend the threat detection capabilities of the Enterprise SIEM. This will sustain funding for the current Microsoft Sentinel implementation and the network detection and response (NDR) replacement of QRADAR, which are currently in production. The state's cloud and information asset inventory are increasing, and CSS needs this policy option package to maintain service levels. **Without approval of this package, CSS will run out of operational funding for enterprise monitoring and detection before the end of the next biennium.**

4. For the 2025-27 biennium, Managed Detection and Response (MDR) services would provide weekend and holiday monitoring and detection capabilities, enhancing after-hours coverage. MDR services are planned to expand to 24x7 support starting in FY 2027 and beyond. These contracted services will provide expertise in managing and maintaining areas the state is lacking. MDR staff will be provided state computing resources and necessary access to accomplish services. .

Services	Priority	Total 5-year Cost	Annual Payments FY25	FY26	FY27	FY28	FY29
1. CTI Subscription Services	Critical	$ 2,000,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
2. Cyber Range & IR virtual exercises	Critical	$ 849,000	$ 169,800	$ 169,800	$ 169,800	$ 169,800	$ 169,800
3. Enterprise SIEM + NDR sustainment	Critical	$ 1,500,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
4. MDR Provider Services	Essential	$ 13,802,500	$ 2,400,000	$ 2,025,000	$ 3,025,000	$ 3,176,250	$ 3,176,250
TOTAL		**$ 18,151,500**	**$ 3,269,800**	**$ 2,894,800**	**$ 3,894,800**	**$ 4,046,050**	**$ 4,046,050**

Staffing Impact

None

Quantifying Results

Quantifying the exact impact of this investment can be challenging due to the complex and dynamic nature of cybersecurity. However, there are some general ways in which this investment contributes to the state's cybersecurity efforts, which can indirectly lead to tangible benefits.

1. **Reduced Incident Frequency**: Organizations that effectively use CTI, MDR provider services, and an AI-driven solution experience fewer security incidents and breaches. Quantifying this benefit involves comparing the number of incidents before and after the implementation of these services.
2. **Faster Incident Response Times**: With these services, the SOC can detect and respond to threats more rapidly. Measure the reduction in the average time it takes to detect and mitigate security incidents.
3. **Improved Threat Detection Rate**: Evaluate the increase in the state's ability to detect sophisticated and targeted attacks, which might have otherwise gone unnoticed.
4. **Increased Efficiency**: These services can lead to more efficient resource allocation and incident response efforts. Measure the reduction in hours spent investigating false positives or less critical alerts.
5. **Decreased Dwell Time**: Dwell time refers to the duration an attacker remains undetected within an organization's network. These services can significantly shorten this timeframe by rapidly detecting and responding to threats, thereby minimizing potential damage and data loss. Measure the reduction in dwell time after implementing these services.
6. **After-hours Monitoring:** The value of after-hours monitoring, provided by the MDR service, will enhance the state's security posture by ensuring threats are addressed without delay — no matter the day or time of day.

7. **Improved SOC Expertise and Skills:** A virtual cyber range and MDR provider will demonstrate a marked improvement in the capabilities for the SOC to monitor and detect threats across the Executive Branch environment. These services will provide a team of experienced cybersecurity professionals who are able to understand the latest threat landscape and attack techniques.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment) — Requesting this funding be submitted as an ongoing expense, becoming part of the overall security assessment to agencies, and included as part of the current service level (CSL) budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Information Services (EIS)**

Pkg: 166 - Cyber Security Operations Center Modernization | **Cross Reference Number: 10700-042-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	6,164,600	-	-	-	6,164,600
Total Services & Supplies	**-**	**-**	**$6,164,600**	**-**	**-**	**-**	**$6,164,600**
Total Expenditures							
Total Expenditures	-	-	6,164,600	-	-	-	6,164,600
Total Expenditures	**-**	**-**	**$6,164,600**	**-**	**-**	**-**	**$6,164,600**
Ending Balance							
Ending Balance	-	-	(6,164,600)	-	-	-	(6,164,600)
Total Ending Balance	**-**	**-**	**($6,164,600)**	**-**	**-**	**-**	**($6,164,600)**

Policy Option Package #167– Network Security Managed Services

$4.1 million | Total Positions/FTE: none

Purpose

The purpose of this "Managed Services" package is to continue components of policy option package #125 from the 2023-25 biennium which was partially funded by the American Rescue Plan Act (ARPA) to enable managed services for Cyber Security Services (CSS).

The demand for cybersecurity services has steadily increased over the last several years, and in late December 2020, service demand exceeded capacity to fulfill service requests within published service level objectives.

The network security team supports new and evolving on-premises and cloud technologies which adds overhead to their daily workload. The complexity of the current environment, introduction of new technologies, increasing service request volume and the need to support enterprise and customer initiatives contribute to:

- Deterioration of customer satisfaction
- Intensive and extraordinary priority-resetting
- Increased time to service fulfillment
- Degraded agency operations and initiatives
- Enterprise security at risk due to slow response times

Collectively, current staffing levels are insufficient to sustain the current workload demands placed on the network security team. The workload currently placed on CSS' network security team is drastically outpacing their ability to fulfill the demands made on them. Hiring additional in-house staff, although desirable, does not offer the expertise and coverage of fully contracting out these services. Additionally, hiring in-house staff costs significantly more than contracting out security services. Fully contracting out services with a managed service provider will allow CSS to meet agency and SLA demands and give CSS network security personnel the ability to work on other pressing or more critical projects. It will also allow CSS to access expertise that does not currently exist in-house, which CSS may not be able to hire or retain, all at a markedly lower financial investment.

If the current state of operations continues, CSS' personnel and resource constraints and the resulting extended fulfillment times will continue to degrade agencies' operational capabilities as well as enterprise network security. The compromise of cybersecurity due to these delays puts the entire state and Oregonians at risk. Agency projects and initiatives will be delayed and made more expensive as requests take weeks longer than originally agreed upon. The issue has reached untenable levels and will only worsen if action is not taken as the CSS network security team is required to take on even more responsibilities, far beyond what they can manage. Oregon state government cannot maintain these circumstances if it wants to safeguard state information, resources and the ability of agencies to serve the people of Oregon.

How Achieved

Managed Services will continue to focus on operational excellence activities freeing state staff to focus on implementing innovative and critical security technologies. Additionally, Managed Services will supplement existing expertise to bridge any identified or perceived gaps in security administration and operations.

Managed Services		Annual Payments				
Item	Total 5-year Cost	FY23	FY24	FY25	FY26	FY27
Network Security	$ 10,339,812	$ 2,067,962	$ 2,067,962	$ 2,067,962	$ 2,067,962	$ 2,067,962

Staffing Impact

None

Quantifying Results

In addition to improving service level objectives with our agency partners, the primary benefit will allow CSS staff to focus on critically important areas of emerging technologies, lifecycle management, automation, monitoring and the continued development of expertise of state security infrastructure.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment) — Requesting this funding be submitted as an ongoing expense, becomes part of the overall security assessment to agencies, and is included as part of Current Service Level (CSL) budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 167 - Security Managed Services

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	4,135,924	-	-	-	4,135,924
Total Services & Supplies	**-**	**-**	**$4,135,924**	**-**	**-**	**-**	**$4,135,924**
Total Expenditures							
Total Expenditures	-	-	4,135,924	-	-	-	4,135,924
Total Expenditures	**-**	**-**	**$4,135,924**	**-**	**-**	**-**	**$4,135,924**
Ending Balance							
Ending Balance	-	-	(4,135,924)	-	-	-	(4,135,924)
Total Ending Balance	**-**	**-**	**($4,135,924)**	**-**	**-**	**-**	**($4,135,924)**

2025-27 BUDGET NARRATIVE

Policy Option Package #168 - Web Application Firewall (WAF)

$2.5 million | Total Positions/FTE: none

Purpose

Almost every state agency currently uses public-facing web-based applications for daily work, and several of these applications are critical to day-to-day business operations across agencies. However, many of these applications were built years ago to standards of security and technological sophistication that have long since been outstripped. Applications in general are under attack across the globe and need additional protections. In EIS' most recent engagement with Gartner, they specifically called out the lack of web application firewalls (WAF) as an area needing significant improvement. Few public-facing applications used within Oregon state government leverage a WAF today.

This package requests funding to contract with a vendor to provide WAFs for critical state internet-accessible applications in use across the enterprise along with training to assist agencies with onboarding and WAF management. The use of a web-based WAF solution provides for constant updating and easy configuration to address established and nascent threats. Given the configuration options for such a solution, administration is minimized. By using a cloud-based version of WAF technology, the Cyber Security Services (CSS) unit will also be able to implement and administrate this layer of security without requiring hardware purchases or their associated overhead costs, while at the same time improving Oregon state government's IT position with respect to modernization, cloud utilization and most importantly, security.

How Achieved

Web application firewalls perform at the application layer and are specifically designed to analyze each web request. WAF are the intermediary between the user and the application itself, analyzing all communications between the two. A WAF can filter the content for a specific web application while traditional firewalls will continue to serve as a safety gate between servers and networks.

With an initial planned use for up to 100 public-facing web applications, this funding would cover the cost of the software-as-a-service (SaaS) subscription fees through the biennium. No hardware is required for this SaaS model service. EIS anticipates this funding will cover agencies' critical applications; future requests will be evaluated in the 2027-29 biennium.

The vendor will collaborate with Executive Branch agencies to obtain an inventory of the most critical public-facing applications, determine traffic throughput (sizing), implement the WAF by redirecting network traffic, review the WAF security policies based on traffic observed and modify configurations as appropriate, remediate irregular policy findings, and tune configurations during periodic reviews (monthly or quarterly).

WAF Pricing	Number of Applications	Cost	Biennial Cost	One-Time Cost Professional Services	One-Time Cost Training of Agency Staff	Extended Cost
$5,313.36	100	$531,336	$1,062,672	$1,000,000	$500,000	$2,562,672

Staffing Impact

None

Quantifying Results

By implementing this technology today, Executive Branch agencies will receive advanced protection against external threats for a relatively low cost – while avoiding the complexity and expense of updating each such application individually. This package funds new enterprise services to provide an in-depth defense strategy for cybersecurity. It will provide new capabilities to detect, prevent, and manage security risk. Impacts of not funding this package will result in a lack of maturity of state cybersecurity defenses for applications, which is one of the state's primary threat vectors.

Revenue Sources

Other Funds Limited, Admin & Service Charges (Assessment) — Requesting this funding be submitted as an ongoing expense, becomes part of the overall security assessment to agencies, and is included as part of Current Service Level (CSL) budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 168 - WEB Application Firewall (WAF)

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	2,562,672	-	-	-	2,562,672
Total Services & Supplies	**-**	**-**	**$2,562,672**	**-**	**-**	**-**	**$2,562,672**
Total Expenditures							
Total Expenditures	-	-	2,562,672	-	-	-	2,562,672
Total Expenditures	**-**	**-**	**$2,562,672**	**-**	**-**	**-**	**$2,562,672**
Ending Balance							
Ending Balance	-	-	(2,562,672)	-	-	-	(2,562,672)
Total Ending Balance	**-**	**-**	**($2,562,672)**	**-**	**-**	**-**	**($2,562,672)**

2025-27 BUDGET NARRATIVE

Policy Option Package #169 – Statewide Interoperability Program

($3.9) million | Total Positions/FTE: (3)/(3.00 FTE)

Purpose

This package transfers the State Interoperability Executive Council (SIEC) and the Statewide Interoperability (SWI) Program (comprising the Statewide Interoperability Coordinator and support staff, totaling 3 FTE), which currently operates under the State Chief Information Officer (CIO), to the Oregon Department of Emergency Management (ODEM).

How Achieved

The SIEC and SWI play critical roles in ensuring effective public safety communication systems in Oregon. The foundational statutes, ORS 403.450, 403.455 and 403.460 outline the structure and duties of these entities, emphasizing the importance of a cohesive statewide communications infrastructure. This package seeks to transfer the SIEC and SWI to ODEM, as outlined in ORS 401, to enhance the state's emergency management and response capabilities and improve emergency communications coordination for public safety and emergency response officials statewide.

Alignment of Mission Sets: The transfer is in accordance with the central mission of ODEM, focusing on the management of statewide emergencies and collaboration with diverse agencies for a coordinated and effective response. Additionally, it aligns with the statutory mission of SIEC, serving as the primary steering committee for the Statewide Communication Interoperability Plan. The aim of this plan is to enhance the overall interoperability and efficiency of public safety and emergency communications within the state.

Enhanced Efficiency and Resource Optimization: The centralization of SWI oversight under ODEM enhances resource utilization, fostering improved alignment between SIEC and ODEM. SIEC is responsible for proposing investments in interoperable communications systems and defining standards, which aligns uniformly with ODEM's role in administering state grant funding requirements. This consolidation streamlines communication and decision-making processes, minimizing redundancy and ensuring a more cohesive emergency response.

Elevated Interagency Collaboration: The proposed transition is poised to cultivate heightened collaboration among emergency management, public safety, and diverse governmental and non-governmental agencies. This transition is designed to promote a more unified approach to the development of state and local policies concerning public safety communications. Furthermore, it aims to strengthen ODEM's outreach within the emergency management and public safety stakeholder communities.

Expanded Capabilities: SWI contributes technical expertise and operational skill sets in emergency communications that are currently absent within ODEM. Simultaneously, ODEM maintains the capability to mobilize statewide resources, encompassing personnel and equipment, for the efficient coordination of emergency response activities. Through the alignment of these complementary elements, ODEM will enhance its capacity to effectively coordinate responses to catastrophic emergencies, particularly those impacting communication systems.

Staffing Impact

- Abolishes three positions and 3.00 FTE.

Quantifying Results

To accommodate the organizational change, specific modifications to ORS 403.450, 403.455 and 403.460 are necessary. These changes entail redefining the administrative oversight and operational structure of both the SIEC and the Statewide Interoperability Coordinator, placing them under the jurisdiction of ODEM. It is imperative to integrate these roles seamlessly into the emergency management framework outlined in ORS 401. Furthermore, as part of this transition, the responsibilities for administering the OR-Alert Program, currently overseen by the SWI Program on behalf of the State CIO, would also be transferred, along with the associated funding and support, to ODEM.

Revenue Sources

Other Funds Revenue Assessment

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Information Services (EIS)**

Pkg: 169 - Statewide Interoperability Program | **Cross Reference Number: 10700-042-00-00-00000**

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	-	-	(686,208)	-	-	-	(686,208)
Empl. Rel. Bd. Assessments	-	-	(216)	-	-	-	(216)
Public Employees' Retire Cont	-	-	(144,378)	-	-	-	(144,378)
Social Security Taxes	-	-	(52,495)	-	-	-	(52,495)
Paid Family Medical Leave Insurance	-	-	(2,745)	-	-	-	(2,745)
Worker's Comp. Assess. (WCD)	-	-	(126)	-	-	-	(126)
Flexible Benefits	-	-	(127,224)	-	-	-	(127,224)
Total Personal Services	**-**	**-**	**($1,013,392)**	**-**	**-**	**-**	**($1,013,392)**
Services & Supplies							
Instate Travel	-	-	(2,532)	-	-	-	(2,532)
Employee Training	-	-	(10,803)	-	-	-	(10,803)
Office Expenses	-	-	(9,009)	-	-	-	(9,009)
Telecommunications	-	-	(10,086)	-	-	-	(10,086)
Data Processing	-	-	(3,426)	-	-	-	(3,426)
Dues and Subscriptions	-	-	(2,466)	-	-	-	(2,466)
Other Services and Supplies	-	-	(1,764)	-	-	-	(1,764)
Expendable Prop 250 - 5000	-	-	(2,106)	-	-	-	(2,106)
IT Expendable Property	-	-	(2,814,273)	-	-	-	(2,814,273)
Total Services & Supplies	**-**	**-**	**($2,856,465)**	**-**	**-**	**-**	**($2,856,465)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Information Services (EIS)**

Pkg: 169 - Statewide Interoperability Program | **Cross Reference Number: 10700-042-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	(3,869,857)	-	-	-	(3,869,857)
Total Expenditures	**-**	**-**	**($3,869,857)**	**-**	**-**	**-**	**($3,869,857)**
Ending Balance							
Ending Balance	-	-	3,869,857	-	-	-	3,869,857
Total Ending Balance	**-**	**-**	**$3,869,857**	**-**	**-**	**-**	**$3,869,857**
Total Positions							
Total Positions							(3)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(3)**
Total FTE							
Total FTE							(3.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(3.00)**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2300121	1398432	138120	OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	0	10	8,167	-196,008	-99,541	-295,549	-1	-1.00
2500146	1440181	138123	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	3	7,863	-188,712	-97,418	-286,130	-1	-1.00
4014881	1235120	66819	MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	0	9	12,562	-301,488	-130,225	-431,713	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-686,208**	**-327,184**	**-1,013,392**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-686,208**	**-327,184**	**-1,013,392**	**-3**	**-3.00**

2025-27 BUDGET NARRATIVE

Policy Option Package #500 – Coordinated Data Governance for Homelessness Outcome Reporting

$2,847,684 | Total Positions/FTE: 3/2.64 FTE

Purpose

This package addresses the Governor's priorities around housing and homelessness by resourcing advanced piloting efforts for building community-informed, enterprise data governance and management standards, and engaging in exploratory analysis and current state assessments to evaluate state agency and local government resources required to establish coordinated data governance and infrastructure to deliver on outcome reporting, tracking, and coordinated data analysis.

Oregonians rely on the state to provide critical and life-saving services. Strategic, enterprise use of data enables the state to be data-informed and evidence based in its approaches to ensure programs are working on behalf of all Oregonians. Executive Order 23-03 mobilized all state agencies to collaborate appropriately to address the housing and homelessness crisis. The State Chief Data Officer has worked in partnership with the Governor's Office and the Interagency Council on Housing (ICH) to develop a comprehensive strategy and approach to advance the data-related outcomes identified by the ICH. This approach provides a long-term vision and series of short-term plans for building enterprise data governance structures amongst Executive Branch agencies, and eventually expanding programmatic data governance supports to include local government and additional public body coordination.

The funding and positions within this package will resource development of enterprise structures for coordinated data reporting, beginning with priority population areas identified in the Interagency Council on Homelessness' State Homelessness Response Framework. The Chief Data Officer will utilize these staff and resources to partner with state agencies in collecting a current state picture of outcome tracking and reporting for adults exiting the criminal justice system and for youth transitioning out of state systems of care, such as carceral settings or foster care.

These deep-dive efforts to collect a full picture of the current state of outcome tracking and data collection amongst state agencies will be used as test cases to establish executive data governance supports and identify potential opportunities to improve coordinated tracking and reporting of outcomes by identifying small-scale pilot activities around data standards, data system improvements, and other activities designed to provide enterprise support and targeted investments to agency data governance programs to address immediate state priorities, while building statewide maturity and an ongoing, sustainable statewide data governance program.

This package addresses state government's commitment to diversity, equity, inclusion and belonging by including funding for consultation and support with community-based organizations in Oregon to build a road map towards community-informed and community-centered data approaches.

Currently, Oregon's enterprise data governance model is not mature enough to have formed community-informed or community-centered data governance structures, and is in need of a road map, developed in collaboration with community organizations and partners, to build enterprise data governance that is reflective of Oregon's Data Strategy principles to "embrace data justice in how we collect, use and share data for the communities we serve," and to "model transparency in our work to educate others about our data assets and how they are used, and seek to build feedback loops between the State and our constituents." These consultative partnerships will provide guidance and support in defining Oregon's long-term data governance road map.

How Achieved

The requested funding and positions within this package are needed investments to advance the Interagency Council on Homelessness' priorities associated with data management and governance and to utilize data as a shared resource to advance Oregon's strategic priorities around housing and houselessness. It further seeks to provide sustainable wraparound services to those experiencing homelessness or housing insecurity:

1. Develop and test Executive Branch data governance structures to enable agencies to better share and manage data.
2. Improve the quality of outcome reporting by developing shared terminologies, standards and crosswalks for data.
3. Fund small-scale data governance pilot activities, utilizing the recommendations from the Interagency Council on Homelessness' State Homelessness Response Framework.

The State Chief Data Officer has been leading work groups to develop a preliminary data governance structure and program during the 2023-25 biennium. The funding and staff resources requested below will provide consulting and staff training resources to evaluate Oregon's preliminary structure and advance Oregon's maturity in community-centered and equitable data governance. In addition, funding will move forward small-scale data governance pilots and efforts to improve state agency coordination, conduct a current state assessment within agencies and policy areas prioritized by the ICH Framework, and make recommendations to improve statewide data aggregation, coordination and reporting.

Item	Cost
Building Equitable Data Governance	
Consultative engagement to establish a road map for Community Informed Data Governance and community-centered governance	$1,000,000
Professional Services for Data Governance Program Design and facilitation	$500,000
Data Governance Program Pilots	
Seed funding to initiate small-scale data governance pilots	$500,000
Total Cost	$2,000,000

Staffing Impact

Position Title	Purpose	Position Type	Estimated
Enterprise Data Governance Program Manager (OPA-4 Lead Worker)	Designs and implements statewide data governance program and oversees program operations, including supervision of governance coordinators, leadership of agency data stewards, and engagement with agency data governance efforts.	Permanent	$318,598
Organizational Training Lead (OPA-4)	Develops training and outreach materials to advance data governance and data literacy efforts in tandem to ensure agencies receive opportunities to mature their organizational data culture	Permanent	$318,598
Executive Support Specialist 1 (ESS1)	Provides ongoing administrative support to data governance program operations	Permanent	$210,488

Quantifying Results

This package will better address service alignment and delivery, program effectiveness, and policy research by creating efficiencies in the governance, management, use and reporting of data within Oregon state government. Overall, it contributes to meeting multiple strategic goals of the Governor's Office, Enterprise Information Services and Oregon's Data Strategy.

Outcomes:

- Evaluate the current state picture of data and outcomes reporting within prioritized areas (adults in custody, youth transitions out of state systems of care)
- Improve decision support at the executive level by developing recommendations to improve interagency coordination and reporting
- Align Oregon's culture to be more data informed through strategic use cases that demonstrate the potential of coordinated data management, and building a culture of evaluation and program effectiveness through expanded data literacy efforts

Revenue Sources

General Fund

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 500 - HH- Coordinated Data Governance

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,824,068	-	-	-	-	-	2,824,068
Total Revenues	**$2,824,068**	**-**	**-**	**-**	**-**	**-**	**$2,824,068**
Personal Services							
Class/Unclass Sal. and Per Diem	415,758	-	-	-	-	-	415,758
Empl. Rel. Bd. Assessments	189	-	-	-	-	-	189
Public Employees' Retire Cont	87,476	-	-	-	-	-	87,476
Social Security Taxes	31,805	-	-	-	-	-	31,805
Paid Family Medical Leave Insurance	1,664	-	-	-	-	-	1,664
Worker's Comp. Assess. (WCD)	111	-	-	-	-	-	111
Mass Transit Tax	2,494	-	-	-	-	-	2,494
Flexible Benefits	111,321	-	-	-	-	-	111,321
Total Personal Services	**$650,818**	**-**	**-**	**-**	**-**	**-**	**$650,818**
Services & Supplies							
Instate Travel	8,593	-	-	-	-	-	8,593
Employee Training	36,701	-	-	-	-	-	36,701
Office Expenses	30,603	-	-	-	-	-	30,603
Telecommunications	34,262	-	-	-	-	-	34,262
Data Processing	11,642	-	-	-	-	-	11,642
IT Professional Services	2,000,000	-	-	-	-	-	2,000,000
Dues and Subscriptions	8,371	-	-	-	-	-	8,371
Other Services and Supplies	5,988	-	-	-	-	-	5,988
Expendable Prop 250 - 5000	7,152	-	-	-	-	-	7,152

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Enterprise Information Services (EIS)**

Pkg: 500 - HH- Coordinated Data Governance **Cross Reference Number: 10700-042-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	29,938	-	-	-	-	-	29,938
Total Services & Supplies	**$2,173,250**	**-**	**-**	**-**	**-**	**-**	**$2,173,250**
Total Expenditures							
Total Expenditures	2,824,068	-	-	-	-	-	2,824,068
Total Expenditures	**$2,824,068**	**-**	**-**	**-**	**-**	**-**	**$2,824,068**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700013	1443272		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	21	3	7,923	166,383	85,608	251,991	1	0.88
2700014	1443273		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	21	3	7,923	166,383	85,608	251,991	1	0.88
2700015	1443274		OAS C0118 A P	EXECUTIVE SUPPORT SPECIALIST1	17	PF	21	3	3,952	82,992	61,350	144,342	1	0.88
				General Funds						**415,758**	**232,566**	**648,324**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**415,758**	**232,566**	**648,324**	**3**	**2.64**

2025-27 BUDGET NARRATIVE

Policy Option Package #501 – Coordinated Data Infrastructure Planning and Assessment

$2,115,051 | Total Positions/FTE: 2/1.76 FTE

Purpose

This package addresses the Governor's priorities around housing and homelessness through the provision of high-quality, authoritative data resources to improve program evaluation, alignment, and effectiveness by resourcing planning efforts to build, resource and establish integrated data infrastructure for Oregon state government. Oregonians rely on the state to provide critical and life-saving services. Strategic, enterprise use of data enables the state to be data-informed and evidence based in its approaches to ensure programs are working on behalf of all Oregonians. Executive Order 23-03 mobilized all state agencies to collaborate appropriately to address the housing and homelessness crisis. The State Chief Data Officer has worked in partnership with the Governor's Office and the Interagency Council on Housing to develop a comprehensive strategy and approach to advance data-related outcomes identified by the Interagency Council on Housing (ICH).

Delivering on an enterprise vision for data and analytics to ensure the right data gets to the right people at the right time requires evaluation of Oregon's current state data and data infrastructure maturity, identifying promising practices and solutions that can mature Oregon's data maturity and making recommendations on coordinated data infrastructure. Only by investing in the capabilities, infrastructure and enablers that undergird the current data ecosystem can Oregon deliver on its long-term vision of a comprehensive data management system that integrates disparate datasets to deliver public sector value. The funding and FTE within this package are designed to advance planning evaluation, and assessment activities related to Oregon's current data infrastructure, identifying the current market for modern data tools, and making an overall recommendation on the data infrastructure that best supports interagency coordination and coordinated reporting of outcomes for state government. This POP supports strategic planning activities and investments with anticipation of a funding request for complete implementation and development in coming biennia. During the 2025-27 biennium, the Chief Data Officer and EIS will engage with a consultative team to evaluate the current state of data infrastructure and maturity within Oregon and assist with developing a business case, solution analysis, market research, and recommendations for a sustainable program surrounding coordinated data reporting and analysis. These recommendations will be utilized in future biennia to initiate technology development (2027-29), expand program operations and evaluate the current state (2027-29), and make potential recommendations for expansion and improvements after program implementation (2029-31).

How Achieved

The State Chief Data Officer has been leading work groups to engage state agencies around data sharing and data integration challenges, continuing through the 2023-25 biennium. These findings will be used to scope and develop a consultative engagement for 2025-27. The funding and staff resources requested below will provide the appropriate consulting, planning, and assessment activities needed to evaluate Oregon's current data infrastructure maturity and provide recommendations on data integration and coordination amongst state agencies, along with best practices for program development, resourcing and governance considerations.

Item	Cost
Consultation and solution analysis, market research, and evaluation of Oregon's current data infrastructure and ecosystem. Anticipated deliverables include market research/solution analysis, a technology business case, potential program and staffing recommendations, and overall resourcing and implementation recommendations. Activities could include a pilot(s) of leading solutions to thoroughly vet against enterprise requirements.	1,500,000
Total Cost	**$ 1,500,000**

Staffing Impact

Position Title	Purpose	Position Type	Estimated
Data Integration Strategist (OPA-3)	Assists with best practices, research, project coordination, deliverable completion, and provides expertise in data integration practices and policy approaches.	Permanent	$299,069
Business Analyst (ISS7)	Responsible for discovery interviews and requirements elicitation, requirements development, user needs, and program outcomes	Limited Duration	$315,982

Quantifying Results

This package will better address service alignment and delivery, program effectiveness, and policy research by identifying efficiencies and opportunities in the governance, management, use and sharing of data within state government. Overall, it contributes to meeting multiple strategic goals of the Governor's Office, Enterprise Information Services, and Oregon's Data Strategy particularly in the areas of leveraging advanced technologies to more efficiently integrate, use and share data to advance the Governor's strategic priorities.

Outcomes:

- Evaluate current technology solutions for secure enterprise data integration and sharing to identify an appropriate infrastructure for Oregon
- Improve decision support at the executive level by developing recommendations for integrating data to address strategic priorities
- Support the strategic and executive priorities of Oregon by identifying services and solutions that enable agency mission effectiveness
- Save staff time and resources by evaluating coordinated methods and technology for data integration and collaboration

Revenue Sources

General Fund

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 501 - HH- Coordinated Data Infrastructure

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,099,336	-	-	-	-	-	2,099,336
Total Revenues	**$2,099,336**	**-**	**-**	**-**	**-**	**-**	**$2,099,336**
Personal Services							
Class/Unclass Sal. and Per Diem	315,693	-	-	-	-	-	315,693
Empl. Rel. Bd. Assessments	126	-	-	-	-	-	126
Public Employees' Retire Cont	66,422	-	-	-	-	-	66,422
Social Security Taxes	24,150	-	-	-	-	-	24,150
Paid Family Medical Leave Insurance	1,262	-	-	-	-	-	1,262
Worker's Comp. Assess. (WCD)	74	-	-	-	-	-	74
Mass Transit Tax	1,894	-	-	-	-	-	1,894
Flexible Benefits	74,214	-	-	-	-	-	74,214
Total Personal Services	**$483,835**	**-**	**-**	**-**	**-**	**-**	**$483,835**
Services & Supplies							
Instate Travel	5,729	-	-	-	-	-	5,729
Employee Training	24,468	-	-	-	-	-	24,468
Office Expenses	20,402	-	-	-	-	-	20,402
Telecommunications	22,841	-	-	-	-	-	22,841
Data Processing	7,762	-	-	-	-	-	7,762
IT Professional Services	1,500,000	-	-	-	-	-	1,500,000
Dues and Subscriptions	5,581	-	-	-	-	-	5,581
Other Services and Supplies	3,992	-	-	-	-	-	3,992
Expendable Prop 250 - 5000	4,768	-	-	-	-	-	4,768

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 501 - HH- Coordinated Data Infrastructure

Cross Reference Name: Enterprise Information Services (EIS)
Cross Reference Number: 10700-042-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	19,958	-	-	-	-	-	19,958
Total Services & Supplies	**$1,615,501**	**-**	**-**	**-**	**-**	**-**	**$1,615,501**
Total Expenditures							
Total Expenditures	2,099,336	-	-	-	-	-	2,099,336
Total Expenditures	**$2,099,336**	**-**	**-**	**-**	**-**	**-**	**$2,099,336**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.76
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.76**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700016	1443275		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
2700017	1443276		OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	21	3	7,827	164,367	85,021	249,388	1	0.88
				General Funds						**315,693**	**166,248**	**481,941**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**315,693**	**166,248**	**481,941**	**2**	**1.76**

Data Center Services

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 022 – Phased-out Program and One-time Costs

This package phases-out the following: $4,747,223 Total Funds

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established
- State Government Service Charges adjusted to the allowable amounts as published in the 2025-27 Biennium Price List of Goods and Services

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Services and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	9,728	-	-	-	9,728
Overtime Payments	-	-	2,703	-	-	-	2,703
All Other Differential	-	-	44,468	-	-	-	44,468
Public Employees' Retire Cont	-	-	9,926	-	-	-	9,926
Pension Obligation Bond	-	-	(244,353)	-	-	-	(244,353)
Social Security Taxes	-	-	4,352	-	-	-	4,352
Paid Family Medical Leave Insurance	-	-	189	-	-	-	189
Mass Transit Tax	-	-	29,347	-	-	-	29,347
Vacancy Savings	-	-	(1,601,483)	-	-	-	(1,601,483)
Total Personal Services	**-**	**-**	**($1,745,123)**	**-**	**-**	**-**	**($1,745,123)**
Total Expenditures							
Total Expenditures	-	-	(1,745,123)	-	-	-	(1,745,123)
Total Expenditures	**-**	**-**	**($1,745,123)**	**-**	**-**	**-**	**($1,745,123)**
Ending Balance							
Ending Balance	-	-	1,745,123	-	-	-	1,745,123
Total Ending Balance	**-**	**-**	**$1,745,123**	**-**	**-**	**-**	**$1,745,123**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: EIS – Data Center Services**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 10700-052-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	(3,452)	-	-	-	(3,452)
Employee Training	-	-	(163,633)	-	-	-	(163,633)
Office Expenses	-	-	(11,159)	-	-	-	(11,159)
Telecommunications	-	-	(12,494)	-	-	-	(12,494)
Data Processing	-	-	(59,927)	-	-	-	(59,927)
Dues and Subscriptions	-	-	(3,054)	-	-	-	(3,054)
IT Expendable Property	-	-	(3,739,584)	-	-	-	(3,739,584)
Total Services & Supplies	**-**	**-**	**($3,993,303)**	**-**	**-**	**-**	**($3,993,303)**
Capital Outlay							
Other Capital Outlay	-	-	(753,920)	-	-	-	(753,920)
Total Capital Outlay	**-**	**-**	**($753,920)**	**-**	**-**	**-**	**($753,920)**
Total Expenditures							
Total Expenditures	-	-	(4,747,223)	-	-	-	(4,747,223)
Total Expenditures	**-**	**-**	**($4,747,223)**	**-**	**-**	**-**	**($4,747,223)**
Ending Balance							
Ending Balance	-	-	4,747,223	-	-	-	4,747,223
Total Ending Balance	**-**	**-**	**$4,747,223**	**-**	**-**	**-**	**$4,747,223**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	7,594	-	-	-	7,594
Out of State Travel	-	-	3,303	-	-	-	3,303
Employee Training	-	-	12,089	-	-	-	12,089
Office Expenses	-	-	8,065	-	-	-	8,065
Telecommunications	-	-	383,956	-	-	-	383,956
Data Processing	-	-	1,167,270	-	-	-	1,167,270
Publicity and Publications	-	-	2,102	-	-	-	2,102
Professional Services	-	-	278	-	-	-	278
IT Professional Services	-	-	858,096	-	-	-	858,096
Attorney General	-	-	15,703	-	-	-	15,703
Employee Recruitment and Develop	-	-	724	-	-	-	724
Dues and Subscriptions	-	-	1,430	-	-	-	1,430
Facilities Rental and Taxes	-	-	283,558	-	-	-	283,558
Fuels and Utilities	-	-	293	-	-	-	293
Other Services and Supplies	-	-	183,945	-	-	-	183,945
Expendable Prop 250 - 5000	-	-	5,716	-	-	-	5,716
IT Expendable Property	-	-	1,361,279	-	-	-	1,361,279
Total Services & Supplies	**-**	**-**	**$4,295,401**	**-**	**-**	**-**	**$4,295,401**
Capital Outlay							
Telecommunications Equipment	-	-	116,047	-	-	-	116,047
Data Processing Software	-	-	10,340	-	-	-	10,340
Data Processing Hardware	-	-	52,876	-	-	-	52,876

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	436,287	-	-	-	436,287
Total Capital Outlay	**-**	**-**	**$615,550**	**-**	**-**	**-**	**$615,550**
Total Expenditures							
Total Expenditures	-	-	4,910,951	-	-	-	4,910,951
Total Expenditures	**-**	**-**	**$4,910,951**	**-**	**-**	**-**	**$4,910,951**
Ending Balance							
Ending Balance	-	-	(4,910,951)	-	-	-	(4,910,951)
Total Ending Balance	**-**	**-**	**($4,910,951)**	**-**	**-**	**-**	**($4,910,951)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	99,345	-	-	-	99,345
Telecommunications	-	-	(75,709)	-	-	-	(75,709)
Data Processing	-	-	(5,030,217)	-	-	-	(5,030,217)
Professional Services	-	-	(14)	-	-	-	(14)
IT Professional Services	-	-	959,553	-	-	-	959,553
Employee Recruitment and Develop	-	-	(705)	-	-	-	(705)
Dues and Subscriptions	-	-	(3,000)	-	-	-	(3,000)
Facilities Rental and Taxes	-	-	(133)	-	-	-	(133)
Facilities Maintenance	-	-	2,534	-	-	-	2,534
Other Services and Supplies	-	-	(2,052,069)	-	-	-	(2,052,069)
IT Expendable Property	-	-	5,809,889	-	-	-	5,809,889
Total Services & Supplies	**-**	**-**	**($290,526)**	**-**	**-**	**-**	**($290,526)**
Capital Outlay							
Other Capital Outlay	-	-	290,526	-	-	-	290,526
Total Capital Outlay	**-**	**-**	**$290,526**	**-**	**-**	**-**	**$290,526**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

POLICY OPTION PACKAGES FOR DATA CENTER SERVICES

Policy Option Package #165 – Network Security Modernization Program

$15.6 million | Total Positions/FTE: 5/4.40 FTE

Purpose

The purpose of the Network Security Modernization Program (NSMP) package is to fund the resources necessary to begin implementation of the Network Security Modernization Plan. The state's computer network has been in place supporting state agencies for decades. Over time, revisions have been made to meet new needs, but they haven't kept up with advancements in technology and are not optimized for a changing workforce nor service delivery. The aged network architecture and security scheme make operations complicated, and changes can be difficult, dampening EIS' ability to support a largely remote and mobile workforce; nor does it provide a solid foundation for the future — in a cloud enabled world.

In 2021, EIS contracted with Gartner to provide a strategic roadmap to modernize the state's network. The assessment offered a recommendation to advance towards 23 workstreams to modernize the existing network and security. EIS will target the top five most valuable workstreams to benefit the state in the first phase of the modernization effort.

EIS is managing this initiative as a comprehensive program and anticipates including several component projects over the next few biennia to deliver the intended business benefits. The program represents a priority within the EIS project portfolio and is aligned with the Governor's Action Plan and current enterprise IT strategies and priorities including critical improvements to the state's overall IT security posture. In addition, network security modernization is considered a dependency for supporting other enterprise and agency initiatives including enabling the continued launch of cloud services and agency system modernization efforts.

The workstreams EIS will pursue in 2025-27 are:

1. **Cloud Access Security Broker (CASB):** Governs cloud usage across devices and cloud applications to protect against security threats.
2. **Network Segmentation:** Divides the network into smaller, distinct sub-networks to deliver unique security controls and services to each sub-network.
3. **Software Defined Networking (SDN):** Enables data to securely traverse private network connections with agility for diverse paths, providers and equipment.
4. **Zero Trust Network Access (ZTNA):** Provides secure remote access to an organization's applications, data and services.
5. **Network Access Controls (NAC):** A common approach to restrict unauthorized access users and devices from accessing specified networks using more advanced technologies and automated tools.

How Achieved

Funds from this NSMP package will continue supporting the planning team and implementation to advance the program. The planning team will continue researching to determine the most valuable solutions to accomplish the workstreams. Resources to accomplish the evaluations include EIS staff, contractors, and funding for solution development, testing and analyzing.

Implementation will require some one-time IT professional services and hardware as well as recurring payments for hardware leases and ongoing software maintenance and subscription type payments.

The current complexity of state government's network will require careful, detailed planning to avoid any service disruptions to the thousands of systems relying on the network. The depth of detail will rely on knowledgeable, dedicated staff prioritizing the NSMP over other EIS work. Additional support will be needed to backfill the gaps in workload coverage.

The work will include these elements:

Cloud Access Security Broker (CASB): Research and design, procurement processes, proof of concepts, then implementation. Requirements include integration with current DCS Cloud Services and supportable from its team.
Network Segmentation: Analyzing the current state network, developing a build and migration plan resulting in the least impact, critical and consistent communications, reliable rollback plans and vendor support. Identifying gaps in existing IT security to deploy new network security tools to strengthen network segmentation security.
Software Defined Networking (SDN): Continue developing and deploying the SDN solution — software-based controls to deploy, configure and manage networking hardware to securely direct traffic on a network beyond the traditional state network.
Zero Trust Network Access (ZTNA): Solution development and acquisition, staff training, a detailed implementation plan and delivery to users.
Network Access Controls (NAC): Resources for the solution development process, considerations for the diverse network and security technologies to ensure functional integration with the least impact.

Failure to fund and resource the NSMP will result in EIS maintaining its current high risk, complex architecture, hindering EIS fulfilling its responsibility for enterprise systems, including the security and advancements of data, systems and networks. Compliance audits and assessments have informed EIS of the gaps in the current IT security, which place the state's systems and data at high risk.

Staffing Impact

Establishment of five positions and 4.40 FTE.

2025-27 BUDGET NARRATIVE

Quantifying Results

- Reduction in number of Critical Incidents – widespread service outages resulting from planned and unplanned outages.
- Number of staff and systems that can be accessed through more secure remote access technologies.
- Decrease in compliance audit and assessment findings associated with IT security.
- Reduction in cyber incidents related to internal sources.

Revenue Sources

Other Funds (Costs for the NSMP are funded through the assessment.)

2025-27 POP Cash Flow							
Network Security and Modernization		**Total 5 Year Cost**	**Cash Flow Annual Payments**				
			2025	**2026**	**2027**	**2028**	**2029**
Network Access Control (NAC)	Product	**$2,630,000.00**	$1,000,000.00	$1,000,000.00	$210,000.00	$210,000.00	$210,000.00
	Professional Services	**$1,873,872.00**	$450,000.00	$450,000.00	$450,000.00	$261,936.00	$261,936.00
Software Defined Networking (SDN)	Product	**$6,686,640.00**	$1,337,328.00	$1,337,328.00	$1,337,328.00	$1,337,328.00	$1,337,328.00
	Professional Services	**$1,309,680.00**	$261,936.00	$261,936.00	$261,936.00	$261,936.00	$261,936.00
Segmentation	Product	**$11,718,336.00**	$2,583,334.00	$2,583,334.00	$2,583,334.00	$2,583,334.00	$1,385,000.00
	Professional Services	**$2,059,680.00**	$511,936.00	$511,936.00	$511,936.00	$261,936.00	$261,936.00
Additional FTE	Three (3) FTE	**$1,923,411**	$343,930.00	$343,930.00	$393,112.00	$393,112.00	$449,327.00
Cloud Access Security Broker (CASB)	Professional Services	**$500,000.00**	$500,000.00	0	0	0	0
Zero Trust Network Access (ZTNA)	Product	**$31,287,500.00**	$6,257,500.00	$6,257,500.00	$6,257,500.00	$6,257,500.00	$6,257,500.00
	Professional Services	**$1,000,000.00**	$1,000,000.00	0	0	0	0
iQMS	Quality Assurance	**$1,000,000.00**	$500,000.00	$500,000.00	0	0	0
Program Management	Two (two) FTE	**$1,470,511.00**	$262,946.00	$262,946.00	$300,547.00	$300,547.00	$343,525.00
Systems Integrator	Professional Services	**$2,000,000.00**	$1,750,000.00	$1,750,000.00	0	0	0
Total 5 Year Costs		**$65,459,630**	**$16,758,910**	**$15,258,910**	**$12,305,693**	**$11,867,629**	**$10,768,488**
Per Biennium			**$32,017,820**		**$24,173,322**		**$10,768,488**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 165 - Network Security Modernization Program

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

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	-	-	875,616	-	-	-	875,616
Empl. Rel. Bd. Assessments	-	-	315	-	-	-	315
Public Employees' Retire Cont	-	-	184,230	-	-	-	184,230
Social Security Taxes	-	-	66,984	-	-	-	66,984
Paid Family Medical Leave Insurance	-	-	3,504	-	-	-	3,504
Worker's Comp. Assess. (WCD)	-	-	185	-	-	-	185
Mass Transit Tax	-	-	5,252	-	-	-	5,252
Flexible Benefits	-	-	185,535	-	-	-	185,535
Total Personal Services	**-**	**-**	**$1,321,621**	**-**	**-**	**-**	**$1,321,621**
Services & Supplies							
Instate Travel	-	-	3,555	-	-	-	3,555
Employee Training	-	-	15,176	-	-	-	15,176
Office Expenses	-	-	12,654	-	-	-	12,654
Telecommunications	-	-	14,168	-	-	-	14,168
Data Processing	-	-	14,217,072	-	-	-	14,217,072
Professional Services	-	-	3,463	-	-	-	3,463
Dues and Subscriptions	-	-	2,477	-	-	-	2,477
Other Services and Supplies	-	-	2,957	-	-	-	2,957
Expendable Prop 250 - 5000	-	-	12,377	-	-	-	12,377
Total Services & Supplies	**-**	**-**	**$14,283,899**	**-**	**-**	**-**	**$14,283,899**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 165 - Network Security Modernization Program

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	15,605,520	-	-	-	15,605,520
Total Expenditures	**-**	**-**	**$15,605,520**	**-**	**-**	**-**	**$15,605,520**
Ending Balance							
Ending Balance	-	-	(15,605,520)	-	-	-	(15,605,520)
Total Ending Balance	**-**	**-**	**($15,605,520)**	**-**	**-**	**-**	**($15,605,520)**
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							4.40
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.40**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700020	1443243		MMN X1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	21	3	7,542	158,382	83,281	241,663	1	0.88
2700021	1443244		MMN X1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	21	3	7,542	158,382	83,281	241,663	1	0.88
2700022	1443245		MMN X1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	21	3	7,542	158,382	83,281	241,663	1	0.88
2700023	1443247		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	21	3	9,535	200,235	95,455	295,690	1	0.88
2700024	1443246		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	21	3	9,535	200,235	95,455	295,690	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**875,616**	**440,753**	**1,316,369**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**875,616**	**440,753**	**1,316,369**	**5**	**4.40**

2025-27 BUDGET NARRATIVE

Policy Option Package #170 – Equipment and Software Lifecycle Replacement

$3.9 million | Total Positions/FTE: none

Purpose

The purpose of this package is for Data Center Services (DCS) to continue providing computing, storage, backup and network services by funding the lifecycle replacement plan for hardware and software. DCS has successfully replaced hundreds of hardware and software assets over the last biennium. The funding from this package will support continued success. Replacing mission critical tools that have surpassed the end of their useable life and no longer have vendor support is necessary to ensure DCS services are warrantied, licensed and monitored. The replacement of hardware and software beyond their useable life has proven to reduce disruptions and the duration of disruptions for EIS customers. Systems with an unacceptable level of IT security will be replaced with modern systems utilizing more sophisticated IT security technologies. These actions will enable the data center to become more modern and competitive in the state government market.

Failure of individual devices and compromised systems can result in impacts ranging from minor disruption of business processes to the total halt of multiple agency operations. To ensure the confidentiality, integrity, and availability of the systems necessary to support agency core business functions, the planned and scheduled replacement of these technology assets is essential. Software and hardware no longer supported by the vendor presents significant security risks and poor performance.

How Achieved

Funding from this package will replace equipment and software with updated models and current versions for DCS to continually provide computing, storage and networking services.

X86/Network/Storage Equipment Lifecycle: The 2023-25 package #135 that supported the replacement of end-of-life hardware and software was incredibly successful and supportive to reducing service disruptions and downtime.

Remote Data Backup for Business Continuity: DCS has deployed a remote data storage solution for the purpose of protecting, securing, and restoring critical data in the event of data destruction, theft, inaccessibility or alteration. The IT systems responsible for replicating, securing, and storing the critical data must be kept current with hardware, software and licensing. EIS subject matter experts will team together to deploy the new hardware and perform careful data migrations to ensure the confidentiality, integrity and availability of the data.

Staffing Impact

None

Quantifying Results

- Percent of equipment over 5-years of age or past vendor supported end of life
- Percentage of time network is available each month

Revenue Sources

Other Funds – Fees for service

Revenue to support this package will be calculated into DCS rates if a rate applies to the service line. Agency assessment supports the lifecycle of the Wide Area Network and DDI (DNS, DHCP and IP address management). The lifecycle costs for X86, network, and storage hardware/software are covered with the service rates accordingly for compute, network and data storage. The costs for remote backup data are covered with the rate for DCS Backup Services.

2025-27 BUDGET NARRATIVE

EIS plans to request adding $3.9 million to the DCS Base Budget in future biennia for Equipment and Software Lifecycle. The lifecycle equipment will be obtained on a lease, purchase or via a monthly subscription model. Software will be a one-time upfront purchase with yearly software assurance or maintenance.

	Total 25/27 Cost	Amount Funded via CSL	Unfunded Acquisition Cost	Cash Flow - Annual Payments				
				FY26	FY27	FY28	FY29	FY30
SDC Virtualized Compute Servers	$2,822,000	**($2,136,475)**	**$685,525**	$137,105	$137,105	$137,105	$137,105	$137,105
Agency Field Office Servers	$3,604,000	**($1,044,585)**	**$2,559,415**	$511,883	$511,883	$511,883	$511,883	$511,883
Statewide Network Core Routers, SDC Colocation Networking and Office Wireless Access Points	$6,514,880	**($3,432,998)**	**$3,081,882**	$616,376	$616,376	$616,376	$616,376	$616,376
SDC Primary Data Storage	$4,500,000	**($2,696,321)**	**$1,803,679**	$360,736	$360,736	$360,736	$360,736	$360,736
Data Backup - SDC and Resilient Site in Bend	$2,503,436	**($836,600)**	**$1,666,836**	$333,367	$333,367	$333,367	$333,367	$333,367
	$19,944,316	**($10,146,979)**	**$9,797,337**	**$1,959,467**	**$1,959,467**	**$1,959,467**	**$1,959,467**	**$1,959,467**
		25/27 POP Request Amount		**$3,918,935**		**$3,918,935**		

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

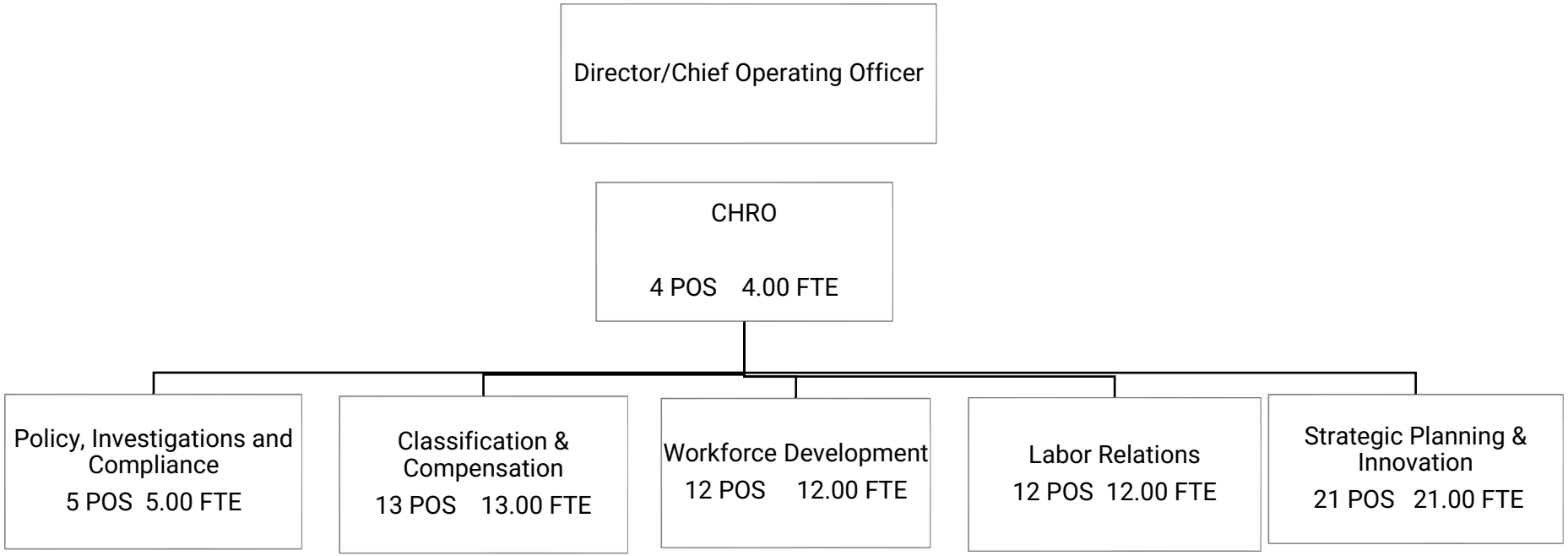
Administrative Svcs, Dept of
Pkg: 170 - Data Center Lifecycle

Cross Reference Name: EIS – Data Center Services
Cross Reference Number: 10700-052-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	3,918,935	-	-	-	3,918,935
Total Services & Supplies	**-**	**-**	**$3,918,935**	**-**	**-**	**-**	**$3,918,935**
Total Expenditures							
Total Expenditures	-	-	3,918,935	-	-	-	3,918,935
Total Expenditures	**-**	**-**	**$3,918,935**	**-**	**-**	**-**	**$3,918,935**
Ending Balance							
Ending Balance	-	-	(3,918,935)	-	-	-	(3,918,935)
Total Ending Balance	**-**	**-**	**($3,918,935)**	**-**	**-**	**-**	**($3,918,935)**

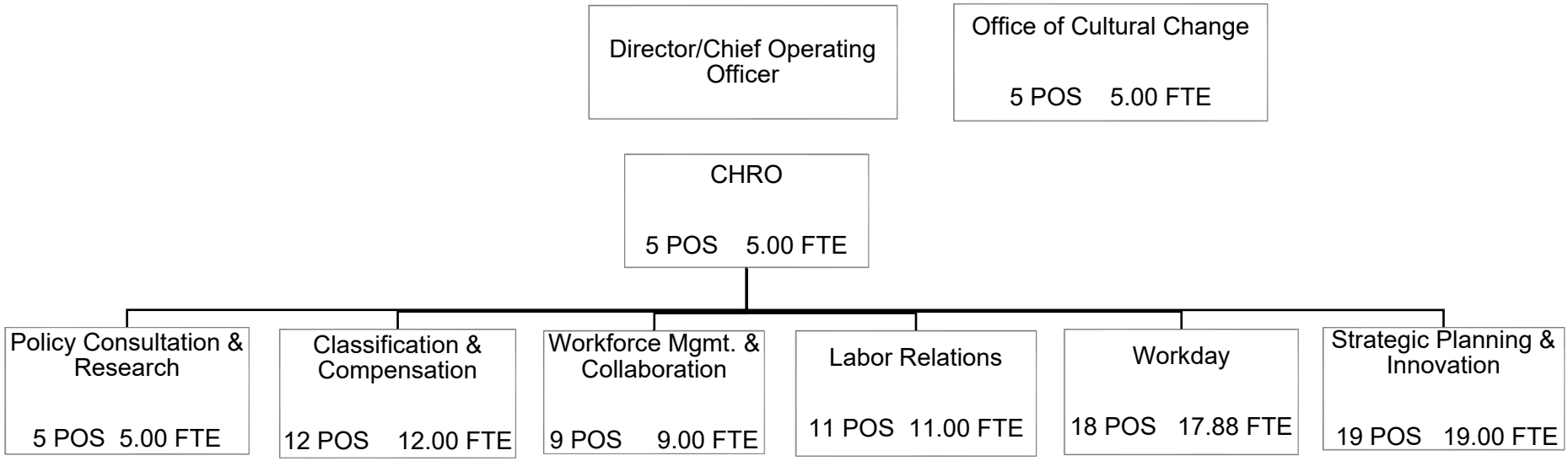
Chief Human
Resources Office

Chief Human Resources Office (CHRO)
2025-27 Organization Chart
67 POS 67.00 FTE



Chief Human Resources Office (CHRO)

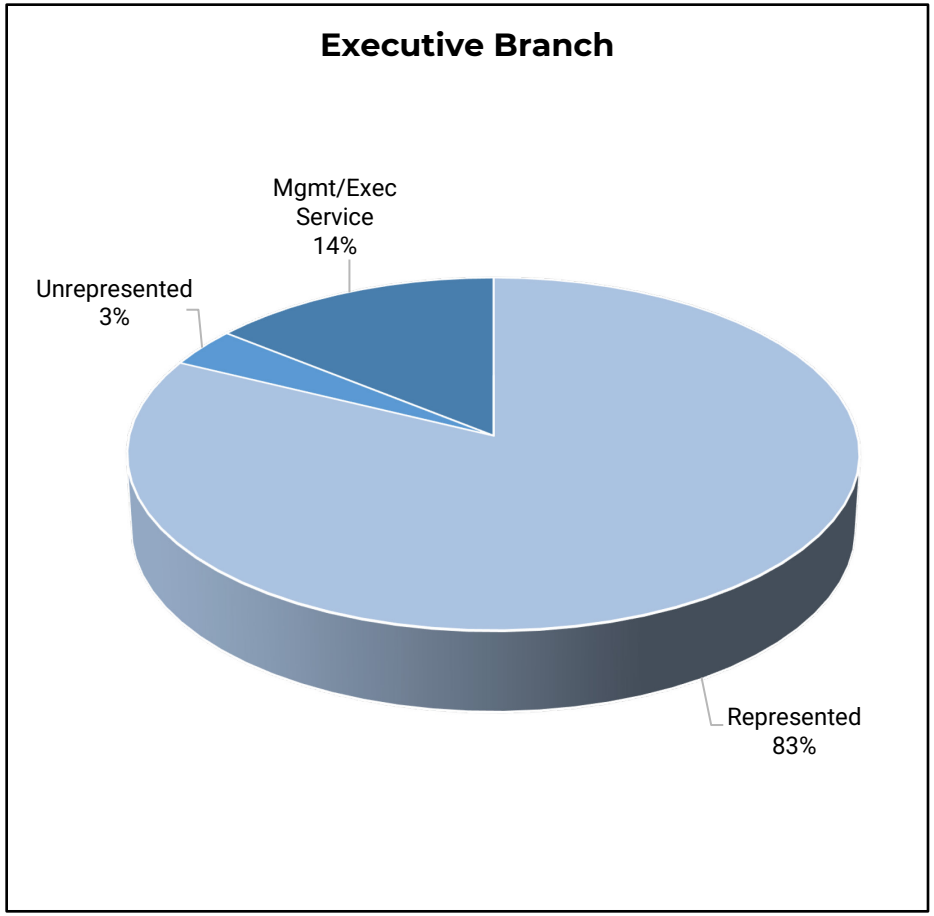
2023-25 Organization Chart
84 POS 83.88 FTE



Chief Human Resources Office

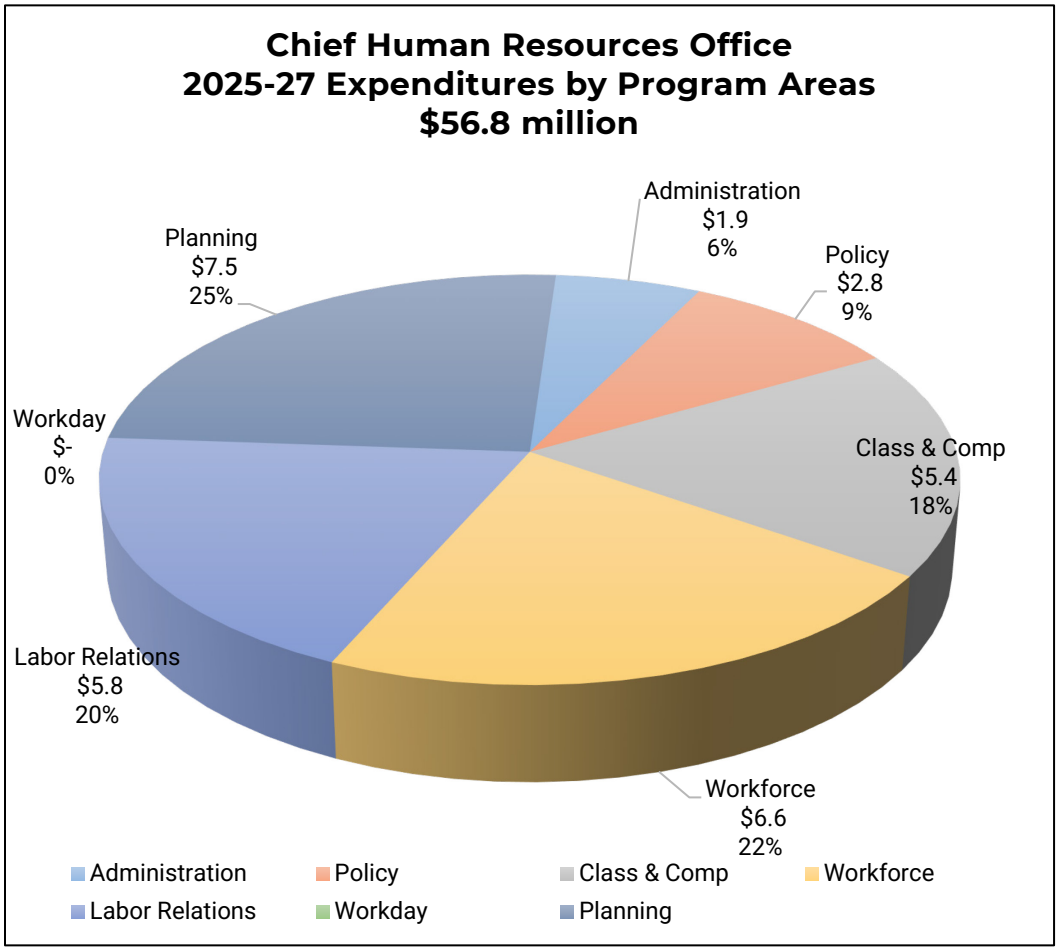
Program Overview

The Chief Human Resources Office (CHRO) provides the enterprise-wide policy leadership necessary to maintain a reliable and qualified workforce for Oregon state government. The CHRO's centralized policy functions enable Executive Branch agencies to share resources and expertise with which to manage its human resources assets and capital in a cost-effective way. CHRO also provides human resources (HR) management services to smaller agencies, boards and commissions that do not have the staff to perform these functions.



Program Description

Policy, Investigations and Compliance: This unit establishes a system of human resources administration for state government by developing and implementing the state's workforce management plan; developing and administering CHRO rules and policies; providing consulting services and technical assistance to agency HR offices; and reviewing agency compliance with statewide policies. The unit provides training and consultation on workplace investigations and may conduct agency workplace investigations at the agency's request. The section coordinates responses to legislative inquiries about the state's workforce and analyzes legislative and statutory changes. In addition, it oversees executive-level investigations and provides consultations to agencies regarding workforce issues and opportunities. The section has been responsible for the administration of the Span of Control legislation, policies and professional workforce standards.



Classification and Compensation: This unit develops and maintains the state's classification and compensation plan for approximately 42,000 employees in classified, unclassified and management service positions. The unit also ensures an Executive Branch Equal Pay Analysis is conducted at least every three years, and in accordance with Executive Order 17-08, publishes the biennial Salary and Benefit Report. Classification and Compensation is the primary resource during collective bargaining for determining classification studies and salary selectives.

Workforce Development: This unit focuses on state government's values of accountability, equality, excellence, and integrity by partnering with state leadership, managers and employees as internal consultants that provide best-practice workforce strategies, solutions and resources to meet current and future workforce needs. Service areas include management education, leadership development, organizational development consulting, employee engagement and executive/management coaching.

The HR training and professional development team within this section oversees the development needs of all DAS employees and client agencies. The team is responsible for developing and providing the statewide training required by statute or policy, including but not limited to professional workplace and performance and accountability training. This team also provides statewide leadership opportunities including Leadership Oregon, the Management Education Series (Emerging Manager, Foundational and New to Public Management), Portfolio Management and the Oregon Project Management Certification Program.

Labor Relations: This unit represents the Governor on behalf of all Executive Branch agencies in collective bargaining. Currently, the Labor Relations Unit administers 32 state collective bargaining agreements which cover approximately 34,000 employees who are represented by 12 different labor organizations. Additionally, the Labor Relations Unit administers five non-state collective bargaining agreements represented by AFSCME and SEIU.

Strategic Planning and Innovation

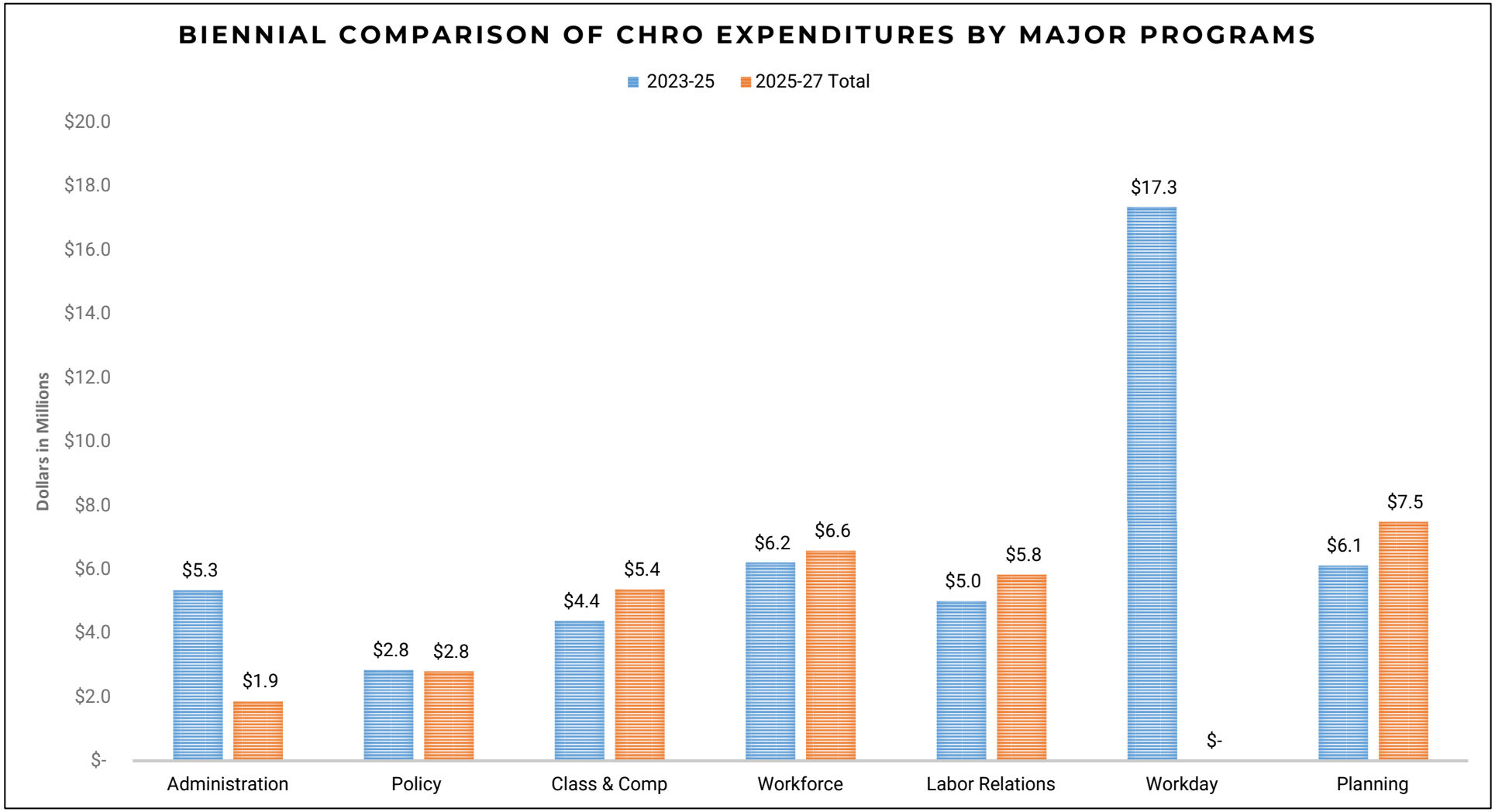
Talent Acquisition/Executive Recruitment: This unit develops statewide recruitment policy, content, standards, and practices for recruiters across the enterprise, along with central training for talent acquisition professionals. The unit provides recruitment services for state agencies and prospective employees, coordinating with agency personnel offices on the development of job announcements to notify and produce qualified applicant pools to fill agency vacancies. Recruitments are conducted for classified, management and executive service categories. The unit develops and distributes employment announcements; receives and evaluates applications; and creates and maintains records for hired applicants. The unit provides consultation, recruitment tools and resources, and direction to the approximately one hundred recruiters within agencies across the state.

HR Client Agency Program: This team of HR business partners provides comprehensive HR services to approximately 25 agencies, boards and commissions, including DAS. The team supports agency employees and managers with employee and labor relations covering the full lifecycle of employment, providing a holistic approach to human resource services.

The team provides interpretation and application of state laws, rules and policies; coaching, counseling and advice on workforce management issues; talent acquisition; classification and compensation; employment and background verification; Family Medical Leave Act and Oregon Family Leave Act assistance; interpreting labor contracts; complaint investigations; performance management and progressive discipline; affirmative action monitoring and control; maintenance of personnel files; and safety and workers' compensation support. Additionally, the team provides guidance and support for strategic planning and implementation, organization structure(s) and reorganization, process improvement, employee engagement, bench strength development, change management, and assists with diversity, equity and inclusion efforts.

2025-27 Budget Narrative

Total Funds Budget (historical and future)



2025-27 Budget Narrative

Program Performance

The CHRO aligns business objectives with the Governor's initiatives by prioritizing reporting and data analytics to enable data-driven and strategic decision making. The CHRO will continue to collaborate with the enterprise on human resource needs, projects and best practices while maintaining appropriate oversight.

Enabling Legislation/ Program Authorization

- Oregon Revised Statute Chapters 240 and 243
- Oregon Administrative Rule (OAR) 105

Funding Streams that Support the Program

The division relies on an assessment which allocates costs to state agencies based on 2023-25 Legislatively Adopted Budget Full-Time Equivalent (FTE) authority.

2025-27 Budget Narrative

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Service and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Chief Human Resource Office
Cross Reference Number: 10700-045-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Pension Obligation Bond	-	-	(26,622)	-	-	-	(26,622)
Unemployment Assessments	-	-	396	-	-	-	396
Mass Transit Tax	-	-	21,535	-	-	-	21,535
Vacancy Savings	-	-	(909,636)	-	-	-	(909,636)
Total Personal Services	**-**	**-**	**($914,327)**	**-**	**-**	**-**	**($914,327)**
Total Expenditures							
Total Expenditures	-	-	(914,327)	-	-	-	(914,327)
Total Expenditures	**-**	**-**	**($914,327)**	**-**	**-**	**-**	**($914,327)**
Ending Balance							
Ending Balance	-	-	914,327	-	-	-	914,327
Total Ending Balance	**-**	**-**	**$914,327**	**-**	**-**	**-**	**$914,327**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Chief Human Resource Office
Cross Reference Number: 10700-045-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,881	-	-	-	2,881
Employee Training	-	-	26,159	-	-	-	26,159
Office Expenses	-	-	8,217	-	-	-	8,217
Telecommunications	-	-	8,992	-	-	-	8,992
Data Processing	-	-	18,997	-	-	-	18,997
Publicity and Publications	-	-	2,631	-	-	-	2,631
Professional Services	-	-	214,197	-	-	-	214,197
IT Professional Services	-	-	648,767	-	-	-	648,767
Attorney General	-	-	138,542	-	-	-	138,542
Employee Recruitment and Develop	-	-	959	-	-	-	959
Dues and Subscriptions	-	-	4,291	-	-	-	4,291
Facilities Rental and Taxes	-	-	33,071	-	-	-	33,071
Agency Program Related S and S	-	-	445	-	-	-	445
Other Services and Supplies	-	-	15,048	-	-	-	15,048
Expendable Prop 250 - 5000	-	-	2,953	-	-	-	2,953
IT Expendable Property	-	-	22,827	-	-	-	22,827
Total Services & Supplies	**-**	**-**	**$1,148,977**	**-**	**-**	**-**	**$1,148,977**
Total Expenditures							
Total Expenditures	-	-	1,148,977	-	-	-	1,148,977
Total Expenditures	**-**	**-**	**$1,148,977**	**-**	**-**	**-**	**$1,148,977**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(1,148,977)	-	-	-	(1,148,977)
Total Ending Balance	**-**	**-**	**($1,148,977)**	**-**	**-**	**-**	**($1,148,977)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Chief Human Resource Office
Cross Reference Number: 10700-045-00-00-00000

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	-	-	(1,754,904)	-	-	-	(1,754,904)
Empl. Rel. Bd. Assessments	-	-	(432)	-	-	-	(432)
Public Employees' Retire Cont	-	-	(369,231)	-	-	-	(369,231)
Pension Obligation Bond	-	-	(44,177)	-	-	-	(44,177)
Social Security Taxes	-	-	(121,755)	-	-	-	(121,755)
Paid Family Medical Leave Insurance	-	-	(6,213)	-	-	-	(6,213)
Worker's Comp. Assess. (WCD)	-	-	(252)	-	-	-	(252)
Mass Transit Tax	-	-	(8,862)	-	-	-	(8,862)
Flexible Benefits	-	-	(254,448)	-	-	-	(254,448)
Vacancy Savings	-	-	43,462	-	-	-	43,462
Total Personal Services	**-**	**-**	**($2,516,812)**	**-**	**-**	**-**	**($2,516,812)**
Services & Supplies							
Instate Travel	-	-	(4,876)	-	-	-	(4,876)
Employee Training	-	-	(21,533)	-	-	-	(21,533)
Office Expenses	-	-	(15,019)	-	-	-	(15,019)
Telecommunications	-	-	(12,656)	-	-	-	(12,656)
Data Processing	-	-	(4,863)	-	-	-	(4,863)
Publicity and Publications	-	-	(2,108)	-	-	-	(2,108)
Professional Services	-	-	(337,488)	-	-	-	(337,488)
Employee Recruitment and Develop	-	-	(1,736)	-	-	-	(1,736)
Dues and Subscriptions	-	-	(3,548)	-	-	-	(3,548)
Other Services and Supplies	-	-	(16,859)	-	-	-	(16,859)
Expendable Prop 250 - 5000	-	-	(11,119)	-	-	-	(11,119)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Chief Human Resource Office
Cross Reference Number: 10700-045-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	(5,905)	-	-	-	(5,905)
Total Services & Supplies	**-**	**-**	**($437,710)**	**-**	**-**	**-**	**($437,710)**
Total Expenditures							
Total Expenditures	-	-	(2,954,522)	-	-	-	(2,954,522)
Total Expenditures	**-**	**-**	**($2,954,522)**	**-**	**-**	**-**	**($2,954,522)**
Ending Balance							
Ending Balance	-	-	2,954,522	-	-	-	2,954,522
Total Ending Balance	**-**	**-**	**$2,954,522**	**-**	**-**	**-**	**$2,954,522**
Total Positions							
Total Positions							(6)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(6)**
Total FTE							
Total FTE							(6.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(6.00)**

2025-27 Biennium **Cross Reference Number: 10700-045-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
520050	3130	33669	MMC X0118 A P	EXECUTIVE SUPPORT SPECIALIST	17	PF	24	7	5,080	0	0	0	0	0.00
530021	3320	11282	MMS X7341 A P	HUMAN RESOURCES ADMINISTRA	40X	PF	24	8	15,502	0	0	0	0	0.00
1870061	633270	31553	MMS X7341 A P	HUMAN RESOURCES ADMINISTRA	40X	PF	24	8	15,502	0	0	0	0	0.00
2300033	1377751	132859	MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	24	9	8,658	0	0	0	0	0.00
2300043	1377792	132705	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	-264,672	-119,515	-384,187	-1	-1.00
2300044	1377793	132710	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	6	10,021	-240,504	-112,485	-352,989	-1	-1.00
2300116	1398391	128121	MMC X0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	0	9	6,469	-155,256	-87,686	-242,942	-1	-1.00
2300117	1398392	128107	MESN Z7593 D P	DEPUTY/CHIEF 3	45X	PF	0	10	22,447	-538,728	-185,937	-724,665	-1	-1.00
2500027	1415852	159404	MENN Z0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
4508732	1235220	66820	MMS X7341 A P	HUMAN RESOURCES ADMINISTRA	40X	PF	24	10	17,074	0	0	0	0	0.00
4508734	1235240	24669	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
7013191	1235650	39380	MMC X0118 A P	EXECUTIVE SUPPORT SPECIALIST	17	PF	24	9	5,607	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-1,754,904**	**-752,331**	**-2,507,235**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-1,754,904**	**-752,331**	**-2,507,235**	**-6**	**-6.00**

2025-27 Budget Narrative

Policy Option Package #130 – Support Service Demand for Client Agencies

$0.2 million | Total Positions/FTE: 1/1.00 FTE

Purpose

Support HR Service demand for client agencies.

How Achieved

Add one Human Resources Analyst 1 for Workday support to alleviate the workload of an HR Consultant and enhance the consultant's capacity by reducing administrative burden.

Staffing Impact

Establishment of one position and 1.00 FTE.

Quantifying Results

HRC 1's are spending upwards of 40-50% of their time in Workday taking away from availability to consult with leadership, develop succession plans, conduct investigations, etc. The CHRO has not had capacity to take on additional client agencies when requested due to bandwidth.

Revenue Sources

Assessment and Charges for services

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Human Resource Office**

Pkg: 130 - Support Service demand for client agencies **Cross Reference Number: 10700-045-00-00-00000**

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	-	-	134,568	-	-	-	134,568
Empl. Rel. Bd. Assessments	-	-	72	-	-	-	72
Public Employees' Retire Cont	-	-	28,313	-	-	-	28,313
Social Security Taxes	-	-	10,294	-	-	-	10,294
Paid Family Medical Leave Insurance	-	-	538	-	-	-	538
Worker's Comp. Assess. (WCD)	-	-	42	-	-	-	42
Mass Transit Tax	-	-	807	-	-	-	807
Flexible Benefits	-	-	42,408	-	-	-	42,408
Total Personal Services	**-**	**-**	**$217,042**	**-**	**-**	**-**	**$217,042**
Services & Supplies							
Instate Travel	-	-	313	-	-	-	313
Employee Training	-	-	896	-	-	-	896
Office Expenses	-	-	2,876	-	-	-	2,876
Telecommunications	-	-	3,220	-	-	-	3,220
Data Processing	-	-	1,094	-	-	-	1,094
Dues and Subscriptions	-	-	787	-	-	-	787
Other Services and Supplies	-	-	563	-	-	-	563
Expendable Prop 250 - 5000	-	-	672	-	-	-	672
IT Expendable Property	-	-	2,813	-	-	-	2,813
Total Services & Supplies	**-**	**-**	**$13,234**	**-**	**-**	**-**	**$13,234**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Human Resource Office**

Pkg: 130 - Support Service demand for client agencies **Cross Reference Number: 10700-045-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	230,276	-	-	-	230,276
Total Expenditures	**-**	**-**	**$230,276**	**-**	**-**	**-**	**$230,276**
Ending Balance							
Ending Balance	-	-	(230,276)	-	-	-	(230,276)
Total Ending Balance	**-**	**-**	**($230,276)**	**-**	**-**	**-**	**($230,276)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700018	1443241		MMN X1320 A P	HUMAN RESOURCE ANALYST 1	23	PF	24	3	5,607	134,568	81,667	216,235	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**134,568**	**81,667**	**216,235**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**134,568**	**81,667**	**216,235**	**1**	**1.00**

2025-27 Budget Narrative

Policy Option Package #132 – CHRO Recruitment

$0.4 million | Total Positions/FTE: 1/1.00 FTE

Purpose

Provide enterprise recruitment leadership to modernize enterprise recruitment, expand recruitment pools and reduce persistent vacancy rates.

How Achieved

A recruitment leader to serve on the CHRO leadership team to collaborate and drive innovation across the enterprise developing robust and sustainable talent pools to meet evolving needs of state government.

Staffing Impact

Establishment of one position and 1.00 FTE.

Quantifying Results

The state is woefully behind in its days to fill vacancies and vacancy measures. This position would be responsible for driving outcome to targets and further developing metrics to deliver on a diversified and qualified workforce

Revenue Sources

Assessment

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 132 - CHRO Recruitment

Cross Reference Name: Chief Human Resource Office
Cross Reference Number: 10700-045-00-00-00000

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	-	-	229,008	-	-	-	229,008
Empl. Rel. Bd. Assessments	-	-	72	-	-	-	72
Public Employees' Retire Cont	-	-	48,183	-	-	-	48,183
Social Security Taxes	-	-	17,519	-	-	-	17,519
Paid Family Medical Leave Insurance	-	-	916	-	-	-	916
Worker's Comp. Assess. (WCD)	-	-	42	-	-	-	42
Mass Transit Tax	-	-	1,374	-	-	-	1,374
Flexible Benefits	-	-	42,408	-	-	-	42,408
Total Personal Services	**-**	**-**	**$339,522**	**-**	**-**	**-**	**$339,522**
Services & Supplies							
Instate Travel	-	-	1,146	-	-	-	1,146
Employee Training	-	-	2,407	-	-	-	2,407
Office Expenses	-	-	2,876	-	-	-	2,876
Telecommunications	-	-	3,220	-	-	-	3,220
Data Processing	-	-	1,094	-	-	-	1,094
Dues and Subscriptions	-	-	787	-	-	-	787
Other Services and Supplies	-	-	563	-	-	-	563
Expendable Prop 250 - 5000	-	-	672	-	-	-	672
IT Expendable Property	-	-	2,813	-	-	-	2,813
Total Services & Supplies	**-**	**-**	**$15,578**	**-**	**-**	**-**	**$15,578**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 132 - CHRO Recruitment

Cross Reference Name: Chief Human Resource Office
Cross Reference Number: 10700-045-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	355,100	-	-	-	355,100
Total Expenditures	**-**	**-**	**$355,100**	**-**	**-**	**-**	**$355,100**
Ending Balance							
Ending Balance	-	-	(355,100)	-	-	-	(355,100)
Total Ending Balance	**-**	**-**	**($355,100)**	**-**	**-**	**-**	**($355,100)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700019	1443242		MMS X7343 A P	HUMAN RESOURCES MANAGER 3	35X	PF	24	3	9,542	229,008	109,140	338,148	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**229,008**	**109,140**	**338,148**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**229,008**	**109,140**	**338,148**	**1**	**1.00**

2025-27 Budget Narrative

Policy Option Package #155 – Workday Reorganization and Stabilization

($18.8) million | Total Positions/FTE: (18)/(18.00 FTE)

Purpose

In December 2022, DAS rolled out the Workday payroll system for enterprise Payroll and Time Tracking as a seamless integration with the existing Workday Oregon Human Capital Management (HCM) system. This culminated a modernization effort to replace the legacy Oregon State Payroll Application with a modern software-as-a-service system (SaaS). Although the system is a SaaS solution, it is essential to have a centralized Workday Oregon team comprised of DAS employees to provide day-to-day support for the system's technical and administrative needs. This team configures and maintains key enterprise systems, business processes, and Workday integrations for all state agencies, boards and commissions, tests ongoing changes, corrections, and new upgrades (every six months), analyzes customer impact, and trains users on new and changing functionality. The Workday system is used by all agencies, including the Legislative and Judicial branches. DAS strives to provide excellent and efficient service. To best achieve desired results, DAS is reorganizing to create a consolidated Workday division to support the enterprise.

How Achieved

This package requests the transfer of 18 Workday positions out of the CHRO to support the consolidation of the Workday team. The transfer includes all associated services and supplies and subscription for consolidation and financial management of the Workday team.

- Transfer one manager position that manages the overall operations of the state's HR systems serving all three branches of Oregon state government, including over 40,000 employees, 7,000 contingent workers (volunteers and contractors) and 30,000 extended enterprise learners.
- Transfers two IT positions responsible to maintain and create new integrations and applications for the enterprise and/or for specific agencies and transfer data between Workday and other systems; these include integrations for Workday HR and Workday Payroll.
- Transfers 13 Operations and Policy Analyst series positions that provide a host of system configuration, business process, and analysis duties and services such as: security administration and process configuration, Workday reporting writing/data management, Workday help desk support. Among these staff are the Workday Compensation Administrator, Business Process Administrator, Recruitment Administrator, Learning Administrator, HR Solution Architect, comprehensive analysis, Talent and Performance subject matter experts and more.
- Transfers out two Training and Development positions that administer and evaluate complex training and development projects for the Workday system and work with Workday subject matter experts to develop training materials for the enterprise.

Staffing Impact

Transfers out 18 positions and 18 FTE.

Quantifying Results

Consolidating the enterprise Workday team into a new, centralized division and adding permanent positions to manage the day-to-day operational processes, architecture, configuration, integrations, testing, and release management will significantly improve human resources and payroll system controls, compliance and quality; reduce risk, provide better data for decision making and increase efficiencies across the enterprise.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Chief Human Resource Office**

Pkg: 155 - Workday Reorganization and Stabilization | **Cross Reference Number: 10700-045-00-00-00000**

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	-	-	(4,536,672)	-	-	-	(4,536,672)
Empl. Rel. Bd. Assessments	-	-	(1,296)	-	-	-	(1,296)
Public Employees' Retire Cont	-	-	(954,512)	-	-	-	(954,512)
Pension Obligation Bond	-	-	(305,195)	-	-	-	(305,195)
Social Security Taxes	-	-	(347,054)	-	-	-	(347,054)
Paid Family Medical Leave Insurance	-	-	(18,143)	-	-	-	(18,143)
Worker's Comp. Assess. (WCD)	-	-	(756)	-	-	-	(756)
Mass Transit Tax	-	-	(27,220)	-	-	-	(27,220)
Flexible Benefits	-	-	(763,344)	-	-	-	(763,344)
Vacancy Savings	-	-	198,258	-	-	-	198,258
Total Personal Services	**-**	**-**	**($6,755,934)**	**-**	**-**	**-**	**($6,755,934)**
Services & Supplies							
Instate Travel	-	-	(17,568)	-	-	-	(17,568)
Employee Training	-	-	(31,295)	-	-	-	(31,295)
Office Expenses	-	-	(29,067)	-	-	-	(29,067)
Telecommunications	-	-	(46,834)	-	-	-	(46,834)
Data Processing	-	-	(40,269)	-	-	-	(40,269)
Publicity and Publications	-	-	(4,000)	-	-	-	(4,000)
Professional Services	-	-	(1,208,075)	-	-	-	(1,208,075)
IT Professional Services	-	-	(10,189,451)	-	-	-	(10,189,451)
Employee Recruitment and Develop	-	-	(3,333)	-	-	-	(3,333)
Dues and Subscriptions	-	-	(4,722)	-	-	-	(4,722)
Facilities Rental and Taxes	-	-	(379,568)	-	-	-	(379,568)
Other Services and Supplies	-	-	(25,928)	-	-	-	(25,928)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Chief Human Resource Office**

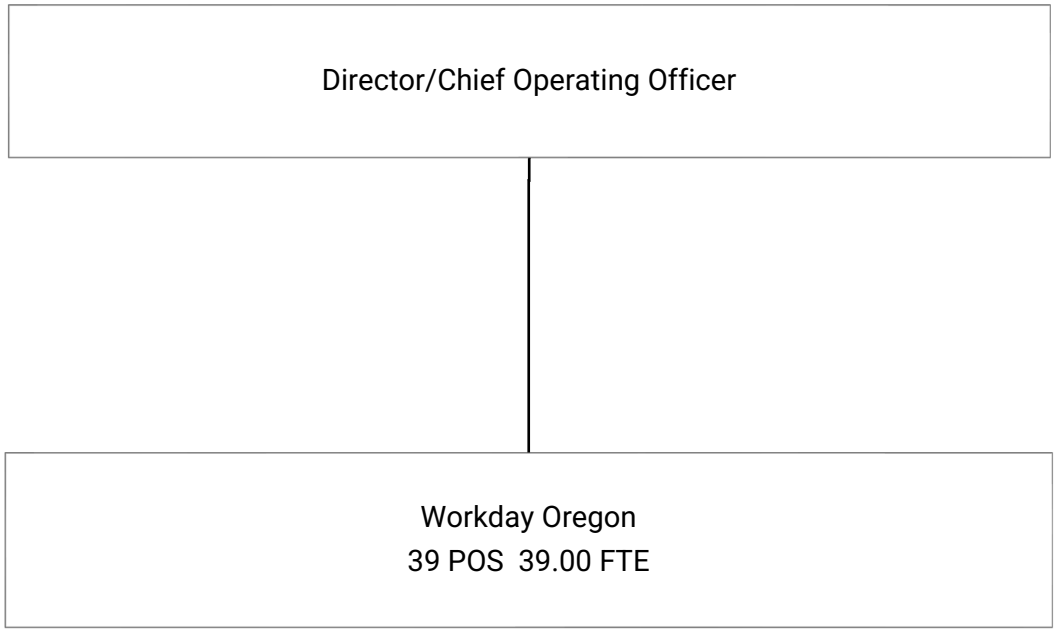
Pkg: 155 - Workday Reorganization and Stabilization **Cross Reference Number: 10700-045-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	(11,706)	-	-	-	(11,706)
IT Expendable Property	-	-	(2,580)	-	-	-	(2,580)
Total Services & Supplies	**-**	**-**	**($11,994,396)**	**-**	**-**	**-**	**($11,994,396)**
Total Expenditures							
Total Expenditures	-	-	(18,750,330)	-	-	-	(18,750,330)
Total Expenditures	**-**	**-**	**($18,750,330)**	**-**	**-**	**-**	**($18,750,330)**
Ending Balance							
Ending Balance	-	-	18,750,330	-	-	-	18,750,330
Total Ending Balance	**-**	**-**	**$18,750,330**	**-**	**-**	**-**	**$18,750,330**
Total Positions							
Total Positions							(18)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(18)**
Total FTE							
Total FTE							(18.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(18.00)**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
520031	3030	709	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
520071	3230	62009	MMN X0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,331	-199,944	-100,686	-300,630	-1	-1.00
530088	3810	13538	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	7	9,542	-229,008	-109,140	-338,148	-1	-1.00
601072	815750	38464	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
608712	1129860	22481	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
1908739	1274680	5716	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
1913390	1274750	6505	UA C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	0	3	6,545	-157,080	-88,217	-245,297	-1	-1.00
1914881	1274840	44577	UA C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,340	-296,160	-128,675	-424,835	-1	-1.00
2100026	1318240	105728	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2100028	1318260	102198	UA C1338 A P	LEARNING & DEVELOPMENT SPEC	24	PF	0	4	5,690	-136,560	-82,247	-218,807	-1	-1.00
2100029	1318270	104980	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2100030	1318280	104749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2100031	1318290	104750	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2100033	1318310	104991	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
2100035	1318330	105021	UA C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	0	10	7,200	-172,800	-92,789	-265,589	-1	-1.00
2300022	1377652	132940	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2500132	1436171	159313	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2548885	1223550	14413	UA C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,340	-296,160	-128,675	-424,835	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-4,536,672**	**-2,085,105**	**-6,621,777**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-4,536,672**	**-2,085,105**	**-6,621,777**	**-18**	**-18.00**

Workday Oregon

2025-27 Organization Chart
39 POS 39.00 FTE

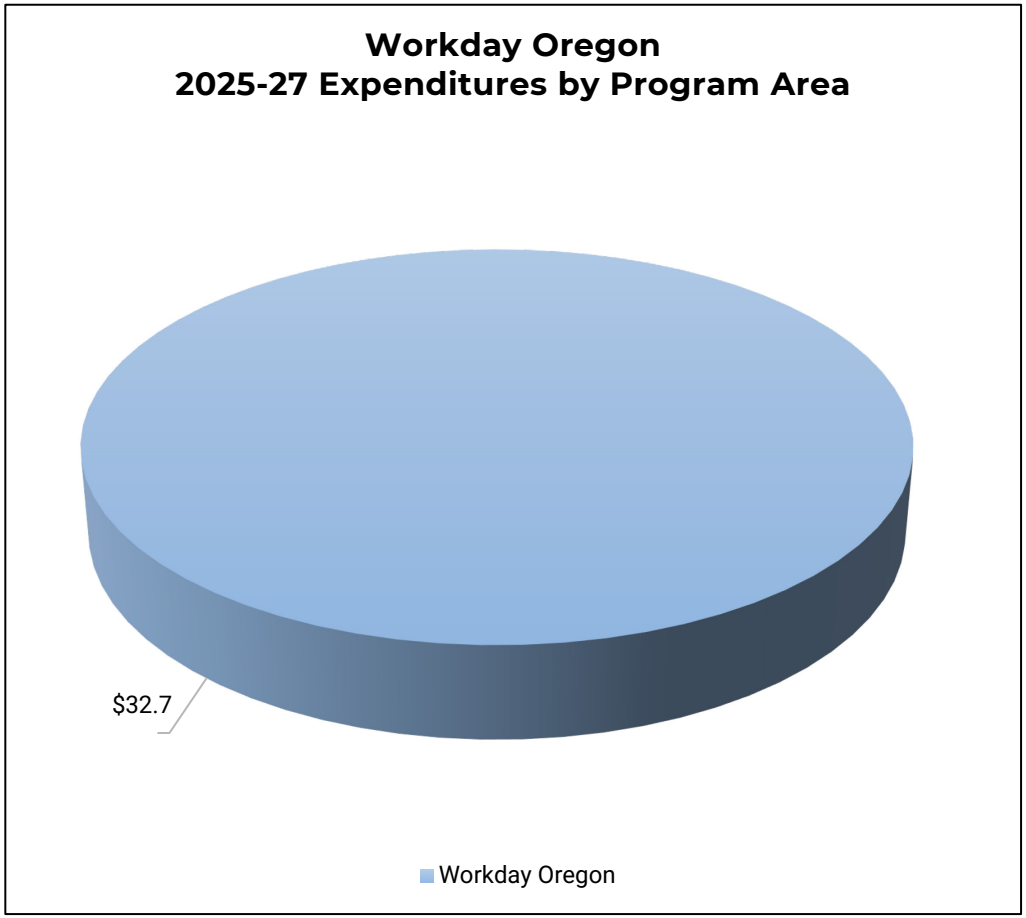


Workday Oregon

Program Overview

Workday Oregon is a newly established DAS division that reports directly to the Chief Operating Officer, consolidating all Workday resources, staff and expenses by transferring them out of various DAS divisions. This division manages operational resources, service levels and response times for employees, agencies and external customers using the Workday system. The DAS Workday Oregon team is crucial for providing technical support and is responsible to configure and maintain the Workday system, ensuring smooth operation of business processes for HR management, recruiting, learning, benefits, compensation, payroll, absence, and time tracking across state agencies (including the Legislative and Judicial branches) and boards and commissions. The systems include:

1. HR components including the management of functionality and capabilities related to human capital management, recruitment, classification, compensation, absence, position management, talent and performance.
2. Enterprise learning management system which provides virtual learning for all state employees, contingent workers (volunteers and contractors) and agencies' community partners.
3. Payroll and Time Tracking including calculated earnings, deductions, worker tax data, time tracking and attendance, payroll check printing and payroll direct deposit.
4. Legacy HR system (PPDB) in which the team manages access and reporting on historical data until it can be fully archived.

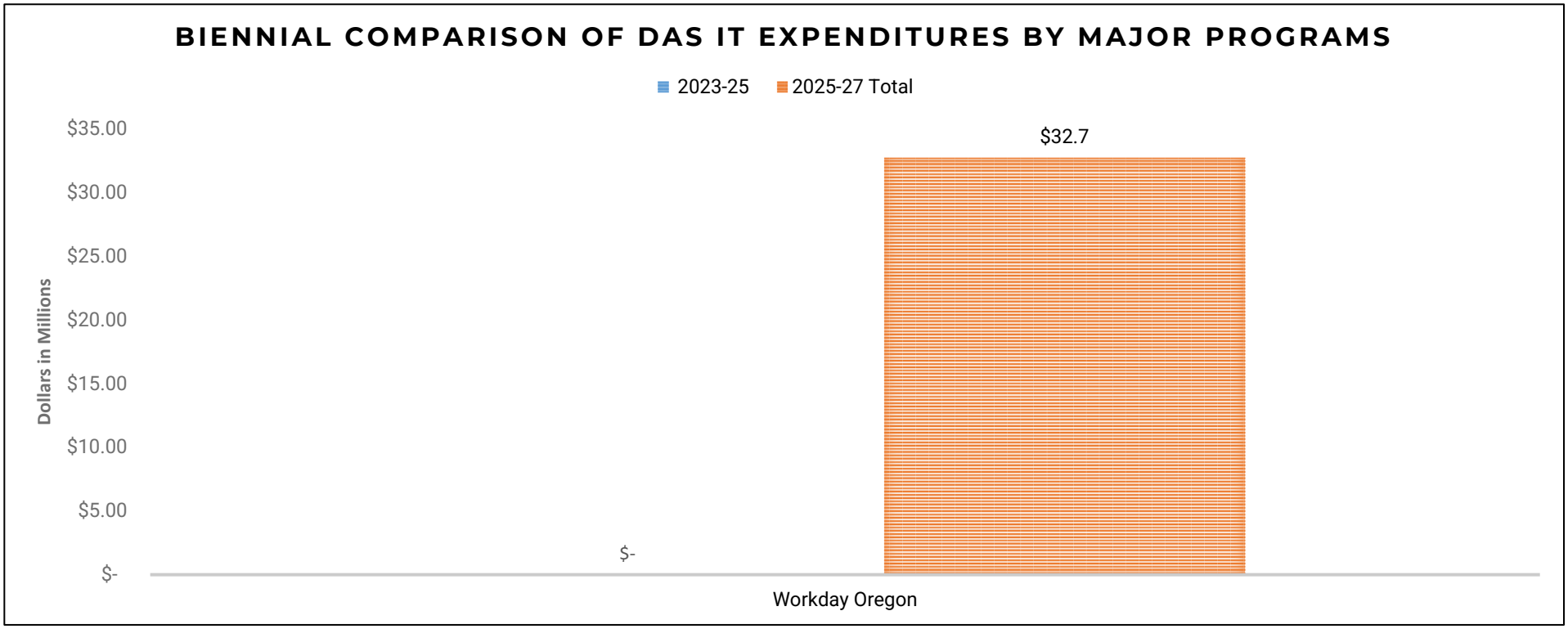


2025-27 Budget Narrative

The division manages all the integrations in which the Workday system provides data to other enterprise systems, including critical integrations with PEBB, PERS and statewide financial systems. Its data analytics and reports are distributed to role-based user groups, agencies, decision makers and other interested parties (often through allowed public records requests).

The Workday Oregon team provides assistance and guidance to thousands of inquiries through its help desk; provides training and creates guides on navigation (job aids and knowledge articles) and videos; coordinates communication forums; implements system configurations; collects data and analytics for enterprise reports; conducts system testing; and oversees large-volume mass changes to employees.

Total Funds Budget (historical and future)



2025-27 Budget Narrative

Program Performance

Workday Oregon aligns business objectives with the Governor's initiatives by prioritizing reporting and data analytics to enable data-driven and strategic decision making. The division will continue to collaborate with the enterprise on statewide initiative needs, projects and best practices while maintaining appropriate oversight.

Enabling Legislation/ Program Authorization

- Oregon Revised Statute Chapters 184.305 to 184.345; 240, 243, 283 and 291 establish DAS and authorize its general activities.

Funding Streams that Support the Program

The division relies on an assessment which allocates costs to state agencies based on 2023-25 Legislatively Adopted Budget Full-Time Equivalent (FTE) authority.

2025-27 Budget Narrative

Policy Option Package #155 – Workday Reorganization and Stabilization

$32.8 million | Total Positions/FTE: 39/39.00 FTE

Purpose

This request is for the funding and legislative approval to establish a new Workday Oregon division that reports directly to the Chief Operating Officer; transfers existing permanent positions and services and supplies into the division; establishes new permanent positions for the division; and provides funding for required growth rate fees. This request includes the 2025-27 biennial cost of existing and new permanent state staff, ongoing annual subscriptions needed to operate the Workday system, and growth rate fees. Growth rate fees represent the increase in the number of FTE, contingent worker, and external learner user accounts within Workday across the state since the original contract was established.

How Achieved

This package requests the establishment of a new division, the transfer of 23 permanent positions (23.00 FTE), establishment of 16 new permanent positions (16.00 FTE), and Workday subscription growth rate fees for 2 years. In the future, all these positions and ongoing system costs would become part of the DAS base budget.

A new Workday division will consolidate resources and expenses providing transparency for the Legislature, state agencies and other interested parties. This division will manage operational resources, service levels and response times for employees, agencies and external customers who use Workday Oregon. It will improve accountability and efficiency in administering the Workday system.

The new positions will provide executive leadership, strategic direction, accountability management, governance and quality control. They will also perform business analysis and product testing, deliver training and customer communication, and provide capacity for configuration, integration development and succession planning.

Additionally, a new $1.3 million request is included within services and supplies for anticipated growth rate fees for Workday modules in accordance with Workday subscriptions services. The growth rate is billed annually based on calculations of employee, contingent worker (volunteers and contractors), and external learner user accounts within Workday. The request is based on historical growth rates experienced in previous biennia since implementing the Workday solution.

	Numbers displayed in millions										
	Workday Admin	Workday Payroll			Workday HCM				Workday Reorganization & Stabilization		
	New Positions and S&S Total	From FBS Program Reorganization	New Positions and S&S for Stabilization	Total	From CHRO Program Reorganization	From COO Program Reorganization	New Positions and S&S for Stabilization	Total	Total Reorganization	New Positions and S&S for Stabilization	Total Request
Personal Services	$1.8	$1.6	$3.4	$5.0	$6.8	$0.4	$0.4	$7.5	$8.7	$5.6	$14.3
Services & Supplies	$1.4	$4.9	$0.2	$5.1	$12.0	$0.0	$0.0	$12.0	$16.9	$1.6	$18.5
Total	**$3.1**	**$6.5**	**$3.6**	**$10.1**	**$18.8**	**$0.4**	**$0.4**	**$19.6**	**$25.6**	**$7.1**	**$32.8**
Position	4	4	11	15	18	1	1	20	23	16	39
FTE	4.00	4.00	11.00	15.00	18.00	1.00	1.00	20.00	23.00	16.00	39.00

Staffing Impact

The positions included in this request include new permanent resources and transfer existing permanent resources from CHRO, CFO and COO that were previously funded to support the Workday system.

Existing Permanent Positions, Requesting Transfer of 23 Positions:

- Workday Payroll Team (4 positions)
  - Transfer permanent full time, Human Resources Information Systems Manager 3 (1.00 FTE)
  - Transfer permanent full time, Operations and Policy Analyst 4 (2.00 FTE)
  - Transfer permanent full time, Accountant 3 (1.00 FTE)

- Workday HCM Team (19 positions)
  - Transfer permanent full time, Human Resources Information Systems Manager 3 (1.00 FTE)
  - Transfer permanent full time, Information Systems Specialist 8 (2.00 FTE)
  - Transfer permanent full time, Operations and Policy Analyst 4 (9.00 FTE)
  - Transfer permanent full time, Operations and Policy Analyst 3 (3.00 FTE)
  - Transfer permanent full time, Learning and Development Specialist 2 (1.00 FTE)
  - Transfer permanent full time, Operations and Policy Analyst 2 (1.00 FTE)
  - Transfer permanent full time, Learning and Development Spec 1 (1.00 FTE)
  - Transfer permanent full time, Operations and Policy Analyst 1 (1.00 FTE)

New Position Requests:

- Workday Administration Team (4 positions)
  - Establish permanent full time, Information Technology Administrator 2 (1.00 FTE)
  - Establish permanent full time, Information Technology Manager 3 (1.00 FTE)
  - Establish permanent full time, Operations and Policy Analyst 4 (2.00 FTE)

- Workday Payroll Team (11 positions)
  - Establish permanent full time, Information Systems Specialist 8 (1.00 FTE)
  - Establish permanent full time, Operations and Policy Analyst 4 (3.00 FTE)
  - Establish permanent full time, Operations and Policy Analyst 3 (6.00 FTE)
  - Establish permanent full time, Learning and Development Spec 2 (1.00 FTE)

- Workday HCM Team (1 position)
  - Establish permanent full time, Operations and Policy Analyst 4 (1.00 FTE)

Quantifying Results

Consolidating the enterprise Workday team into a new, centralized division and adding permanent positions to manage the day-to-day operational processes, architecture, configuration, integrations, testing, and release management will significantly improve human resources and payroll system controls, compliance and quality; reduce risk, provide better data for decision making, and increase efficiencies across the enterprise.

Revenue Sources

Other Funds, Admin & Service Charges (Assessment)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Workday**

Pkg: 155 - Workday Reorganization and Stabilization **Cross Reference Number: 10700-055-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Beginning Balance							
Beginning Balance	-	-	-	-	-	-	-
Total Beginning Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Revenues							
Admin and Service Charges	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers Out							
Transfer Out - Indirect Cost	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	9,709,656	-	-	-	9,709,656
Empl. Rel. Bd. Assessments	-	-	2,808	-	-	-	2,808
Public Employees' Retire Cont	-	-	2,042,904	-	-	-	2,042,904
Pension Obligation Bond	-	-	351,832	-	-	-	351,832
Social Security Taxes	-	-	729,659	-	-	-	729,659
Paid Family Medical Leave Insurance	-	-	37,988	-	-	-	37,988
Worker's Comp. Assess. (WCD)	-	-	1,638	-	-	-	1,638
Mass Transit Tax	-	-	58,536	-	-	-	58,536
Flexible Benefits	-	-	1,653,912	-	-	-	1,653,912
Vacancy Savings	-	-	(266,865)	-	-	-	(266,865)
Total Personal Services	**-**	**-**	**$14,322,068**	**-**	**-**	**-**	**$14,322,068**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Workday**

Pkg: 155 - Workday Reorganization and Stabilization **Cross Reference Number: 10700-055-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	54,234	-	-	-	54,234
Employee Training	-	-	113,563	-	-	-	113,563
Office Expenses	-	-	123,629	-	-	-	123,629
Telecommunications	-	-	152,706	-	-	-	152,706
Data Processing	-	-	357,227	-	-	-	357,227
Publicity and Publications	-	-	4,000	-	-	-	4,000
Professional Services	-	-	1,208,075	-	-	-	1,208,075
IT Professional Services	-	-	15,851,872	-	-	-	15,851,872
Employee Recruitment and Develop	-	-	3,333	-	-	-	3,333
Dues and Subscriptions	-	-	30,598	-	-	-	30,598
Facilities Rental and Taxes	-	-	379,568	-	-	-	379,568
Other Services and Supplies	-	-	44,440	-	-	-	44,440
Expendable Prop 250 - 5000	-	-	33,802	-	-	-	33,802
IT Expendable Property	-	-	95,071	-	-	-	95,071
Total Services & Supplies	**-**	**-**	**$18,452,118**	**-**	**-**	**-**	**$18,452,118**
Total Expenditures							
Total Expenditures	-	-	32,774,186	-	-	-	32,774,186
Total Expenditures	**-**	**-**	**$32,774,186**	**-**	**-**	**-**	**$32,774,186**
Ending Balance							
Ending Balance	-	-	(32,774,186)	-	-	-	(32,774,186)
Total Ending Balance	**-**	**-**	**($32,774,186)**	**-**	**-**	**-**	**($32,774,186)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Workday**

Pkg: 155 - Workday Reorganization and Stabilization **Cross Reference Number: 10700-055-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							39
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**39**
Total FTE							
Total FTE							39.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**39.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
321109	672880	31737	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
520031	3030	709	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
520071	3230	62009	MMN X0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	9	8,331	199,944	100,686	300,630	1	1.00
530088	3810	13538	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	7	9,542	229,008	109,140	338,148	1	1.00
601072	815750	38464	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
608712	1129860	22481	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
1908739	1274680	5716	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
1913390	1274750	6505	UA C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	24	3	6,545	157,080	88,217	245,297	1	1.00
1914881	1274840	44577	UA C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	10	12,340	296,160	128,675	424,835	1	1.00
2100026	1318240	105728	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2100028	1318260	102198	UA C1338 A P	LEARNING & DEVELOPMENT SPEC	24	PF	24	4	5,690	136,560	82,247	218,807	1	1.00
2100029	1318270	104980	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100030	1318280	104749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100031	1318290	104750	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100033	1318310	104991	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
2100035	1318330	105021	UA C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	24	10	7,200	172,800	92,789	265,589	1	1.00
2300002	1377551	136937	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	10	11,065	0	0	0	0	0.00
2300002	1377551	136937	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2300022	1377652	132940	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500132	1436171	159313	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2548885	1223550	14413	UA C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	10	12,340	296,160	128,675	424,835	1	1.00
2700039	1443292		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	6	10,021	240,504	112,485	352,989	1	1.00
2700040	1443293		MMN X1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	24	9	9,542	229,008	109,140	338,148	1	1.00
2700041	1443294		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2700042	1443295		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	0	3	9,535	0	0	0	0	0.00
2700042	1443295		UA C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	3	8,925	214,200	104,833	319,033	1	1.00
2700043	1443296		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700044	1443297		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700045	1443298		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700046	1443299		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700047	1443300		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00

2025-27 Biennium **Cross Reference Number: 10700-055-00-00-00000**

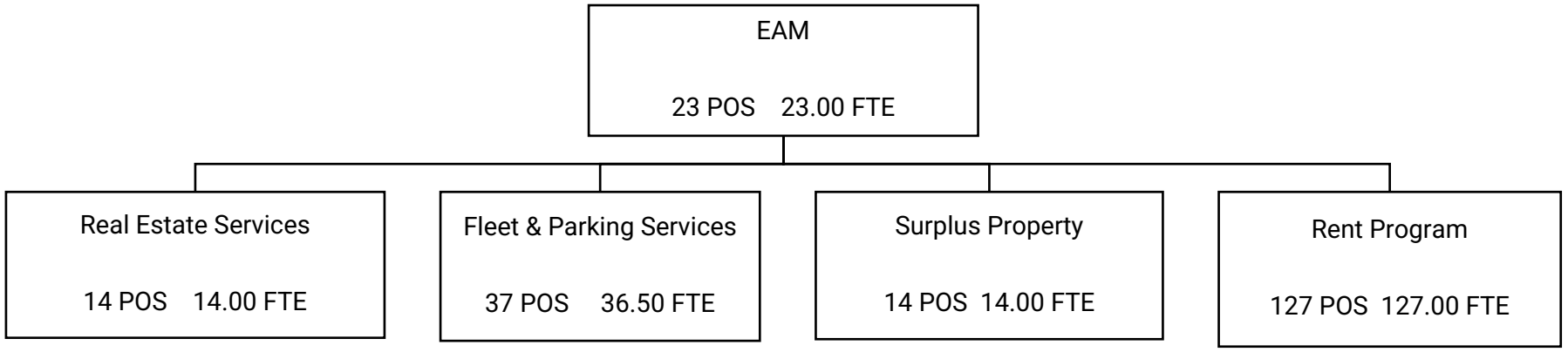
Agency Request Budget **Package Number: 155**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700048	1443301		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700049	1443302		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700050	1443303		MESN Z7881 I P	INFORMATION TECHNOLOGY ADM	40X	PF	24	10	22,870	548,880	188,220	737,100	1	1.00
2700051	1443304		MESN Z7883 I P	INFORMATION TECHNOLOGY MAN	35X	PF	24	3	11,028	264,672	119,515	384,187	1	1.00
2700052	1443305		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	5	9,542	229,008	109,140	338,148	1	1.00
2700053	1443306		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700054	1443307		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	5	8,658	207,792	102,968	310,760	1	1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	264,672	119,515	384,187	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**9,709,656**	**4,468,909**	**14,178,565**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**9,709,656**	**4,468,909**	**14,178,565**	**39**	**39.00**

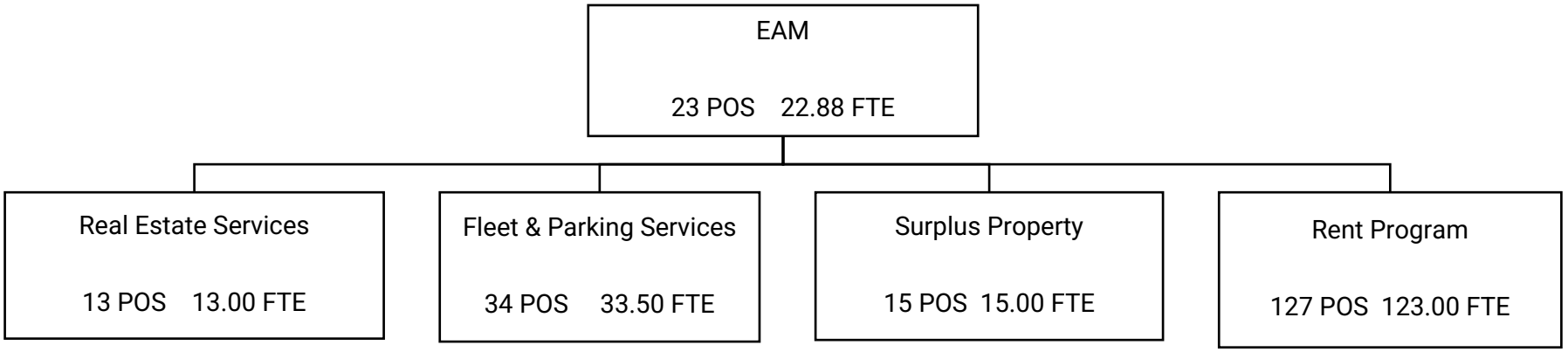
Enterprise Asset Management

Enterprise Asset Management (EAM)

2025-27 Organization Chart
215 POS 214.50 FTE



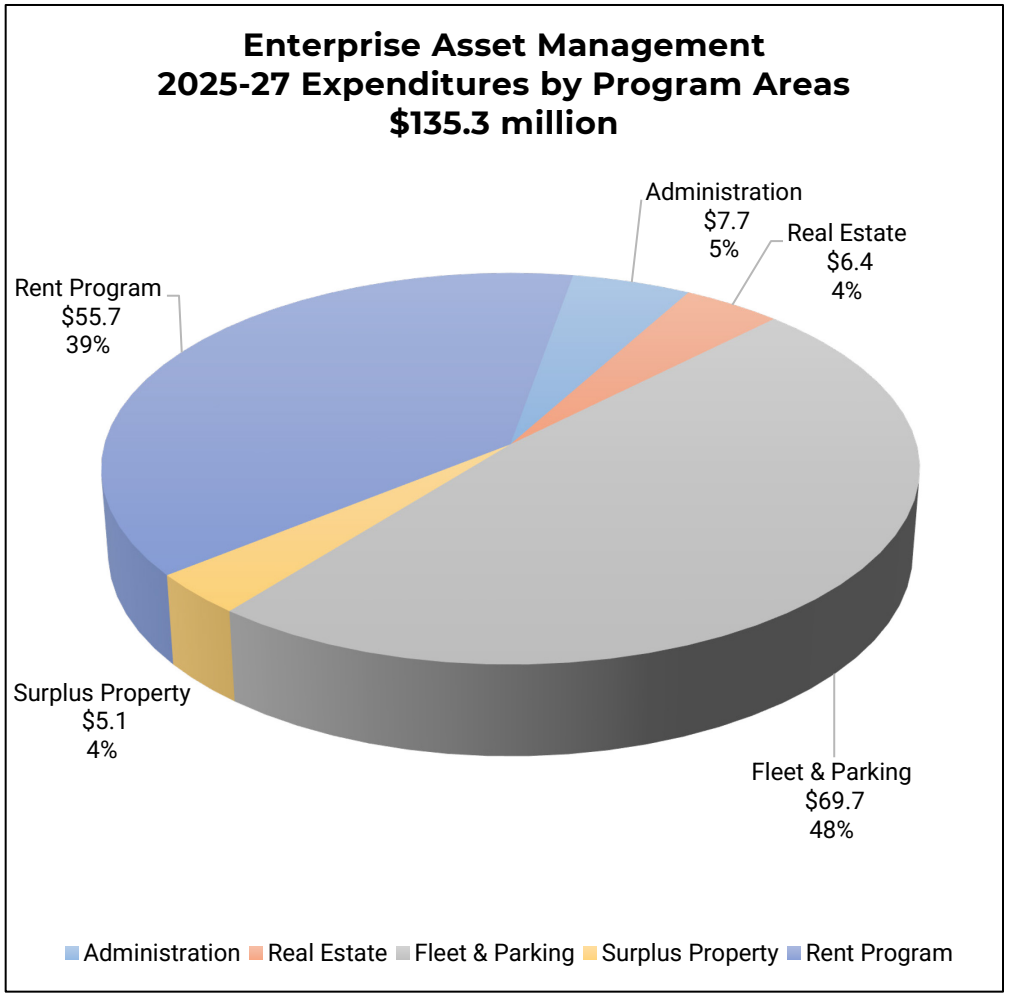
2023-25 Organization Chart
212 POS 207.38 FTE



Enterprise Asset Management

Program Overview

The Enterprise Asset Management (EAM) division comprises the Rent Program, Real Estate Services, Fleet and Parking Services and the Oregon Surplus Property program. The division centralizes management of state real and personal property to support state agency workspaces, travel and operational needs.



Program Description

EAM provides vehicles from the state fleet, disposition of surplus personal property, office and specialty use space within its portfolio of owned buildings, full-service brokerage representation for state agencies in private-sector leased space, plans, and executes on Capital Construction projects on DAS-owned buildings, maintains those assets and provides a safe and sanitary work environment for state agencies. The division's centralized services provide state and some local government customers with cost effective, quality, and efficient asset lifecycle management, including acquisition, operation, maintenance and disposal. These value-added services allow customers to focus on their primary missions.

The division's program areas focus on responsive customer service, with particular attention to the following goals:

- Provide clear and consistent guidelines and policies.
- Seek long-term, comprehensive solutions with input and collaboration from communities of interest.
- Lead state government in sustainability projects and practices.
- Respond promptly to customer requests.
- Balance individual agency needs with overall state enterprise needs and goals.

2025-27 Budget Narrative

EAM serves its customers with the following central programs:

Rent Program: Includes Operations and Maintenance (O&M) and Planning and Construction Management (P&CM). O&M programs provide clean, sanitary, and well-maintained building space, allowing state agencies to focus on their missions. O&M operate and maintain 44 DAS-owned buildings and service nine other agency-owned buildings, with over 3 million square feet throughout Oregon. These facilities are occupied by 69 agencies and include general government offices, forensic crime and health labs, computer data centers, printing operations, and the Governor's residence. P&CM provides construction project management for over $50 million in maintenance, upgrade and renovation, and new construction projects for DAS-owned buildings, including space planning and interior design services. These assets are used daily by state employees, as well as the citizens of Oregon. The program's projects keep the state government buildings functioning and provide upgrades so state agencies can deliver critical services to the citizens of Oregon.

Prime examples of the Rent Program's work:

- Research ways to upgrade and install energy and water saving systems, from simple things such as insulation and energy efficient windows and plumbing fixtures to more complex projects including LED lighting upgrades and frictionless magnetic chillers.
- Provide professional, technical, maintenance services and expert consulting to provide a safe, reliable and efficient workplace for employees.
- Maintain building systems and structures to prevent failures and respond to intermittent operating system needs – ensuring state employees have healthy and safe work environments to effectively deliver services to citizens.
- Provide HVAC mechanics, electricians, refrigeration mechanics, plumbers, security technicians, locksmiths, maintenance technicians, painters, carpenters, general landscapers, an arborist, pesticide applicators, and custodians. All maintenance technicians maintain appropriate licenses for their trade, ensuring that all work meets present code.
- O&M partners with P&CM on planning Capital Construction and Capital Improvement projects. They prioritize needs based on the constantly changing deferred maintenance list and provide subject matter experts to assist projects from beginning to end.
- Serve as state government's expert resource for new construction, building renovation, and building system upgrades with a primary focus on maintaining the 44 buildings and parking structures that DAS owns.
- Provide long- and short-term planning for building maintenance projects.

- Assist, when possible, with construction and interior projects in buildings owned by other agencies.

- Manage all projects to minimize agency downtime, exceed construction standards, implement energy and resource savings, meet timelines and stay within scope and on budget.

Real Estate Services: Provides comprehensive, value-driven commercial lease brokerage, land acquisition and surplus real estate sales, property management, asset strategies, real estate development services, interior project management, space planning and interior design services. Freeing the client agency from the burden of navigating the real estate industry, this program is integral to agencies' core need of solving the "space" dilemma. This team of cross functional professionals represent state agencies with the unwavering resolve to drive the best deal at the highest value for state government. This group also carries out real estate-based enterprise-wide initiatives and legislative directives in its continual effort to contemporize practices. Specifically, this group's work encompasses the following:

- Manage state government's overall lease portfolio with the goal of leveraging its market presence and economizing its footprint while creating efficiencies in current and future state-owned assets.

- Negotiate approximately 250 private market leases annually, with a focus on driving the highest value for the agencies at or below market lease rates.

- Manage the portfolio of 480 private sector leases covering approximately 4.9 million square feet of office, storage, and special use facilities as well as 300 DAS-controlled state leases covering approximately 2.1 million square feet of office and storage space.

    - Managing the portfolio centrally improves DAS' ability to make value recommendations to agencies such as co-locations, back-fill opportunities, assignment of a lease, downsize or change, as well as perform as the information clearinghouse.

- Engage the commercial real estate industry through networking and professional affiliations to continually position itself to deliver relevant, contemporary real estate options for agencies.

- Provide lease administration services and guidance to agencies ensuring its contract rights are upheld and enforced; resolve contract disputes with landowners, protecting agencies' financial and operational interests.

- Facilitate the sale of surplus real estate; this service is important particularly to other land-owning state agencies, counties, local municipalities, and political subdivisions that may benefit from repurposing surplus real estate.

- Maintain an inventory of state lands and buildings that are owned or leased. Provide analysis and technical reports for the activities and public review process of the Public Lands Advisory Committee on state land acquisitions and sales.

- Provide state agencies with land transaction services, e.g., disposition strategy, appraisals, surveys, environmental studies and lot line adjustments.

Fleet and Parking Services: Owns and operates 4,200 vehicles used by 50 state agencies and manages 4,600 parking spaces located in Salem, Portland and Eugene. These assets are used daily by state agency employees and, regarding parking spaces, the public customers they serve. The program:

- Provides centralized acquisition, maintenance and regulation of vehicles for use by state agencies.

- Sets uniform rental fees taking advantage of economies of scale. Centralize purchasing, management, and bulk buying of vehicles, parts and fuel to reduce agency transportation costs. Rent vehicles to state and local governments – eliminating the need to purchase vehicles and spreading the cost over many budget cycles.

- Conducts biennial minimum mileage review of vehicles. This review is mandated in statute and policy and ensures that low-use vehicles are a justified expense of taxpayer money.

- Manages reserved parking spaces within the Capitol Mall, striving to maintain a ratio of one space per two employees. The program promotes and coordinates bus pass, carpool, vanpool, and other mass transit commuter programs to reduce traffic congestion, greenhouse gas emissions, and to reduce the need for additional employee parking. The program coordinates with O&M for upkeep of the facilities, Real Estate Services for planning larger agency employee moves, and with P&CM for renovations and major projects for the lots and structures.

Oregon Surplus Property: Facilitates the reuse of surplus personal property for state, local and federal government entities. Key program work:

- Provide a central distribution point for excess and end-of-life inventory with a transparent audit trail and fair and equitable distribution of property by marketing through online auctions and store sales.

- Minimize items entering the waste stream – less than 1% of all items turned-in to surplus property are placed in the garbage.

- Return over $3 million annually in sale proceeds to state agencies that turned in surplus property.

- Sell to the public and small businesses, prior to recycling or disposing of items – supporting many small businesses with access to inexpensive items for use or resale.

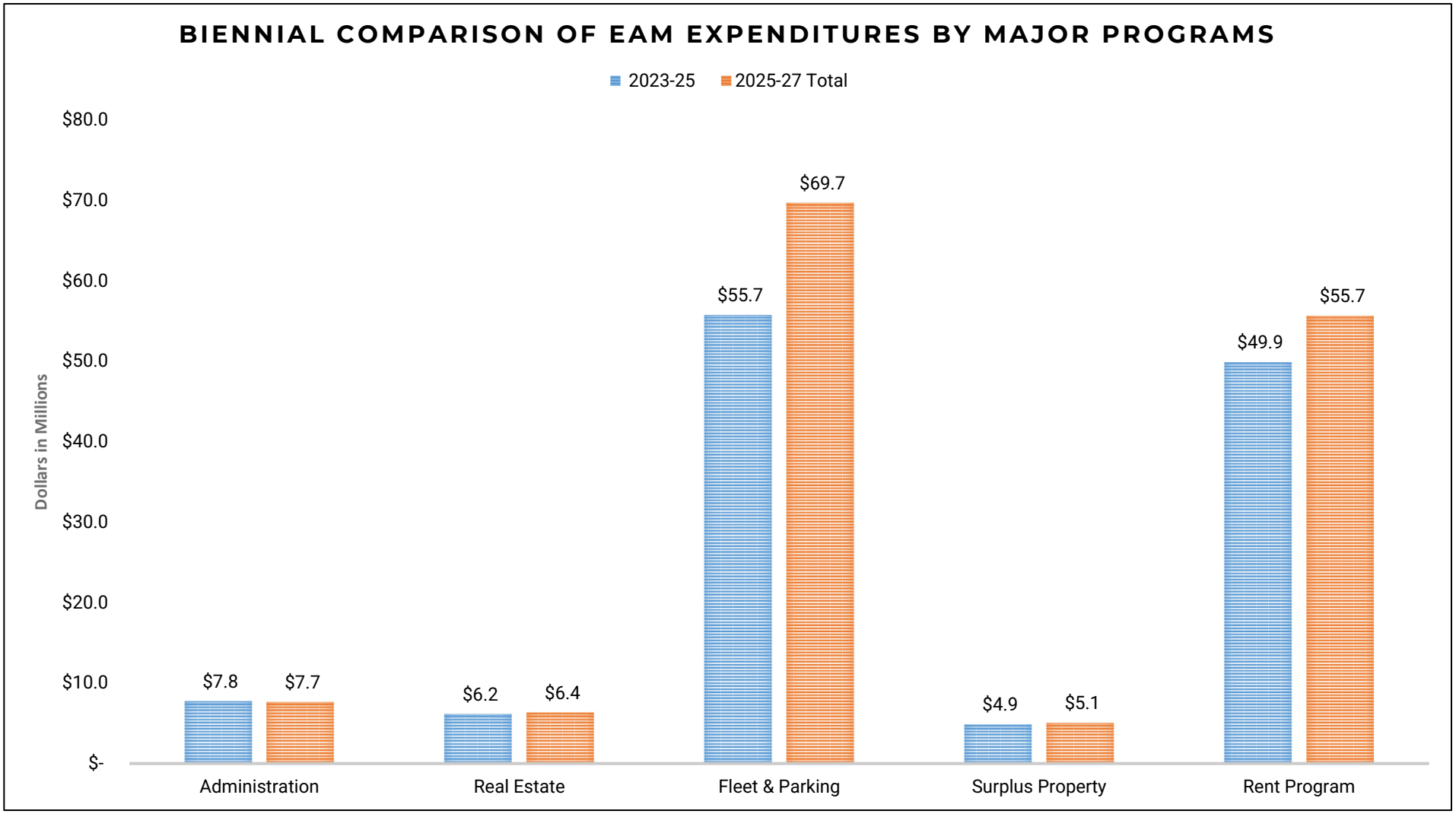
- Provide significant savings to state and local governments, eligible non-profits and small businesses through access to surplus property.

- Manage the e-waste disposal program for state agencies, counties and cities through Garten Services, a Qualified Rehabilitation Facility that ensures environmentally safe disposal and proper security and destruction of confidential or sensitive data.

- Administer the federal Law Enforcement Support Office (LESO) program, which enables state and local law enforcement agencies to acquire equipment and supplies from federal sources for free or at substantial savings – nearly $3 million annually.

2025-27 Budget Narrative

Total Funds Budget (historical and future)



2025-27 Budget Narrative

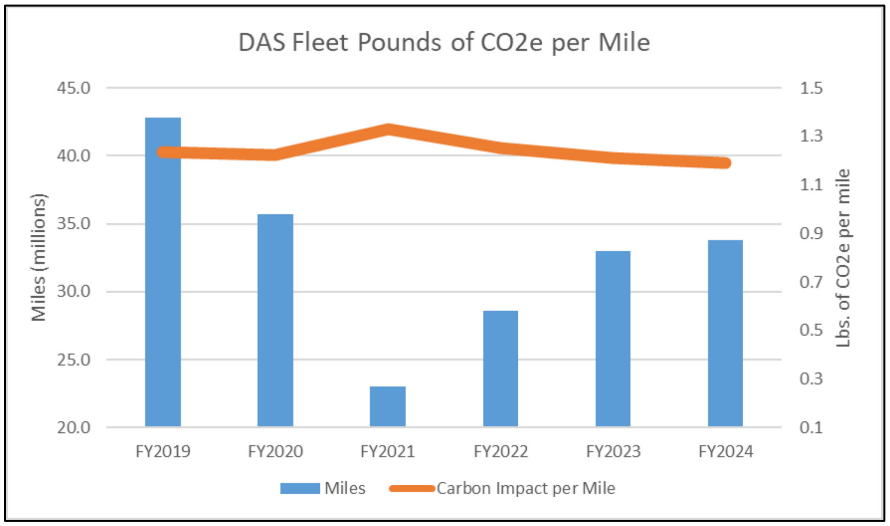
Program Justification and Link to Long-Term Outcomes

EAM plays a strong role in determining how key assets and services are delivered in ways that conform to long-range policy goals for state agencies and the enterprise. The division mainly focuses on the management of environmental impacts and sustainability, leased and owned space and asset lifecycle. The following descriptions of the division's actions and planning demonstrate how it uses its expertise to achieve long-range goals toward more efficient and effective delivery of government services to Oregonians:

- Well maintained buildings: The division's highest priority to ensuring deferred maintenance and life cycle management is continually addressed. This results in healthy buildings, energy efficient buildings for state agencies and the public they serve.
- Workspace Modernization: As DAS helps agencies downsize office footprints the division can create contemporary workspaces that support a hybrid workforce.
- Environmental impact and sustainability: The division strives to manage the impact of its operations on the environment and sustainability. It also leads other agencies by example by developing statewide resource efficiency and conservation policy, coordinating the Interagency Sustainability Coordinators Network, facilitating the work of the Oregon Sustainability Board, and collaborating with the Governor's Office on various sustainability initiatives. Efforts touch on several areas including the following examples:

    - Building efficiency: In all renovations and upgrades of electrical, HVAC and other building systems, primary goals are increasing efficiencies in reducing energy usage, and greenhouse gas emissions with supporting return on investment.
    - Vehicle efficiency: A rise in fuel efficiency of just one mile per gallon can yield $.5 million or more in fuel savings over a biennium, depending on gas prices. The same increase in efficiency can reduce greenhouse gas emissions by nearly 2 million pounds of CO^2 per year. DAS Fleet uses fuel efficiency as a primary guide in determining what kinds of vehicles to buy as well as what engine size and fuel type.
    - Water efficiency: The division has been reducing water use and increasing the efficiency of its building water fixtures and irrigation systems.
    - Waste minimization and recycling: The division continues to support efforts to divert materials from landfill, reduce waste hauling costs and recycle materials.
    - State policy and Executive Order implementation: The division has been actively involved in development and implementation of Executive Orders related to building energy efficiency, electric vehicles and greenhouse gas (GHG) reduction.

- GHG emissions: DAS annually tracks the combined emissions from fleet vehicles, electricity uses in buildings, heating with natural gas, and miscellaneous emissions from other sources such as refrigerants. The division works to reduce emissions through building renovations that include high efficiency HVAC systems, LED lighting and lighting controls. The division has also worked to reduce carbon emissions associated with the state fleet, as previously mentioned.



- Reuse of end-of-life and excess property: The Oregon Surplus Property program's goals include further use of items within state government, sale of surplus items to private buyers, and disposal in the most environmentally friendly way. Less than 1% of all items turned-in to the Oregon Surplus Property program are placed in the garbage. This ties directly to long-range goals for reducing environmental impact and costs across state government.
- Oregon Forward contracts: The division contracts with an Oregon Forward organization for custodial services in some buildings and for processing of the state's e-waste. These relationships provide jobs for people with disabilities, contributing to state goals for social and economic equity.

Enabling Legislation/ Program Authorization

ORS Chapter 184.305, 276, 279 A-C, and 283

Funding streams that support the program

EAM funding comes primarily from user fees paid by agency and local government customers (Other Funds). The table below shows the various funding sources for the division's programs.

	Rent Program	Real Estate Services	Fleet & Parking Services	Oregon Surplus Property	Debt Service	Capital Construction & Capital Improvement
Source of Funding						
Assessments:						
Sustainability Support Services		✓				
Real Estate Leasing & Land Services		✓				
Surplus Property Base				✓		
Surplus Personal Property Transactions				✓		
Fees for Service:						
Billable Jobs	✓					
Key Card	✓					
Project Management Services	✓					
Self-Support Rent	✓				✓	✓
Service Agreement Rent	✓					
Uniform Rent	✓				✓	✓
Permanently Assigned Vehicles			✓			
Fuel			✓			
Shop Services			✓			
Parking Services			✓		✓	✓
State Surplus Property				✓		
Federal Surplus Property				✓		
Article XI-Q Bonds:						✓

2025-27 Budget Narrative

Rent Program: Customers in 69 agencies pay Uniform Rent and Self-Support Rent. P&CM is funded by rent revenue from DAS-owned buildings. Project manager fees for non-DAS-owned buildings is billed at an hourly rate. Rates were developed using the historical costs of maintaining and operating these buildings at current service levels. Repairs and other services provided that are not included in the rent are billed at an hourly rate plus parts.

Real Estate Services: An assessment is charged to cover all required services and customer support for those agencies owning real estate. These include, but are not limited to, regulatory requirements, land use assistance, disposition or acquisition assistance and other technical support aspects of large-scale real estate projects. The assessment charged to all state agencies uses a blended allocation method based on one-third of the 2021-23 Legislatively Adopted Budget (LAB) Full-Time Equivalent (FTE) authority, one-third of the size of the agency's 2021-23 total funds LAB, and one-third of the value is based on the number of parcels the agency owns. Private sector leases: Beginning in the 2025-27 biennium, Real Estate Services (RES) will move to an assessment model in which each agency with a lease managed by RES will pay an assessment to cover all services provided based on the following methodology: Assessment will be allocated to agencies based on an average of the total square footage of privately leased space and the monthly cost of those leased spaces as of Dec. 31, 2023.

Fleet and Parking Services: Customer user fees for daily and monthly rental of vehicles recover the cost of vehicles plus administrative costs. Fuel costs are passed on to users with a mark-up to recover infrastructure and administrative costs. Shop charges are hourly plus parts. Parking is billed monthly to employees through payroll deduction. Agencies are billed monthly for state vehicle spaces. For hourly and daily parking, the program uses pay-and-park machines and meters.

Oregon Surplus Property: Customer user fees for state property disposition are a percent commission retained from the total sale. The program also rents storage space in its warehouse by the square foot or pallet. Pick-up and delivery of property is billed hourly plus mileage. The state program also receives an assessment based on 20% agency FTE and 80% historical property transactions. Federal property program customers pay a fee for transfer of excess property. The fee is based on the value of the property and is designed to cover program administrative and transportation costs.

2025-27 Budget Narrative

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 022 – Phased-out Program and One-time Costs

This package phases-out the following: $9.3 million Total Funds

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established

Package 033 – Exceptional Inflation

- This package increases account 4575 Agency Related Services and Supplies which houses the costs associated with Fleet fuel credit card costs and fleet repair costs driving the exceptional inflation request.

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Services and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Asset Management**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 10700-060-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	4,983	-	-	-	4,983
Overtime Payments	-	-	5,646	-	-	-	5,646
Shift Differential	-	-	872	-	-	-	872
All Other Differential	-	-	13,136	-	-	-	13,136
Public Employees' Retire Cont	-	-	4,135	-	-	-	4,135
Pension Obligation Bond	-	-	(128,312)	-	-	-	(128,312)
Social Security Taxes	-	-	1,885	-	-	-	1,885
Unemployment Assessments	-	-	611	-	-	-	611
Paid Family Medical Leave Insurance	-	-	79	-	-	-	79
Mass Transit Tax	-	-	33,437	-	-	-	33,437
Vacancy Savings	-	-	(1,116,382)	-	-	-	(1,116,382)
Total Personal Services	**-**	**-**	**($1,179,910)**	**-**	**-**	**-**	**($1,179,910)**
Total Expenditures							
Total Expenditures	-	-	(1,179,910)	-	-	-	(1,179,910)
Total Expenditures	**-**	**-**	**($1,179,910)**	**-**	**-**	**-**	**($1,179,910)**
Ending Balance							
Ending Balance	-	-	1,179,910	-	-	-	1,179,910
Total Ending Balance	**-**	**-**	**$1,179,910**	**-**	**-**	**-**	**$1,179,910**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(300,000)	-	-	-	-	-	(300,000)
Total Revenues	**($300,000)**	**-**	**-**	**-**	**-**	**-**	**($300,000)**
Services & Supplies							
Other Services and Supplies	(300,000)	-	(250,000)	-	-	-	(550,000)
Total Services & Supplies	**($300,000)**	**-**	**($250,000)**	**-**	**-**	**-**	**($550,000)**
Capital Outlay							
Automotive and Aircraft	-	-	(9,300,000)	-	-	-	(9,300,000)
Total Capital Outlay	**-**	**-**	**($9,300,000)**	**-**	**-**	**-**	**($9,300,000)**
Total Expenditures							
Total Expenditures	(300,000)	-	(9,550,000)	-	-	-	(9,850,000)
Total Expenditures	**($300,000)**	**-**	**($9,550,000)**	**-**	**-**	**-**	**($9,850,000)**
Ending Balance							
Ending Balance	-	-	9,550,000	-	-	-	9,550,000
Total Ending Balance	**-**	**-**	**$9,550,000**	**-**	**-**	**-**	**$9,550,000**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	7,505	-	-	-	7,505
Out of State Travel	-	-	1,161	-	-	-	1,161
Employee Training	-	-	5,184	-	-	-	5,184
Office Expenses	-	-	7,517	-	-	-	7,517
Telecommunications	-	-	26,865	-	-	-	26,865
Data Processing	-	-	35,082	-	-	-	35,082
Publicity and Publications	-	-	1,947	-	-	-	1,947
Professional Services	-	-	14,646	-	-	-	14,646
IT Professional Services	-	-	7,060	-	-	-	7,060
Attorney General	-	-	94,104	-	-	-	94,104
Employee Recruitment and Develop	-	-	90	-	-	-	90
Dues and Subscriptions	-	-	3,564	-	-	-	3,564
Facilities Rental and Taxes	-	-	172,160	-	-	-	172,160
Fuels and Utilities	-	-	375,696	-	-	-	375,696
Facilities Maintenance	-	-	8,009	-	-	-	8,009
Agency Program Related S and S	-	-	790,494	-	-	-	790,494
Other Services and Supplies	-	-	520,344	-	-	-	520,344
Expendable Prop 250 - 5000	-	-	1,615	-	-	-	1,615
IT Expendable Property	-	-	6,561	-	-	-	6,561
Total Services & Supplies	**-**	**-**	**$2,079,604**	**-**	**-**	**-**	**$2,079,604**
Capital Outlay							
Industrial and Heavy Equipment	-	-	2,508	-	-	-	2,508

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	729,383	-	-	-	729,383
Total Capital Outlay	**-**	**-**	**$731,891**	**-**	**-**	**-**	**$731,891**
Total Expenditures							
Total Expenditures	-	-	2,811,495	-	-	-	2,811,495
Total Expenditures	**-**	**-**	**$2,811,495**	**-**	**-**	**-**	**$2,811,495**
Ending Balance							
Ending Balance	-	-	(2,811,495)	-	-	-	(2,811,495)
Total Ending Balance	**-**	**-**	**($2,811,495)**	**-**	**-**	**-**	**($2,811,495)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 033 - Exceptional Inflation

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Agency Program Related S and S	-	-	3,000,000	-	-	-	3,000,000
Total Services & Supplies	**-**	**-**	**$3,000,000**	**-**	**-**	**-**	**$3,000,000**
Capital Outlay							
Automotive and Aircraft	-	-	2,000,000	-	-	-	2,000,000
Total Capital Outlay	**-**	**-**	**$2,000,000**	**-**	**-**	**-**	**$2,000,000**
Total Expenditures							
Total Expenditures	-	-	5,000,000	-	-	-	5,000,000
Total Expenditures	**-**	**-**	**$5,000,000**	**-**	**-**	**-**	**$5,000,000**
Ending Balance							
Ending Balance	-	-	(5,000,000)	-	-	-	(5,000,000)
Total Ending Balance	**-**	**-**	**($5,000,000)**	**-**	**-**	**-**	**($5,000,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

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	-	-	(409,080)	-	-	-	(409,080)
Empl. Rel. Bd. Assessments	-	-	(216)	-	-	-	(216)
Public Employees' Retire Cont	-	-	(86,071)	-	-	-	(86,071)
Pension Obligation Bond	-	-	-	-	-	-	-
Social Security Taxes	-	-	(31,295)	-	-	-	(31,295)
Paid Family Medical Leave Insurance	-	-	(1,636)	-	-	-	(1,636)
Worker's Comp. Assess. (WCD)	-	-	(126)	-	-	-	(126)
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	(127,224)	-	-	-	(127,224)
Vacancy Savings	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**($655,648)**	**-**	**-**	**-**	**($655,648)**
Services & Supplies							
Instate Travel	-	-	(2,177)	-	-	-	(2,177)
Employee Training	-	-	(4,383)	-	-	-	(4,383)
Office Expenses	-	-	(9,009)	-	-	-	(9,009)
Telecommunications	-	-	(10,086)	-	-	-	(10,086)
Data Processing	-	-	(7,185)	-	-	-	(7,185)
Dues and Subscriptions	-	-	(2,466)	-	-	-	(2,466)
Facilities Rental and Taxes	-	-	-	-	-	-	-
Other Services and Supplies	-	-	3,024	-	-	-	3,024
Expendable Prop 250 - 5000	-	-	(2,808)	-	-	-	(2,808)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	(8,811)	-	-	-	(8,811)
Total Services & Supplies	**-**	**-**	**($43,901)**	**-**	**-**	**-**	**($43,901)**
Total Expenditures							
Total Expenditures	-	-	(699,549)	-	-	-	(699,549)
Total Expenditures	**-**	**-**	**($699,549)**	**-**	**-**	**-**	**($699,549)**
Ending Balance							
Ending Balance	-	-	699,549	-	-	-	699,549
Total Ending Balance	**-**	**-**	**$699,549**	**-**	**-**	**-**	**$699,549**
Total Positions							
Total Positions							(3)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(3)**
Total FTE							
Total FTE							(3.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(3.00)**

2025-27 Biennium **Cross Reference Number: 10700-060-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
153013	960	36473	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,943	118,632	77,032	195,664	1	1.00
1905842	1275020	46486	OAS C0855 A P	PROJECT MANAGER 2	30	PF	24	10	10,066	0	0	0	0	0.00
2500134	1436191	16082	MMN X1346 A P	SAFETY SPECIALIST 2	27	PF	0	4	7,128	-171,072	-92,287	-263,359	-1	-1.00
2851002	10790	12856	OAS C4101 A P	CUSTODIAN	10	PF	0	10	3,952	-94,848	-70,113	-164,961	-1	-1.00
4070702	11520	52847	OAS C0759 A P	SUPPLY SPECIALIST 2	20	PF	0	5	4,943	-118,632	-77,032	-195,664	-1	-1.00
6110803	555580	24599	OAS C0855 A P	PROJECT MANAGER 2	30	PF	24	10	10,066	0	0	0	0	0.00
6447002	12690	19307	OAS C4034 A P	FACILITY ENERGY TECHNICIAN 3	26	PF	0	3	5,965	-143,160	-84,168	-227,328	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-409,080**	**-246,568**	**-655,648**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-409,080**	**-246,568**	**-655,648**	**-3**	**-3.00**

2025-27 Budget Narrative

Policy Option Package #140 – Facility Conditions and Capital Planning System

$2 million | Total Positions/FTE: none

Purpose

To facilitate aggregation of critical facility condition data into DAS' Integrated Workplace Management System. The collected data is in support of both House Bill 3409 (2023) and ORS 276.227.

How Achieved

DAS requests $2 million in limitation to invest into the Facility Condition Assessment (FCA) data and software functionality. This is a one-time cost for new facility data gathering through a third-party vendor. Once new facility data is uploaded into the new FCA module the software will be able to update and report accurately when new equipment or facility changes are made.

Staffing Impact

None

Quantifying Results

DAS will be able to share accurate FCA reports with the Chief Financial Office and better forecast deferred maintenance projects as well as carbon reduction through asset replacement plans. Biannual reports will be developed showcasing building performance metrics indicating compliance with executive orders and statutes.

Revenue Sources

Other Funds Limited, Intra-fund Transfer In (Rent)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 140 - Facility Conditions & Capital Planning System

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	2,000,000	-	-	-	2,000,000
Total Services & Supplies	**-**	**-**	**$2,000,000**	**-**	**-**	**-**	**$2,000,000**
Total Expenditures							
Total Expenditures	-	-	2,000,000	-	-	-	2,000,000
Total Expenditures	**-**	**-**	**$2,000,000**	**-**	**-**	**-**	**$2,000,000**
Ending Balance							
Ending Balance	-	-	(2,000,000)	-	-	-	(2,000,000)
Total Ending Balance	**-**	**-**	**($2,000,000)**	**-**	**-**	**-**	**($2,000,000)**

2025-27 Budget Narrative

Policy Option Package #141 – EAM Electric Vehicle (EV) Statewide Charging Infrastructure Program

$15.9 million | Total Positions/FTE: 3/3.00 FTE

Purpose

Executive Orders 17-21, 20-04, plus SB1044 (2019) and HB 2027 (2021) all direct agencies to advance electrification of the state vehicle light fleet as fast as feasibly possible. Most recently, HB 2027 moved the goal to 100% of new light fleet purchased shall be Zero Emission Vehicles (ZEV) where feasible by 2025. A primary hindrance for agencies to accomplish the goal of fleet electrification is the lack of EV chargers where the vehicles are stationed for the ZEVs to be effective for state business use.

California is several years ahead of Oregon in its efforts toward fleet electrification and has a program dedicated to installing charging infrastructure. The California program, working closely with the state fleet, has led to installation of over 3,000 charging ports since 2016 enabling deployment of over 2,000 ZEVs in the same period. More ZEVs would have been deployed but supply shortages in vehicle manufacturing impacted ZEV adoption in all fleets. California's program had a general fund budget of over $50 million for 2022 through 2025 and is expanding its staffing to meet demand for more infrastructure.

Currently, Oregon has about 7,200 light fleet vehicles and less than 55 of those are ZEVs (this number will likely more than double by the end of the 2023-25 biennium). In addition, there are less than 50 chargers installed. The current estimate for the vehicle costs and the necessary supporting EV charging infrastructure to fully electrify the state's light fleet vehicles is $250 million to $300 million. While DAS, ODOT, and a few other agencies have small to medium EV charging projects in process, there is a much larger need for more supporting infrastructure at state-owned and leased facilities. For Oregon to achieve its goals for light fleet electrification, a program like California's is necessary to assist agencies to scope and install the charger projects.

This package is to set up an initial program to work through multiple EV charging projects across several agencies throughout 2025-27 and to evaluate any additional positions and funding needed in following budget cycles to accelerate the deployment of infrastructure and ZEV vehicles. Where available, the program will also install public and employee charging to take advantage of economies of scale and to support overall state EV adoptions goals.

2025-27 Budget Narrative

How Achieved

Establish an EV Infrastructure Project fund to support all state agencies in installing electric vehicle infrastructure to charge both fleet and workplace electric or hybrid electric vehicles. The service would include initial site assessments to determine suitability of installing electric vehicle infrastructure to aid agencies in planning and developing charging infrastructure necessary for the required acquisition of ZEVs. Other services to assist agencies to meet EV charging goals include turn-key design, construction management, technical support, EV infrastructure policy development and information on partnering with external entities providing funding and support for EV infrastructure.

Establish three operations and policy analyst 4 positions within EAM for the evaluation, coordination and execution of EV charging projects. The positions will work closely with state fleet and facilities managers to implement projects to support deployments of ZEVs at state-owned and, possibly, long-term leased facilities. Projects will primarily focus on EV charging infrastructure needed for electrification of the state fleet but will also seek to install employee and public visitor charging at sites where feasible.

Because this program will support enterprise-wide infrastructure needs, the package requests General Fund as the funding source. DAS and other agencies do not have another viable funding source available for implementing EV charging on the scale necessary. Like California, the program will also execute projects with funding coming from agencies with available Other Funds where and if applicable. The program will also seek and incorporate rebates, offsets, and grants available from public utilities, the federal government and any other available sources to decrease the overall General Fund contribution to the projects.

Staffing Impact

- Establishment of three positions and 3.00 FTE.

Quantifying Results

DAS will track projects completed, costs per charger port installed, and how many ZEVs are deployed.

Revenue Sources

General Fund

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 141 - New Program Support EV Infrastructure/Sustainability

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	15,914,127	-	-	-	-	-	15,914,127
Total Revenues	**$15,914,127**	**-**	**-**	**-**	**-**	**-**	**$15,914,127**
Personal Services							
Class/Unclass Sal. and Per Diem	570,456	-	-	-	-	-	570,456
Empl. Rel. Bd. Assessments	216	-	-	-	-	-	216
Public Employees' Retire Cont	120,024	-	-	-	-	-	120,024
Social Security Taxes	43,641	-	-	-	-	-	43,641
Paid Family Medical Leave Insurance	2,283	-	-	-	-	-	2,283
Worker's Comp. Assess. (WCD)	126	-	-	-	-	-	126
Mass Transit Tax	3,423	-	-	-	-	-	3,423
Flexible Benefits	127,224	-	-	-	-	-	127,224
Total Personal Services	**$867,393**	**-**	**-**	**-**	**-**	**-**	**$867,393**
Services & Supplies							
Instate Travel	3,438	-	-	-	-	-	3,438
Employee Training	7,221	-	-	-	-	-	7,221
Office Expenses	8,628	-	-	-	-	-	8,628
Telecommunications	9,660	-	-	-	-	-	9,660
Data Processing	3,282	-	-	-	-	-	3,282
Dues and Subscriptions	2,361	-	-	-	-	-	2,361
Other Services and Supplies	15,001,689	-	-	-	-	-	15,001,689
Expendable Prop 250 - 5000	2,016	-	-	-	-	-	2,016

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Enterprise Asset Management**

Pkg: 141 - New Program Support EV Infrastructure/Sustainability **Cross Reference Number: 10700-060-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	8,439	-	-	-	-	-	8,439
Total Services & Supplies	**$15,046,734**	**-**	**-**	**-**	**-**	**-**	**$15,046,734**
Total Expenditures							
Total Expenditures	15,914,127	-	-	-	-	-	15,914,127
Total Expenditures	**$15,914,127**	**-**	**-**	**-**	**-**	**-**	**$15,914,127**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
270037	1443252		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	3	7,923	0	0	0	0	0.00
2700036	1443251		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
2700037	1443262		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
2700038	1443253		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
				General Funds						**570,456**	**293,514**	**863,970**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**570,456**	**293,514**	**863,970**	**3**	**3.00**

2025-27 Budget Narrative

Policy Option Package #502 HH – GO Housing and Homelessness Initiative

$0.9 million | Total Positions/FTE: 3/3.00 FTE

Purpose

This package supports identifying land for new housing for the Governor's Housing and Homelessness Initiative. As sites zoned for residential development have built out, housing authorities, affordable housing developers, and market-rate housing developers are challenged by a lack of residentially zoned land where housing development is feasible or where land is development ready. This package will enable Oregon state government to take targeted action to increase available land and support land readiness.

How Achieved

The Governor's Office will work with DAS to evaluate state-owned and leased properties and identify which may be suitable for housing development to create a pipeline of housing development opportunities across the state. Creating an equitable, low barrier disposition process for land can achieve rapid housing production on these properties. Entering into low-cost or long-term leases would reduce land costs for affordable housing developers and create a mechanism to keep public properties affordable for the long term.

Staffing Impact

- Establishment of three positions and 3.00 FTE

Quantifying Results

The 3.00 FTE will form a new program specifically tasked with carrying out DAS' work plan supporting the Housing and Homelessness Initiative. This body of work involves extensive land use analysis as well as collaboration with other state agencies and the commercial real estate industry.

Revenue Sources

General Fund

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 502 - HH- State Land For Housing

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	908,144	-	-	-	-	-	908,144
Total Revenues	**$908,144**	**-**	**-**	**-**	**-**	**-**	**$908,144**
Personal Services							
Class/Unclass Sal. and Per Diem	557,592	-	-	-	-	-	557,592
Empl. Rel. Bd. Assessments	216	-	-	-	-	-	216
Public Employees' Retire Cont	117,316	-	-	-	-	-	117,316
Social Security Taxes	42,656	-	-	-	-	-	42,656
Paid Family Medical Leave Insurance	2,230	-	-	-	-	-	2,230
Worker's Comp. Assess. (WCD)	126	-	-	-	-	-	126
Mass Transit Tax	3,346	-	-	-	-	-	3,346
Flexible Benefits	127,224	-	-	-	-	-	127,224
Total Personal Services	**$850,706**	**-**	**-**	**-**	**-**	**-**	**$850,706**
Services & Supplies							
Instate Travel	3,100	-	-	-	-	-	3,100
Employee Training	8,263	-	-	-	-	-	8,263
Office Expenses	8,628	-	-	-	-	-	8,628
Telecommunications	9,660	-	-	-	-	-	9,660
Data Processing	3,282	-	-	-	-	-	3,282
Attorney General	10,000	-	-	-	-	-	10,000
Dues and Subscriptions	2,361	-	-	-	-	-	2,361
Other Services and Supplies	1,689	-	-	-	-	-	1,689
Expendable Prop 250 - 5000	2,016	-	-	-	-	-	2,016

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 502 - HH- State Land For Housing

Cross Reference Name: Enterprise Asset Management
Cross Reference Number: 10700-060-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	8,439	-	-	-	-	-	8,439
Total Services & Supplies	**$57,438**	**-**	**-**	**-**	**-**	**-**	**$57,438**
Total Expenditures							
Total Expenditures	908,144	-	-	-	-	-	908,144
Total Expenditures	**$908,144**	**-**	**-**	**-**	**-**	**-**	**$908,144**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

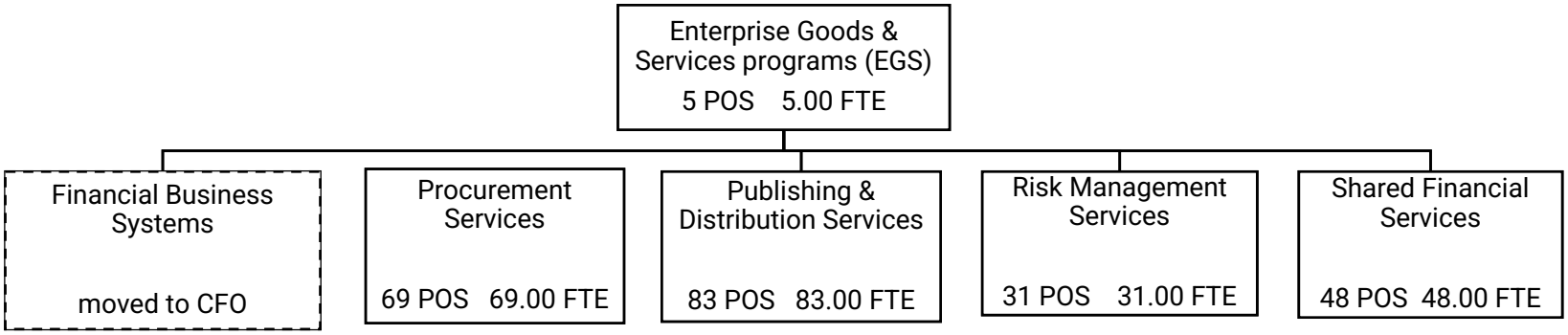
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700033	1443248		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700033	1443248		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	3	8,658	0	0	0	0	0.00
2700034	1443249		MMN X1099 A P	PLANNER 4	32	PF	0	3	8,658	0	0	0	0	0.00
2700034	1443249		MMN X1099 A P	PLANNER 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700035	1443250		OAS C1484 I P	INFORMATION SYSTEMS SPECIALI	25	PF	0	3	5,917	0	0	0	0	0.00
2700035	1443250		OAS C1484 I P	INFORMATION SYSTEMS SPECIALI	25	PF	24	3	5,917	142,008	83,832	225,840	1	1.00
				General Funds						**557,592**	**289,768**	**847,360**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**557,592**	**289,768**	**847,360**	**3**	**3.00**

Enterprise Goods
& Services

Chief Administrative Office (CAO)

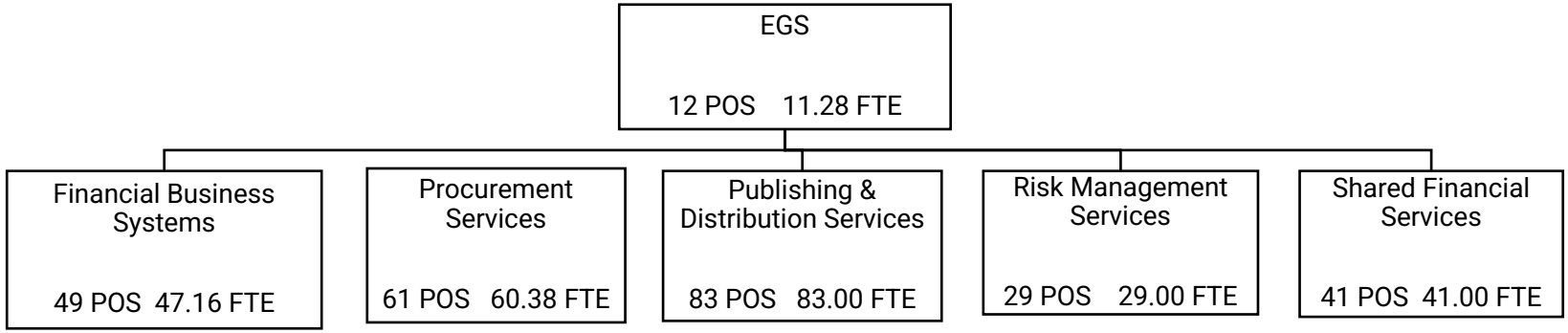
2025-27 Organization Chart

236 POS 236.00 FTE



2023-25 Organization Chart

275 POS 271.82 FTE



CAO's Enterprise Goods and Services

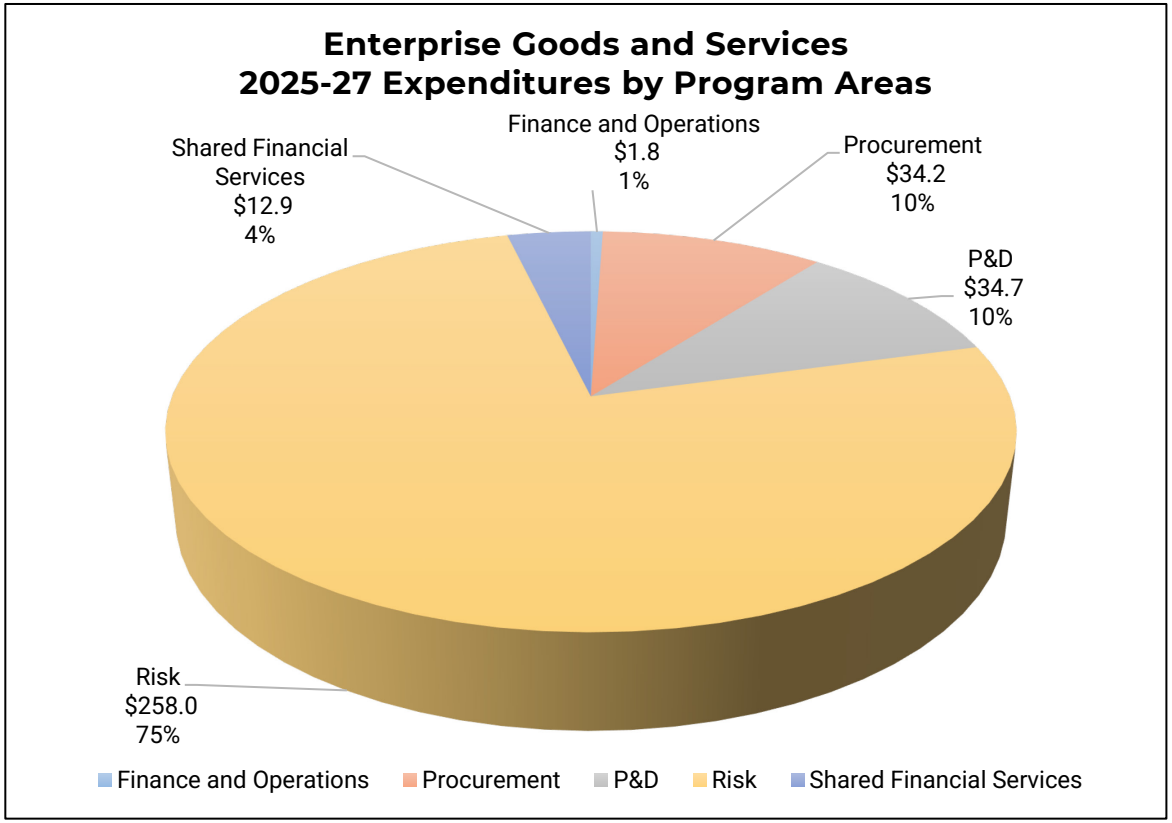
Program Overview

The Enterprise Goods and Services (EGS) division provides a wide range of business services to state and local government; some services also reach the business community and individual citizens.

Program Description

The division supports customers by providing services in four program areas:

Procurement Services (PS): This program serves as the central contracting authority for state government. It implements the state's procurement statutes, administrative rules, policies, and advises overall DAS rulemaking. The program also acts as a resource to provide guidance to agencies across the state in areas of procurement and contracting. The program provides contracting templates in conjunction with the Department of Justice (per statute) and establishes best practices to clarify the law governing procurement in the state. PS supports the state's supplier community by ensuring ethical and fair competition within Oregon statutes and administrative rules. This includes working to identify and mitigate barriers to participation, engaging COBID businesses to foster equity, supporting businesses that employ those with special needs, and proactively fostering outreach to engage with all facets of the supplier community. It creates statewide agreements which combine state, local governments, and other states' purchasing power to ensure the cost-effective acquisition of goods and services.



PS conducts procurements on behalf of state agencies. It consults with and trains employees of state, local governments, and suppliers on the application of purchasing laws, rules, procedures and policies. It administers a training and certification program to meet the requirements of statute and maintains a central e-procurement system to support statewide procurement activities. The major cost drivers affecting the PS budget are personnel costs and the implementation and maintenance of the statewide e-procurement system. This program is critical in providing the accountability, data collection and efficiency of a centrally led procurement function.

Publishing and Distribution (P&D): This program provides integrated document publishing and distribution solutions for all state agencies and some county, city and other local government programs. Through its in-plant facility, P&D provides traditional, digital and inkjet printing solutions; variable data and secure document printing, copying, scanning and file conversions; design, consultation, Managed Print Services (MPS) and other related services. P&D also supplies state government with mail inserting, postage metering, addressing, mail and package tracking, and ZIP code presorting services that result in increased measures of security and significantly reduced postage rates for all classes of mail. In addition, P&D's interagency Shuttle Mail Delivery Service stops daily at more than 360 locations in the Greater Willamette Valley, providing agencies with the best rates possible for next-day delivery service of documents and packages. This service also offers detailed package tracking for customers to monitor and track movement of materials. P&D currently operates two shifts: Monday through Friday for both traditional and secure printing; and one shift Saturday to meet additional needs of state agencies. The primary cost factor at P&D are personnel costs. Over two decades ago, state agencies transferred control of their own printing and mailing operations and entrusted P&D to provide timely, efficient and effective print and mail services that meet the needs of state government and save time and money for the state and other government customers.

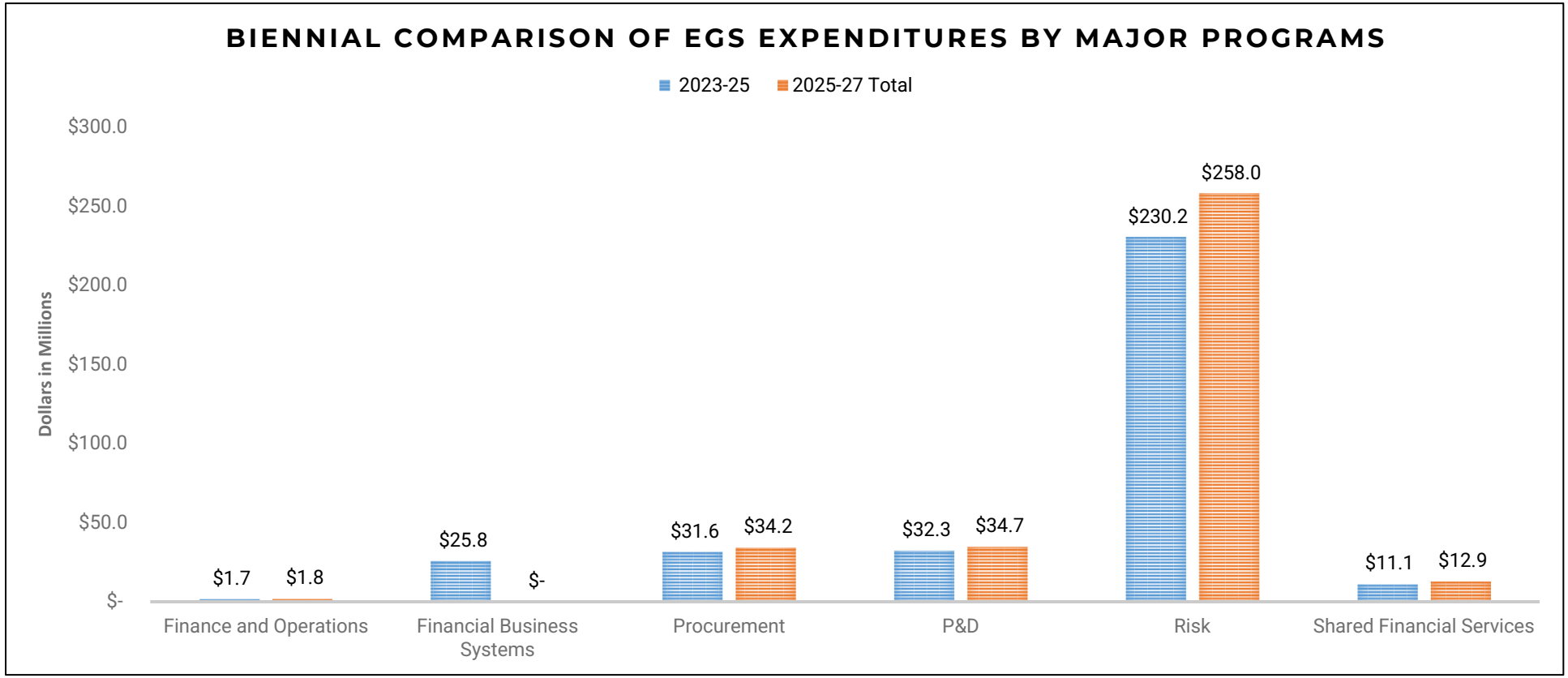
Risk Management (RM): This program insures and protects the people, property and activities of state government. Risk works daily with state agencies on tort claim management and risk consulting services, while providing insurance for the diverse and often hazardous business of state government. The program insures $11.07 billion in state-owned insurable property values and all state agencies, boards and commissions. Risk provides protection through self-insurance and commercial insurance policies. Risk addresses liability (tort) and property claims and partners with SAIF Corporation on Workers' Compensation. The Risk claims team addresses an average of 2,600 tort and property claims per year. Risk also takes in an average of 419 citizen reports each year and coordinates agency responses. The primary cost factors for Risk are personnel costs and DOJ fees related to defense of tort claims. These fees have amounted to about 75% of Risk's administrative budget in recent years. The program strives to improve government by providing claims adjusting and coordination of all tort claims and damage involving the people, places and actions of state government.

Shared Financial Services (SFS): This program provides financial services so agencies can focus on their core missions and business responsibilities. Services include accounting and budgeting services for 30 smaller state agencies, as well as accounting services for DAS. SFS also provides payroll services for the same 30 smaller agencies as well as to an additional 30 state agencies to total 60 payroll customers. Included in this count are five agencies with over 1,000 FTE. SFS is cost effective, provides consistency and accuracy, has fewer staffing risk factors and adds value to customer operations.

2025-27 Budget Narrative

SFS focuses on ensuring financial activity is performed in accordance with all applicable statutes, rules, policies, and generally accepted accounting principles. More specifically, services include accounts receivable, accounts payable, payroll and benefits coordination, development of accounting structures, budget development, budget forecasting, financial year-end reporting, preparing financial statements, maintaining fixed-asset records, bond accounting, distributions to local government entities, training and consultation. The primary cost factor at SFS are personnel costs. Overall, the SFS program provides essential and high-quality financial services for DAS and many state agencies.

Total Funds Budget (historical and future)



2025-27 Budget Narrative

Program Justification/Long Term Outcomes

Procurement Services: Procurement Services (PS) operates as the central procurement authority for state government. The team is made up of highly skilled procurement professionals working the most complex, high-risk solicitations for the state. PS provides both agency-specific and statewide contracts for goods and services on behalf of state agencies, boards, commissions, local governments and other government entities. PS consults with employees of state and local governments and suppliers on the application of purchasing laws, rules, procedures and policies. PS provides statewide and national price agreements through cooperative procurements that support state agency and local government missions. The office maintains statewide programs for the benefit of all state entities such as the Oregon Cooperative Procurement Program (ORCPP) and the Oregon Forward Program. A monthly gathering of state procurement professionals is held for the purpose of sharing information, establishing cooperation, networking between agencies, and refining actionable solutions and best practices within public procurement for state agencies. PS supports businesses that focus on providing opportunities for those with special needs and supports the special needs community with advocacy and opportunities. It provides legislatively mandated training to state agency procurement and contract administration employees. In strong partnership with DOJ and input from agencies, PS develops and promulgates statewide procurement templates and administrative rules related to public procurement. The program also manages statewide procurement information and administers the OregonBuys system, a procurement and contracting platform for Executive Branch agencies. PS works in collaboration with Enterprise Information Services (EIS) to deliver secure, trusted IT goods and services. Strong partnerships with DOJ, EIS, and other communities of interest are beneficial to the state's purchasing power, ensuring the cost-effective acquisition of goods and services. The completion of the 2023 State of Oregon Disparity Study and creation of the PS Procurement Equity team will begin the process of identifying and removing barriers for small and diverse businesses.

Publishing and Distribution: Publishing & Distribution (P&D) is the print and mail communication service to all state agencies and some political subdivisions. The products and services offered are produced in a highly secure environment, assuring sensitive information about the citizens of Oregon is controlled and secure. Examples of critical print and mail include benefits and related information from the Oregon Health Authority, Oregon Department of Human Services, Oregon Department of Motor Vehicles, and the Oregon Employment Department. All state checks, warrants and negotiables are produced and mailed by P&D. The operation is considered an in-plant printing and mailing operation, with one customer, state government, and some political subdivisions. As a cost recovery operation, P&D and its partner commercial printers save the state an average of 10-25% off standard commercial production rates. Support is provided to budget constrained local governments by offering printing and mailing services at discounted rates. For example, P&D currently prepares and mails many county property tax statements.

Risk Management: Risk Management improves government by providing a centralized team of highly technical risk management, insurance and claims professionals. With the diversity of tort claims and risk-related issues that Risk handles daily, it is a one-stop shop for all agencies, offering advice, expertise, training and educational resources. Risk works proactively with state agencies and DOJ to mitigate the overall cost of risk exposure and helps agencies understand loss trends and identify agency-specific risks. Risk recommends solutions to lessen the impact of future losses and analyzes overall state risk exposure to ensure proper levels of protection. Claims are addressed by Risk, allowing agencies to continue to conduct their core missions. A strong partnership with DOJ is critical in successfully resolving lawsuits against state agencies in a timely and cost-efficient manner.

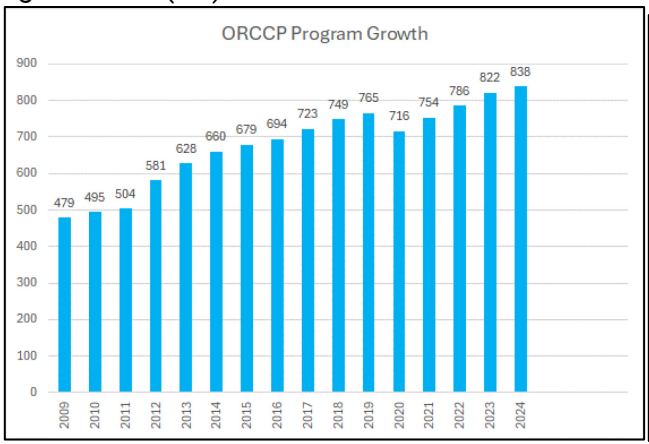
Shared Financial Services: As a financial services provider to 60 state agencies, Shared Financial Services (SFS) provides high quality financial services to more than half of all state agencies. SFS is a growing business, because more and more agencies have realized the value of SFS services. Over the past 10 years, the SFS payroll customer base has doubled and the accounting and budgeting team have added eight new customers. As agencies look to standardize financial practices, lower costs and reduce staffing risks, SFS has the professional finance team to meet customer needs.

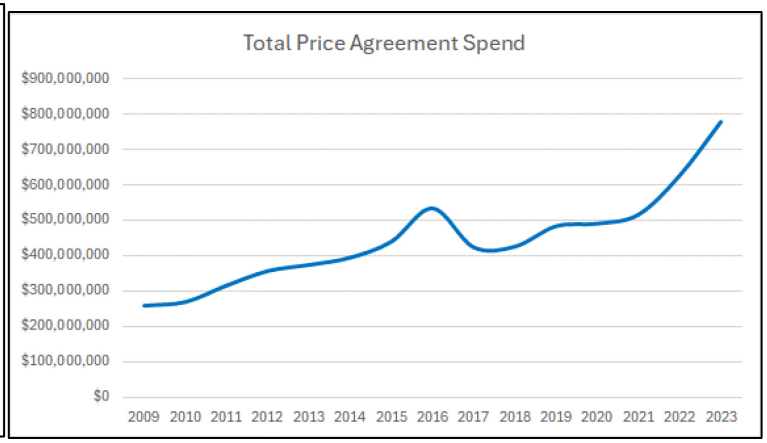
Program Performance

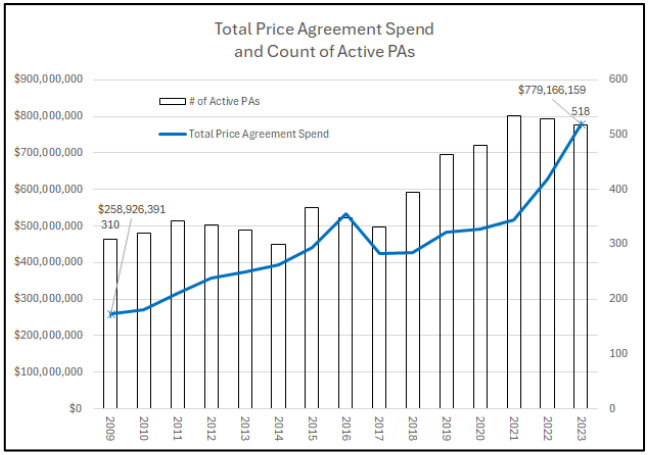
The measures below are only a small part of those tracked by the division to analyze performance on cost, timeliness, quality and quantity of services provided.

Procurement Services:

- Oregon Cooperative Procurement Program (ORCPP) membership growth continues to increase and the overall spend on statewide price agreements (PA) continues to increase.

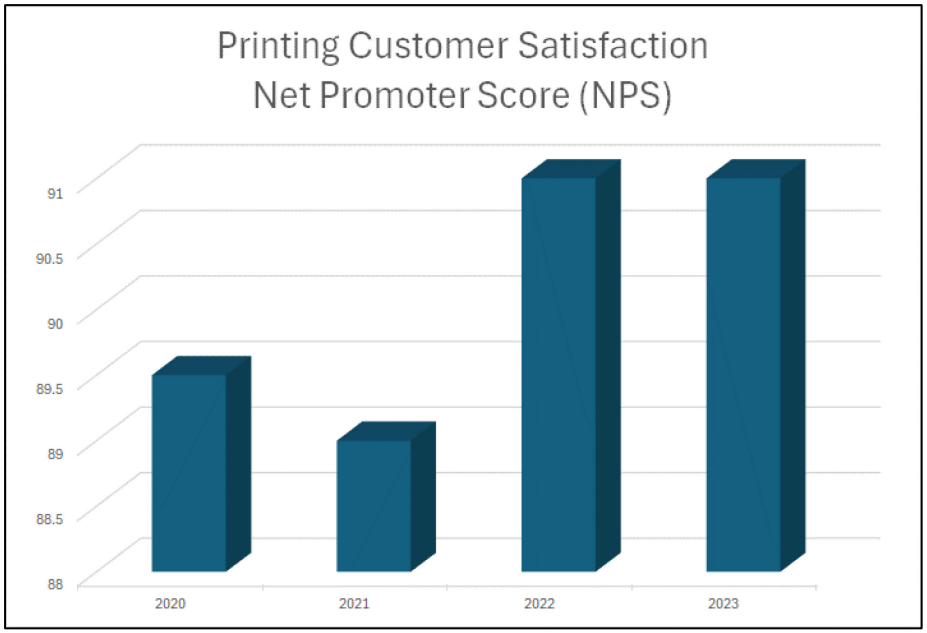


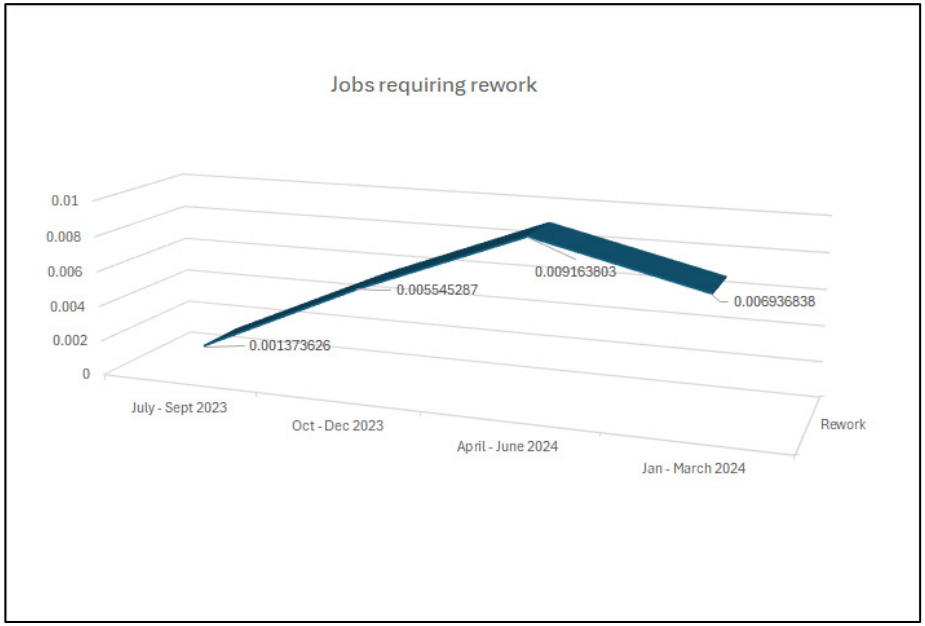




Publishing and Distribution:

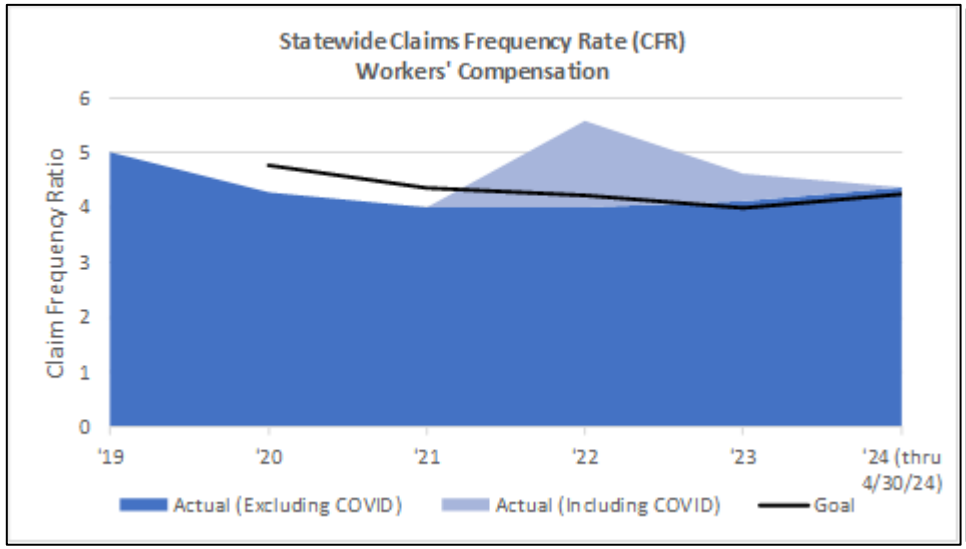
- The Net Promoter Score measuring customer satisfaction increased from an average of 89 in 2021 to 90 in 2023.
- Less than 1% of print jobs require rework.
- P&D maintained a 96.7% on time delivery on print jobs for the past four quarters.
- More than 75 million outgoing pieces of mail are processed per biennium, saving the state over $7.5 million in postage.
- Shuttle delivery serves more than 360 stops per day offering secure delivery service and providing a trackable chain of custody for sensitive packages that saves state government over $270,000 per biennium.

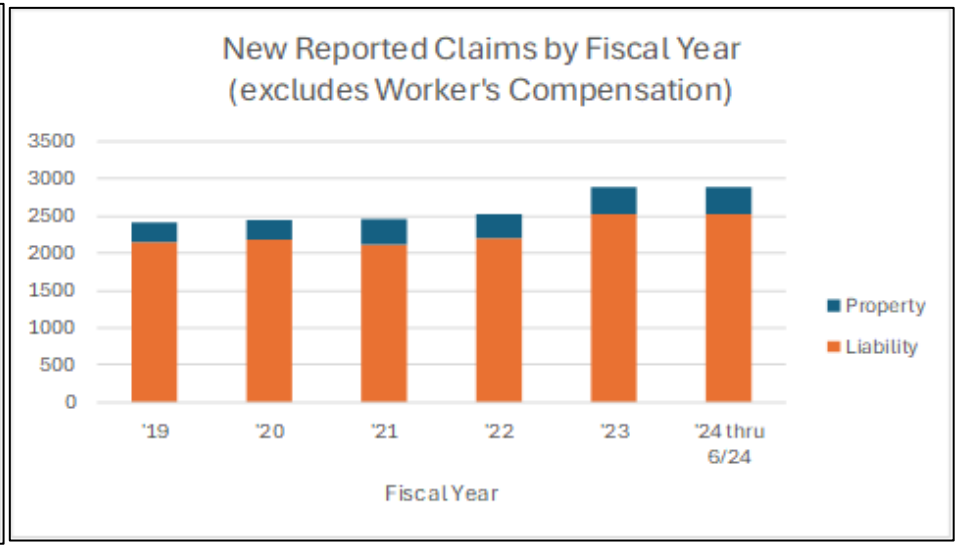


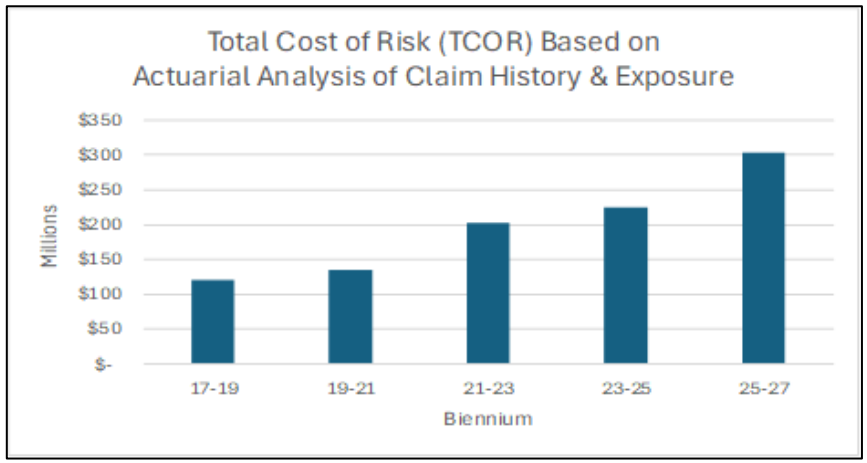


Risk Management:

- Key Risk Management Trends





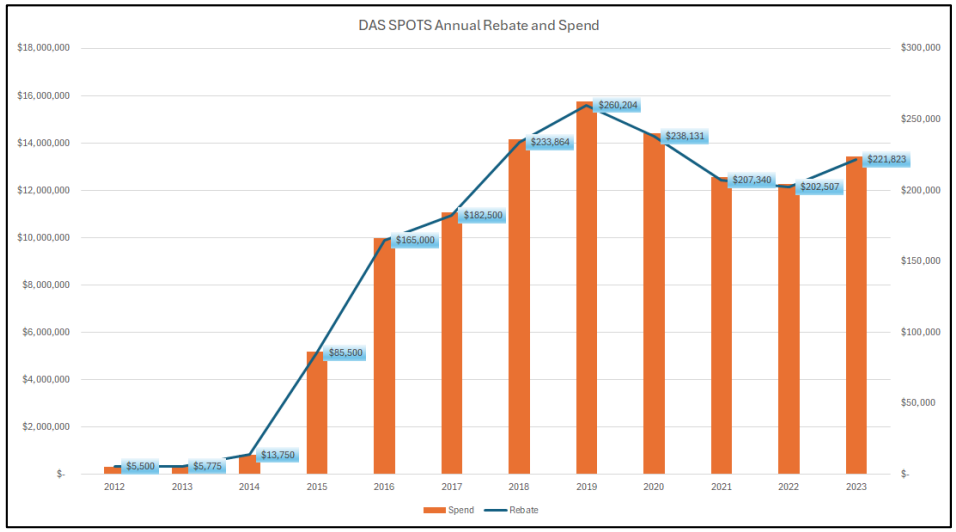


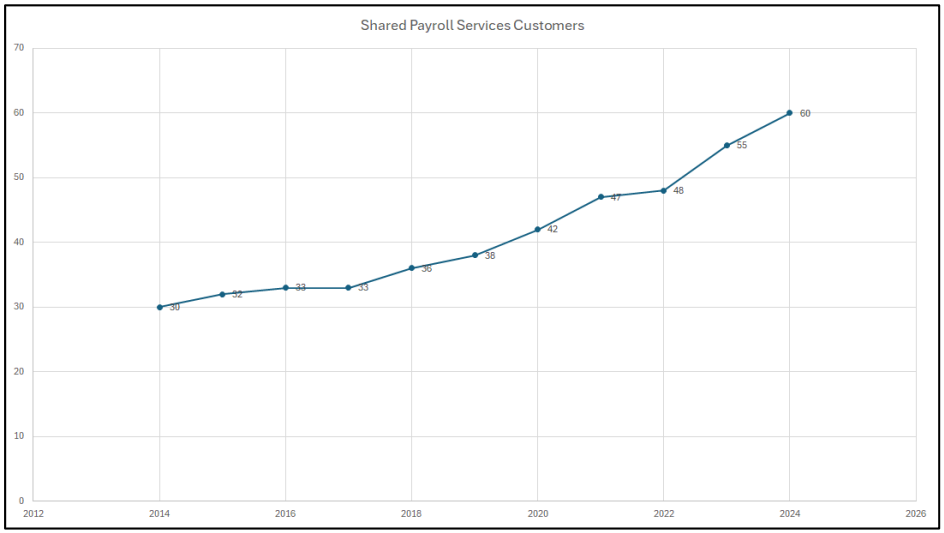
2025-27 Budget Narrative

Shared Financial Services:

- SFS implemented the use of the state purchasing card (SPOTS) as a primary method for DAS and SFS customers to make vendor payments. The SPOTS program increases workflow efficiencies and includes a US Bank rebate on each purchase.

- Payroll customers have doubled in size over the past 10 years. Service is provided to 60 state agencies and nearly 10,000 FTE.





2025-27 Budget Narrative

Enabling Legislation/ Program Authorization

- ORS 30.260-30.300, Tort Actions Against Public Bodies
- ORS 184.305, Oregon Department of Administrative Services
- ORS 221.760, Distribution of Revenues from Cigarette, Gas and Liquor Taxes
- ORS 221.770, Revenue Sharing to Cities
- ORS 238 and 238A, Public Employees' Retirement System, Oregon Public Service Retirement Plan
- ORS 238.705 Chapter 238 and 238a, Establishes responsibility of employer to remit contributions and reports
- ORS 272.085, 5% U.S. Land Sales Fund
- ORS 278, Insurance for Public Bodies
- ORS 279 A, B, and C, State Procurement Code
- ORS 282, Public Printing
- ORS 283.100, DAS to Provide Administrative Functions to State Agencies
- ORS 283.110, Furnishing by state agency to another state agency of services, facilities, and materials
- ORS 291, State Financial Administration
- ORS 291.015, Establishes authority to set fiscal direction for the State
- ORS 291.100, Sets responsibility for financial management
- ORS 291.405, Assessment of state agencies for mass transit purposes, rates
- ORS 291.407, Mass transit assistance account, source distribution, Oregon Department of Transportation (ODOT) assistance, etc.
- ORS 292, Salaries and Expenses of State Officers and Employees
- ORS 292.010, Defines the state's payroll schedule
- ORS 292.016, Provides for centralized payroll procedure
- ORS 292.018, Designates DAS as the state's payroll agent
- ORS 292.024, Authorizes the Joint Payroll Account
- ORS 292.026, Permits the issuance of payroll checks from the Joint Payroll Account
- ORS 292.033, Permits pay advances and off-cycle payments for termination checks
- ORS 292.034, Authorizes DAS to charge agencies for the centralized payroll services
- ORS 292.042, 292.067, Authorizes direct deposit of paychecks
- ORS 292.042, 292.065, Authorizes the deduction of insurances, union dues, parking fees, charitable fund contributions, etc.
- ORS 293, Administration of Public Funds
- ORS 293.346, Authorizes drawing warrants against Treasury
- ORS 293.348, Authorizes charging agencies for warrants produced
- ORS 293.590, Sets responsibility to supervise state accounting

- ORS 293.595, Sets responsibility for supervising acquisition, installation, and use of computers for accounting processes
- ORS 320.100, Distribution of Tax Receipts
- ORS 323.455, Distribution of Certain Cigarette Tax Revenues
- ORS 430.380, Mental Health Alcoholism and Drug Services Account
- ORS 461.547, Distribution of Certain Video Lottery Revenues to Counties for Economic Development
- ORS 471.810, Distribution of Available Moneys in OLCC Account
- ORS 655, Benefits for Injured Trainees and Inmates
- OAR 125-015-0200, Payroll Administration
- OAR 125 Division 40, Mail/Delivery Services
- OAR 125 Division 55, State Purchasing
- OAR 125, Division 150, Risk Management
- OAR 125-170-0010, Economic Development Fund Process
- OAR 125, Division 180, Shared Services Fund
- OAR 125, Division 246, 247, 248 and 249, Procurement

Funding Streams that Support the Program

The division receives the majority of its funding through charges for services and assessment which allocates costs to state agencies based on our 2021-23 Legislatively Adopted Budget Full-Time Equivalent (FTE) authority. Rates are reviewed and updated each biennium. In proposing rates, the division strives to ensure that charges are fair to all customers, based on actual costs.

Procurement Services: The program receives funding primarily from Vendor Collected Administrative Fees (VCAF), Oregon Cooperative Procurement Program (ORCPP) membership fees, agency-specific charges for services and an assessment.

Publishing and Distribution: The program receives funding through charges for services. Charges are based on per piece rates for printing and mail delivery, and hourly rates are established for shuttle services, production, graphic and variable data design services.

Risk Management: The program receives funding through assessment. Charges are based upon the relative risk, the value of owned property and the frequency and severity of agency loss experience.

Non-Limited Expenditures

Approximately 53% of expenditures are non-limited for buying insurance and paying losses from the Insurance Fund. Non-limited expenditures increase or decrease with the number and severity of claims and are driven by claims against state agencies, rather than by administrative decisions. Substantial increases in state tort cap limits, and subsequent increased interest by plaintiff's attorneys, have resulted in more liability claims with high financial exposure. Expenditures occur in five specific areas: commercial insurance directly billed to agencies for their unique risks, property program, liability program, workers' compensation and inmate injury.

Shared Financial Services: The program receives funding through charges for services. Charges are transaction based.

2025-27 Budget Narrative

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 022 – Phased-out Program and One-time Costs

This package phases-out the following: $4,832,000 Total Funds

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Services and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	10,320	-	-	-	10,320
Overtime Payments	-	-	1,070	-	-	-	1,070
Shift Differential	-	-	2	-	-	-	2
All Other Differential	-	-	495	-	-	-	495
Public Employees' Retire Cont	-	-	330	-	-	-	330
Pension Obligation Bond	-	-	(12,459)	-	-	-	(12,459)
Social Security Taxes	-	-	909	-	-	-	909
Unemployment Assessments	-	-	567	-	-	-	567
Paid Family Medical Leave Insurance	-	-	6	-	-	-	6
Mass Transit Tax	-	-	48,671	-	-	-	48,671
Vacancy Savings	-	-	(547,806)	-	-	-	(547,806)
Total Personal Services	**-**	**-**	**($497,895)**	**-**	**-**	**-**	**($497,895)**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of | **Cross Reference Name: Enterprise Goods & Services**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 10700-065-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(497,895)	-	-	-	(497,895)
Total Expenditures	**-**	**-**	**($497,895)**	**-**	**-**	**-**	**($497,895)**
Ending Balance							
Ending Balance	-	-	497,895	-	-	-	497,895
Total Ending Balance	**-**	**-**	**$497,895**	**-**	**-**	**-**	**$497,895**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Enterprise Goods & Services**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 10700-065-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(4,832,000)	-	-	-	-	-	(4,832,000)
Total Revenues	**($4,832,000)**	**-**	**-**	**-**	**-**	**-**	**($4,832,000)**
Services & Supplies							
Instate Travel	-	-	(860)	-	-	-	(860)
Employee Training	-	-	(1,805)	-	-	-	(1,805)
Office Expenses	-	-	(2,157)	-	-	-	(2,157)
Telecommunications	-	-	(2,415)	-	-	-	(2,415)
Data Processing	-	-	(821)	-	-	-	(821)
IT Professional Services	-	-	(4,620,963)	-	-	-	(4,620,963)
Attorney General	(832,000)	-	-	-	-	-	(832,000)
Dues and Subscriptions	-	-	(590)	-	-	-	(590)
Other Services and Supplies	(4,000,000)	-	(422)	-	-	-	(4,000,422)
Expendable Prop 250 - 5000	-	-	(504)	-	-	-	(504)
IT Expendable Property	-	-	(2,110)	-	-	-	(2,110)
Total Services & Supplies	**($4,832,000)**	**-**	**($4,632,647)**	**-**	**-**	**-**	**($9,464,647)**
Total Expenditures							
Total Expenditures	(4,832,000)	-	(4,632,647)	-	-	-	(9,464,647)
Total Expenditures	**($4,832,000)**	**-**	**($4,632,647)**	**-**	**-**	**-**	**($9,464,647)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	4,632,647	-	-	-	4,632,647
Total Ending Balance	**-**	**-**	**$4,632,647**	**-**	**-**	**-**	**$4,632,647**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,735	-	-	-	2,735
Out of State Travel	-	-	1,268	-	-	-	1,268
Employee Training	-	-	15,210	-	-	-	15,210
Office Expenses	-	-	30,599	-	-	-	30,599
Telecommunications	-	-	27,150	-	-	-	27,150
Data Processing	-	-	132,725	-	-	-	132,725
Publicity and Publications	-	-	7,162	-	-	-	7,162
Professional Services	-	-	445,930	-	-	-	445,930
IT Professional Services	-	-	440,760	-	-	-	440,760
Attorney General	-	-	5,295,681	-	-	-	5,295,681
Employee Recruitment and Develop	-	-	249	-	-	-	249
Dues and Subscriptions	-	-	3,126	-	-	-	3,126
Facilities Rental and Taxes	-	-	83,442	-	-	-	83,442
Facilities Maintenance	-	-	3,114	-	-	-	3,114
Agency Program Related S and S	-	-	485,543	-	-	-	485,543
Other Services and Supplies	-	-	73,819	-	-	-	73,819
Expendable Prop 250 - 5000	-	-	10,668	-	-	-	10,668
IT Expendable Property	-	-	7,358	-	-	-	7,358
Total Services & Supplies	**-**	**-**	**$7,066,539**	**-**	**-**	**-**	**$7,066,539**
Total Expenditures							
Total Expenditures	-	-	7,066,539	-	-	-	7,066,539
Total Expenditures	**-**	**-**	**$7,066,539**	**-**	**-**	**-**	**$7,066,539**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(7,066,539)	-	-	-	(7,066,539)
Total Ending Balance	**-**	**-**	**($7,066,539)**	**-**	**-**	**-**	**($7,066,539)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Beginning Balance							
Beginning Balance	-	-	-	-	-	-	-
Total Beginning Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(9,129,168)	-	-	-	(9,129,168)
Temporary Appointments	-	-	(62,814)	-	-	-	(62,814)
Shift Differential	-	-	(59)	-	-	-	(59)
All Other Differential	-	-	(7,273)	-	-	-	(7,273)
Empl. Rel. Bd. Assessments	-	-	(2,736)	-	-	-	(2,736)
Public Employees' Retire Cont	-	-	(1,922,315)	-	-	-	(1,922,315)
Pension Obligation Bond	-	-	(295,368)	-	-	-	(295,368)
Social Security Taxes	-	-	(697,088)	-	-	-	(697,088)
Paid Family Medical Leave Insurance	-	-	(36,110)	-	-	-	(36,110)
Worker's Comp. Assess. (WCD)	-	-	(1,596)	-	-	-	(1,596)
Mass Transit Tax	-	-	(54,464)	-	-	-	(54,464)
Flexible Benefits	-	-	(1,611,504)	-	-	-	(1,611,504)
Vacancy Savings	-	-	434,514	-	-	-	434,514
Total Personal Services	**-**	**-**	**($13,385,981)**	**-**	**-**	**-**	**($13,385,981)**
Services & Supplies							
Instate Travel	-	-	(42,833)	-	(59)	-	(42,892)
Out of State Travel	-	-	(24,444)	-	-	-	(24,444)
Employee Training	-	-	(230,891)	-	-	-	(230,891)
Office Expenses	-	-	(582,894)	-	(54)	-	(582,948)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	-	-	(228,760)	-	-	-	(228,760)
Data Processing	-	-	(2,876,871)	-	-	-	(2,876,871)
Publicity and Publications	-	-	(129,319)	-	-	-	(129,319)
Professional Services	-	-	674,275	-	-	-	674,275
IT Professional Services	-	-	(5,973,728)	-	-	-	(5,973,728)
Attorney General	-	-	270,699	-	-	-	270,699
Employee Recruitment and Develop	-	-	(6,151)	-	-	-	(6,151)
Dues and Subscriptions	-	-	(50,288)	-	-	-	(50,288)
Facilities Rental and Taxes	-	-	7,893,634	-	-	-	7,893,634
Facilities Maintenance	-	-	(73,973)	-	-	-	(73,973)
Agency Program Related S and S	-	-	(7,145,351)	-	-	-	(7,145,351)
Other Services and Supplies	-	-	333,654	-	113	-	333,767
Expendable Prop 250 - 5000	-	-	(188,702)	-	-	-	(188,702)
IT Expendable Property	-	-	12,828	-	-	-	12,828
Total Services & Supplies	**-**	**-**	**($8,369,115)**	**-**	**-**	**-**	**($8,369,115)**
Total Expenditures							
Total Expenditures	-	-	(21,755,096)	-	-	-	(21,755,096)
Total Expenditures	**-**	**-**	**($21,755,096)**	**-**	**-**	**-**	**($21,755,096)**
Ending Balance							
Ending Balance	-	-	21,755,096	-	-	-	21,755,096
Total Ending Balance	**-**	**-**	**$21,755,096**	**-**	**-**	**-**	**$21,755,096**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(38)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(38)**
Total FTE							
Total FTE							(38.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(38.00)**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
14500	350	35169	UA C0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	24	7	5,413	129,912	80,313	210,225	1	1.00
150006	590	754	MMS X7032 A P	ACCOUNTING ADMINISTRATOR 1	38X	PF	0	10	15,502	-372,048	-148,451	-520,499	-1	-1.00
152001	610	6691	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	0	3	9,542	-229,008	-109,140	-338,148	-1	-1.00
152002	620	3615	OAS C0212 A P	ACCOUNTING TECHNICIAN	19	PF	0	10	5,965	-143,160	-84,168	-227,328	-1	-1.00
152003	630	16854	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
152006	660	37316	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	9	6,866	-164,784	-90,458	-255,242	-1	-1.00
152208	710	28151	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
152210	730	3643	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
152212	750	30382	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
153002	850	20836	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	0	10	4,943	-118,632	-77,032	-195,664	-1	-1.00
153013	960	36473	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	0	10	4,943	-118,632	-77,032	-195,664	-1	-1.00
153014	970	40902	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,943	118,632	77,032	195,664	1	1.00
156003	1160	32358	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,314	-199,536	-100,567	-300,103	-1	-1.00
156004	1170	34959	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,314	-199,536	-100,567	-300,103	-1	-1.00
156005	1180	29645	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
231011	2120	5034	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
231017	2150	7830	OAS C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,336	-296,064	-128,647	-424,711	-1	-1.00
312111	588880	2972	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
312112	588890	37429	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312113	588900	7555	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312115	642840	25139	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312116	642850	24090	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312117	642860	39367	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	4	6,549	-157,176	-88,245	-245,421	-1	-1.00
313322	642900	45435	OAS C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	0	10	9,143	-219,432	-106,355	-325,787	-1	-1.00
321109	672880	31737	OAS C1218 A P	ACCOUNTANT 3	30	PF	0	9	9,588	-230,112	-109,462	-339,574	-1	-1.00
321111	672900	35262	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
448501	755940	20872	OAS C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,336	-296,064	-128,647	-424,711	-1	-1.00
608121	963210	6912	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
608122	976480	12381	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
608511	962580	9552	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
981703	755490	29099	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	0	0	0	0	0.00
1308733	1155700	24922	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
1870082	708680	34668	MMS X7081 A P	BUSINESS OPERATIONS ADMINIST	40X	PF	24	10	17,074	0	0	0	0	0.00

2025-27 Biennium **Cross Reference Number: 10700-065-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2000801	10050	23144	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	5,419	0	0	0	0	0.00
2300152	1409313	145484	MESN Z7201 A P	DIVERSITY EQUITY AND INCLUSIO	40X	PF	0	10	17,074	-409,776	-156,936	-566,712	-1	-1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2500021	1415816	159791	UA C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	5	6,861	-164,664	-90,423	-255,087	-1	-1.00
2500100	1436251	159626	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	-164,784	-90,458	-255,242	-1	-1.00
2500105	1436256	159786	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2500106	1436257	159779	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	8	10,021	-240,504	-112,485	-352,989	-1	-1.00
2500134	1436191	16082	MMN X1346 A P	SAFETY SPECIALIST 2	27	PF	24	4	7,128	171,072	92,287	263,359	1	1.00
6501041	1198440	45875	OAS C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	0	7	6,245	-149,880	-86,123	-236,003	-1	-1.00
6508701	1235590	36115	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
6508702	1235600	27356	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	-264,672	-119,515	-384,187	-1	-1.00
6512171	1243880	16600	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-9,129,168**	**-4,264,411**	**-13,393,579**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-9,129,168**	**-4,264,411**	**-13,393,579**	**-38**	**-38.00**

2025-27 Budget Narrative

Policy Option Package #130 – SFS DAS Payroll

$1.3 million | Total Positions/FTE: 6/6.00 FTE

Purpose

The payroll unit of SFS has been adding client agency customers since 2018. In 2018, there were 36 payroll client agencies with approximately 3,500 FTE being served. As of June 2024, there are 60 client agencies with services provided to nearly 10,000 FTE. The growth has added the need for a second payroll manager, which was classified to the nearest classification as an accounting manager 1. In addition, in 2024 alone, SFS onboarded Oregon Department of Forestry, Department of Early Learning and Care, and the Department of Education. Each of these agencies had internal payroll analysts, who will transfer to DAS to support the added workload.

- Forestry – 2 payroll analysts
- Education – 2 payroll analysts
- DELC – 1 payroll analyst

How Achieved

The new payroll manager position was necessary to assist in managing the team of 18 payroll staff and to support the current payroll manager, classified as an accounting manager 2. The five total payroll analysts positions to be transferred to DAS are necessary to support the added workload.

Staffing Impact

- Establishment of six positions and 6.00 FTE.

Quantifying Results

Data of cost savings and risk reductions for agencies who utilize SFS payroll services.

Revenue Sources

SFS payroll is a fee for service, charging rates to payroll client agency customers.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Enterprise Goods & Services**

Pkg: 130 - Support Service demand for client agencies **Cross Reference Number: 10700-065-00-00-00000**

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	-	-	754,512	-	-	-	754,512
Empl. Rel. Bd. Assessments	-	-	432	-	-	-	432
Public Employees' Retire Cont	-	-	158,750	-	-	-	158,750
Social Security Taxes	-	-	57,721	-	-	-	57,721
Paid Family Medical Leave Insurance	-	-	3,020	-	-	-	3,020
Worker's Comp. Assess. (WCD)	-	-	252	-	-	-	252
Mass Transit Tax	-	-	4,527	-	-	-	4,527
Flexible Benefits	-	-	254,448	-	-	-	254,448
Total Personal Services	**-**	**-**	**$1,233,662**	**-**	**-**	**-**	**$1,233,662**
Services & Supplies							
Instate Travel	-	-	2,711	-	-	-	2,711
Employee Training	-	-	6,887	-	-	-	6,887
Office Expenses	-	-	17,256	-	-	-	17,256
Telecommunications	-	-	19,320	-	-	-	19,320
Data Processing	-	-	6,564	-	-	-	6,564
Dues and Subscriptions	-	-	4,722	-	-	-	4,722
Other Services and Supplies	-	-	3,378	-	-	-	3,378
Expendable Prop 250 - 5000	-	-	4,032	-	-	-	4,032
IT Expendable Property	-	-	16,878	-	-	-	16,878
Total Services & Supplies	**-**	**-**	**$81,748**	**-**	**-**	**-**	**$81,748**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 130 - Support Service demand for client agencies

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,315,410	-	-	-	1,315,410
Total Expenditures	**-**	**-**	**$1,315,410**	**-**	**-**	**-**	**$1,315,410**
Ending Balance							
Ending Balance	-	-	(1,315,410)	-	-	-	(1,315,410)
Total Ending Balance	**-**	**-**	**($1,315,410)**	**-**	**-**	**-**	**($1,315,410)**
Total Positions							
Total Positions							6
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**6**
Total FTE							
Total FTE							6.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**6.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700027	1443256		MMS X7035 A P	ACCOUNTING MANAGER 1	31X	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700028	1443257		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700029	1443258		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700030	1443259		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700031	1443260		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700032	1443261		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**754,512**	**474,623**	**1,229,135**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**754,512**	**474,623**	**1,229,135**	**6**	**6.00**

Policy Option Package #150 – Risk Charge Increase 2025-27

$146.3 million | Total Positions/FTE: none

Purpose

The Risk Management unit administers the Insurance Fund to provide commercial insurance and self-insurance programs for participating state agencies. The Insurance Fund is comprised of several individual components, notably including a workers' compensation fund to cover injured state workers, a liability fund to cover tort claims and other lawsuits, and a property fund to cover damage to state property.

This policy option package provides funding for the 2025-27 biennium and increases total risk charges to $328,886,947 from the 2023-25 legislatively approved level of $182,567,154.

Pursuant to ORS 278.435(1), the intent of the biennial risk charge is to reflect the expected losses for the period, allowing the individual components of the Insurance Fund, as well as the total fund, to operate on an actuarially sound basis. For this reason, the proposed biennial risk charges cover the present value of all forecasted losses which arise from activities during the biennium.

One key performance measure driven by this policy option package funding is the funded ratio of the Insurance Fund, defined as the ratio of assets to reserves deemed necessary to pay outstanding claims and expenses on claims experienced to date. The following table shows Insurance Fund cash and invested assets, liabilities and funded levels for recent fiscal year-ends:

Valuation Date	Cash & Invested Assets*	Insurance Fund Liabilities**	Funded Ratio
June 30, 2019	$128 million	$202 million	63%
June 30, 2020	$126 million	$233 million	54%
June 30, 2021	$119 million	$280 million	43%
June 30, 2022	$98 million	$338 million	29%
June 30, 2023	$60 million	$367 million	16%

*The June 30, 2022, asset figure is adjusted to assure relevant comparisons with the other asset figures.

**Insurance Fund Liabilities are made up primarily of "Reserves," which are estimates, based heavily upon independent external actuarial opinions regarding the amounts necessary to cover future claims and expenses for claims experienced through the valuation date.

Funded ratios have dropped swiftly and are almost certain to continue to drop during the current (2023-25) biennium, driven by dramatically higher commercial policy premiums and claim payments, all in the context of a wide variety of challenges, such as the global pandemic, climate change, political disturbances, and the annually increasing maximum tort cap limit for claims filed in state court.

Assets have also declined and continue to do so in 2023-25, as the $182,567,154 in risk charges approved by the Legislature is likely to not only fall short of pre-funding future claims and expenses from claims occurring during the biennium, but will also fall short of actual outflows (which are expected to be close to $300 million) during the 2023-25 biennium. In fact, dramatic increases in new funding sources will be needed during the 2023-25 biennium to maintain positive asset levels and arrive at the beginning of the 2025-27 biennium with little or nothing in reserve.

Approval of this policy option package is necessary, as the risks are already being assumed and claims are being made against state agencies at record levels. Approval would begin to turn things around, resulting in the 2025-27 biennium risk being funded on an actuarially sound basis.

Because of the fragile health of the Insurance Fund as of June 30, 2023, and late in calendar year 2023, failure to approve the policy option package and continuing biennial risk charges at the $182,567,154 approved for 2023-25 would result in Insurance Fund assets declining to zero, bankrupting the fund.

How Achieved

Risk charges are ongoing and are updated on a biennial basis. They include the following components:

- Independent actuarial estimates of losses for self-insured state programs, estimated at $243,463,182 for 2025-27
- Costs to purchase commercial insurance for a variety of coverages, especially property, estimated at $45,080,697 for 2025-27
- Risk management admin costs, excluding legal expenses included in actuarial estimates, estimated at $15,343,068 for 2025-27
- Surcharge to begin recovery of health of Insurance Fund, of at least $25,000,000

Further information on the above components:

For the 2023-25 biennium, the components total $328,886,947. Subtracting the legislatively approved risk charges for 2023-25 from this amount yields this policy option package request increase of $146,319,793.

Independent actuaries provide estimates of funding needs for the self-insured liability, property and workers' compensation programs. The estimates are based on a 65% confidence of covering the claims, and a discount rate appropriate for the coverage (2% for workers' compensation, 1% for liability coverages, and 0% for property coverages). The discount rates were determined in consultation with Oregon State Treasury investment professionals, and the independent actuaries who understand the characteristics of the claim patterns for the various coverages. The actuarial assumptions are based on actual claims and exposure experience of the state, along with similar claims experience from elsewhere that they consider relevant and consistent with state coverages. The total funding recommendation from independent actuaries for 2025-27 is $243,463,182.

Commercial insurance premium estimates for 2025-27 are developed from trends in actual premiums paid for a variety of commercial coverages. Premiums have grown dramatically, driven primarily by weather and wildfire risks, along with political upheavals and uncertainties. Commercial premiums in 2025-27 should be within a narrow range of the best estimate of $45,080,697.

Risk Management administration costs for 2025-27 are also estimated and continue to require funding through the risk charge mechanism. Those costs, which exclude legal expenses that are included within the independent actuaries' funding recommendation, have remained relatively stable over the years, and for 2025-27 are estimated to be $15,343,068.

While the amount of the policy option package is sizable, it is generally in line with previous requests. The initial request for the 2023-25 biennium was about $235 million. Funding risk charges at lower than actuarially recommended levels have led to a serious deterioration of the Insurance Fund. It is for this reason that the current policy option package includes the actuarially recommended amount, plus a surcharge of $25 million.

Staffing Impact

There are no additional staff requirements driven by the approval of this policy option package. Instead, this policy option package helps ensure funding that achieves the mission of Risk Management, paying for the claims and related expenses for about 120 state agencies.

However, this policy option package indirectly provides funding for a separate Risk policy option package (#151). Package #151 adds two new positions that would increase total 2025-27 expenditures by $517,032. This amount has been included in this package (#150). Should package #151 not be approved, package #150 could be decreased by the $517,032.

Quantifying Results

Risk Management collects risk charges consistent with the approved total, and quarterly determines reserves levels deemed necessary to cover claim payments and expenses associated with claims to date. One key measure of the results is the funded ratio, which is defined as the ratio of Insurance Fund assets to liabilities. The funded ratio has been tracked for several biennia and the recent trend is shown on page one of this policy option package.

If the policy option package is approved, it is possible that the funded ratio could begin to turn around from the 16% figure as of June 30, 2023, however it should be noted that some extraordinarily large claims are affecting the Insurance Fund in the 2023-25 biennium, and are likely to drive the ratio lower, before it can begin to recover.

A major increase in risk charges from the 2023-25 level is needed to prevent the assets declining to zero, bankrupting the fund.

Revenue Sources

Other Funds, Admin and Service Charges (Assessment)

In accordance with ORS 278.435(3), the approved total risk charge is allocated to agencies based on their particular loss history. This method of assessment is designed to reflect relative risk and loss experience for each agency. For example, if the past history of an agency indicates they represent 5% of the statewide loss payments for a particular coverage line, then generally the same percentage of exposure is attributed to that agency for future losses. Conversely, if an agency experiences lower than expected losses (as a share of total statewide losses) in the current period, it will likely relate to a lower share of future risk charges.

It's helpful to note that the state, through its agencies, are already accepting risk and its cost to the degree reflected in this policy option package. Approval of the package allows the state, through its agencies, to cover the cost of the risk during the biennium in which the cost is accrued, rather than pushing the cost to future years, which has been occurring in recent biennia.

The intent is that agencies end up with risk charges that through the biennia generally match the losses that have occurred as a result of the mission of each agency. With adequate funding, like that requested in this policy option package (which ultimately comes from agencies), and with the current allocation process, that intention should be achieved.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 150 - Risk Charge Increase 2025-2027

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Admin and Service Charges	-	-	-	-	146,319,793	-	146,319,793
Total Revenues	**-**	**-**	**-**	**-**	**$146,319,793**	**-**	**$146,319,793**
Ending Balance							
Ending Balance	-	-	-	-	146,319,793	-	146,319,793
Total Ending Balance	**-**	**-**	**-**	**-**	**$146,319,793**	**-**	**$146,319,793**

2025-27 Budget Narrative

Policy Option Package 151– Risk Operations Support

$0.6 million | Total Positions/FTE: 2/2.00 FTE

Purpose

The total cost of risk has been increasing (severity) and with it the need to increase staffing to continue to provide timely expert technical advice, insurance products and claims consulting. All lines of business within Risk Management have seen severity increases leading to this request. The lines of business are tort claims, restoration (state-owned property) claims, self-insurance, commercial insurance and workers' compensation. By adding two new positions, Risk can continue to manage the increasing costs and incoming work to continue to work toward the best outcomes possible for our agency customers and citizens.

How Achieved

The Risk Management Risk Consulting Unit (RCU) continues to see increased workloads around three main areas:

1. Construction insurance work regarding existing and new construction projects. The contractors being hired to perform the work have master builder risk programs (property coverage for the building) that limits the coverage for state-owned buildings to $10 million, a value that state buildings exceed. Commercial insurance policies purchased by DAS Risk Management only provide coverage for state buildings for construction projects with a value under $25 million.

    - The RCU Manager and an operations and policy analyst 3 (OPA 3) have been working on these insurance projects. The additional position would allow the work to be moved to another OPA3 (supervised by the manager). Insurance projects for 2025-27: Department of Corrections Elliot State Forest building, Oregon Miliary Department armory, Oregon State Police has two new buildings, and Oregon Department of Transportation Rose Quarter Project.

2. The statewide property program continues to grow and is now insuring over $10 billion worth of property through self-insurance and commercial insurance policies. The commercial insurance renewal process is complicated and engages multiple insurance carriers from London, USA, Bermuda and Insurance Broker Wholesaler (San Fransico).

3. Requests for consulting services continue to come in higher than expected. Examples of these requests: submerged land liability exposures and contract/lease development, vehicle rule questions, indemnity and insurance reviews for contracts and grants.

2025-27 Budget Narrative

The Risk Claims team addresses tort (liability) claims. Though the count of claims remains constant over time, the severity and complexity of claims has increased. Claims exposures, jury verdicts, and operational payments are three to four times greater than prior to fiscal year 2020. Complexity and severity of claims have also increased. Each claim or litigated claims takes more time to address thus Risk has seen the number of pending claims per adjuster rise. There are enough pending claims above the target for adjusters to justify creating an additional position.

Staffing Impact

- Establishment of two positions and 2.00 FTE.

Quantifying Results

Risk Claims metrics should show pending liability claim levels coming into alignment with the target for adjusters.

Risk Consulting Unit projects and requests fully integrated into the risk management information system with targets and measures for projects.

Revenue Sources

Funded through an overhead transfer from the Risk Nonlimited Program.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 151 - Risk Operations Support

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

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	-	-	345,888	-	-	-	345,888
Empl. Rel. Bd. Assessments	-	-	144	-	-	-	144
Public Employees' Retire Cont	-	-	72,774	-	-	-	72,774
Social Security Taxes	-	-	26,460	-	-	-	26,460
Paid Family Medical Leave Insurance	-	-	1,384	-	-	-	1,384
Worker's Comp. Assess. (WCD)	-	-	84	-	-	-	84
Mass Transit Tax	-	-	2,076	-	-	-	2,076
Flexible Benefits	-	-	84,816	-	-	-	84,816
Total Personal Services	**-**	**-**	**$533,626**	**-**	**-**	**-**	**$533,626**
Services & Supplies							
Instate Travel	-	-	2,292	-	-	-	2,292
Employee Training	-	-	4,814	-	-	-	4,814
Office Expenses	-	-	5,752	-	-	-	5,752
Telecommunications	-	-	6,440	-	-	-	6,440
Data Processing	-	-	2,188	-	-	-	2,188
Dues and Subscriptions	-	-	1,574	-	-	-	1,574
Other Services and Supplies	-	-	1,126	-	-	-	1,126
Expendable Prop 250 - 5000	-	-	1,344	-	-	-	1,344
IT Expendable Property	-	-	5,626	-	-	-	5,626
Total Services & Supplies	**-**	**-**	**$31,156**	**-**	**-**	**-**	**$31,156**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 151 - Risk Operations Support

Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	564,782	-	-	-	564,782
Total Expenditures	**-**	**-**	**$564,782**	**-**	**-**	**-**	**$564,782**
Ending Balance							
Ending Balance	-	-	(564,782)	-	-	-	(564,782)
Total Ending Balance	**-**	**-**	**($564,782)**	**-**	**-**	**-**	**($564,782)**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							2.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700025	1443254		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700026	1443255		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**345,888**	**185,662**	**531,550**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**345,888**	**185,662**	**531,550**	**2**	**2.00**

2025-27 Budget Narrative

Policy Option Package #152 – Wrongful Convictions

$17 million | Total Positions/FTE: none

Purpose

In 2022, Oregon's Wrongful Conviction Compensation statute was enacted. This enables a person to petition for compensation and seek to establish by a preponderance of evidence that they meet the statutory requirements demonstrating they were wrongfully convicted. If the plaintiff establishes they were wrongfully convicted, they are entitled to compensation as determined by a statutorily set formula.

DAS was then appropriated $832,000 General Fund for the payment of state legal costs and $4 million General Fund for settlement costs (which were transferred to the DOJ for payment).

How Achieved

The DOJ Trial Division currently has received 24 petitions seeking compensation, with six of those matters resolved either through settlement or a defense verdict, as well as an additional 22 matters where tort claim notices have been filed. New tort notice and petition filings are regularly received and DOJ expects those filings will continue, particularly from people whose convictions have been vacated or dismissed as a result a non-unanimous jury verdict

To continue the work for the 2025-27 biennium, DAS is requesting $4 million General Fund for anticipated state legal costs and $13 million General Fund for settlement payout costs to match DOJ's Other Fund limitation request.

Staffing Impact

None

Quantifying Results

- 24 petitions will all be resolved by the conclusion of the 2025-27 biennium.

Revenue Sources

General Fund

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 152 - Wrongful Convictions

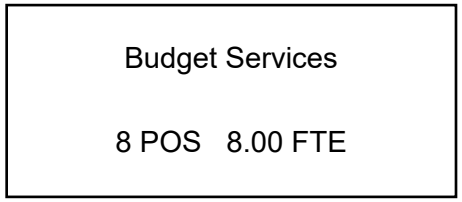
Cross Reference Name: Enterprise Goods & Services
Cross Reference Number: 10700-065-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	16,983,616	-	-	-	-	-	16,983,616
Total Revenues	**$16,983,616**	**-**	**-**	**-**	**-**	**-**	**$16,983,616**
Services & Supplies							
Attorney General	3,983,616	-	-	-	-	-	3,983,616
Other Services and Supplies	13,000,000	-	-	-	-	-	13,000,000
Total Services & Supplies	**$16,983,616**	**-**	**-**	**-**	**-**	**-**	**$16,983,616**
Total Expenditures							
Total Expenditures	16,983,616	-	-	-	-	-	16,983,616
Total Expenditures	**$16,983,616**	**-**	**-**	**-**	**-**	**-**	**$16,983,616**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

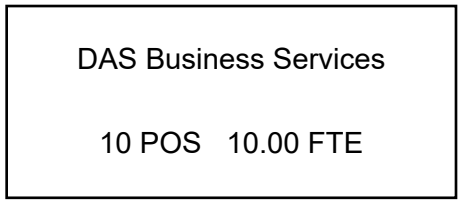
Budget Services

Budget Services

2025-27 Organization Chart
8 POS 8.00 FTE



2023-25 Organization Chart
10 POS 10.00 FTE



Budget Services

Program Overview

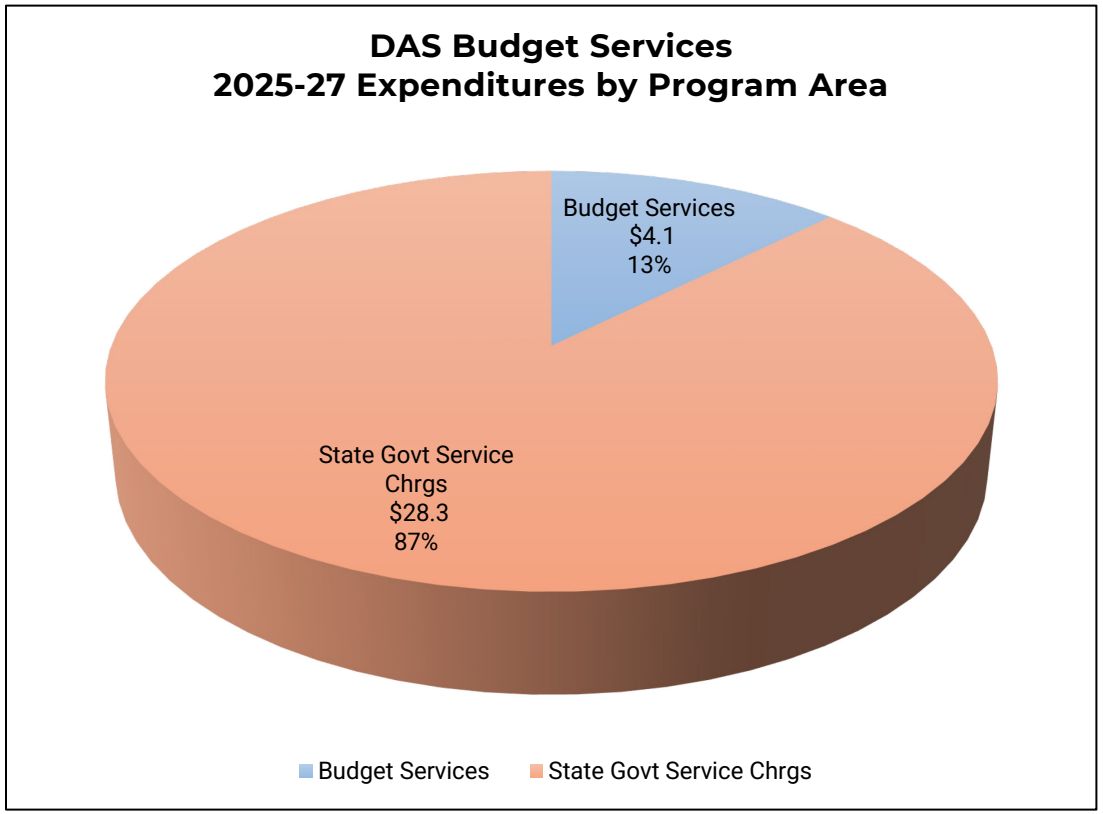
Budget Services provides a comprehensive group of essential services to support the business of DAS and other public agencies.

Program Description

Budget Services coordinates preparation of the agency budget and assists DAS divisions in preparing and executing their budgets. The program conducts budget development, financial planning and analysis, and provides financial reporting and consulting to DAS divisions.

The program also coordinates rate development; calculates rates, fees and assessments; and compiles the biennial state agency price list of goods and services. The price list describes the DAS services and related costs that agencies include in their state government service charges line item, and the user fees and charges for services that agencies may purchase from DAS. The program is also responsible for coordinating DAS' Emergency Board requests between legislative sessions.

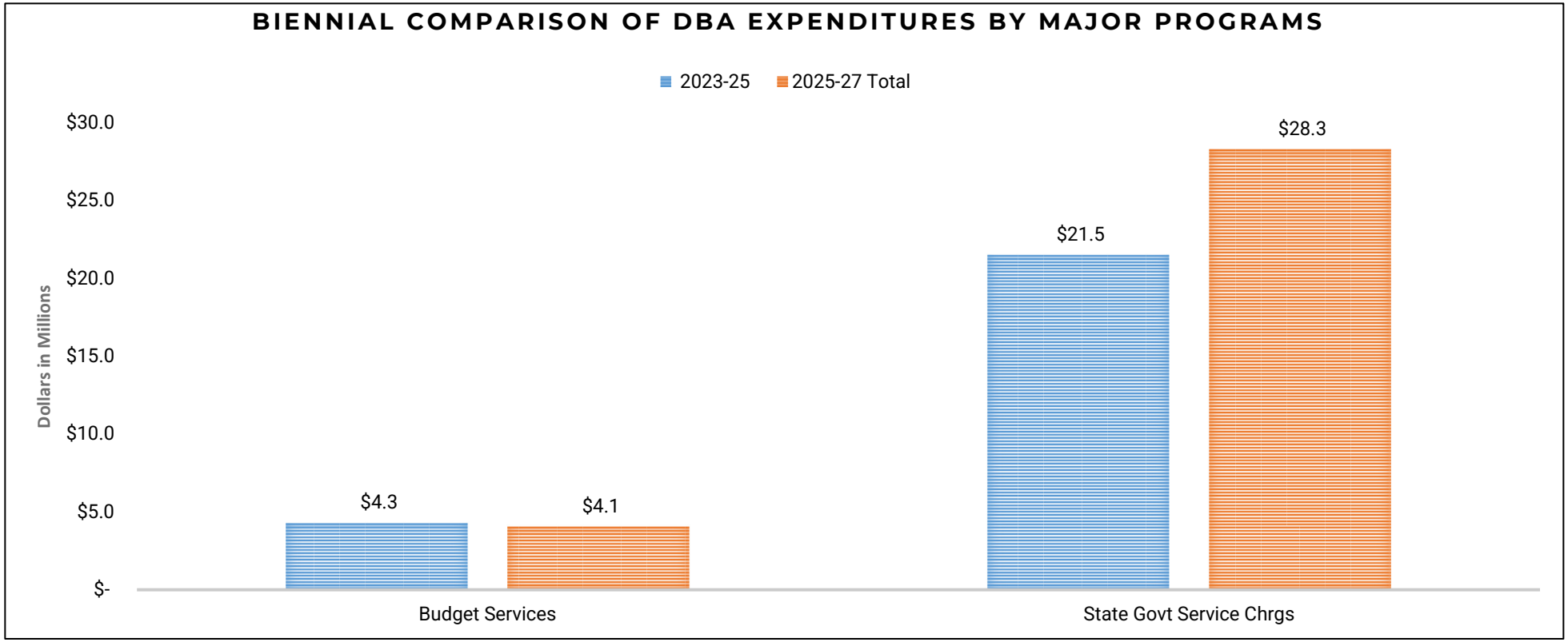
The majority of costs affecting Budget Services are personnel costs and state government service charges.



Program Justification/Long Term Outcomes

Budget Services serves its customers in a timely, efficient, helpful manner by providing high quality financial services and rate development to the department's divisions and programs. The main outcomes of this unit are to create the three iterations of the statewide budget document phase and Pricelist of Goods and Services (Agency Request Budget, Governor's Budget, and Legislative Adopted Budget) and manage the agency's budget.

Total Funds Budget (historical and future)



2025-27 BUDGET NARRATIVE

Enabling Legislation/ Program Authorization

Oregon Revised Statute (ORS) Chapter 184

Funding Streams that Support the Program

Budget Services is considered an internal overhead cost to all DAS divisions, which is factored into the charges for services rates and assessments for cost recovery purposes.

2025-27 BUDGET NARRATIVE

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 021 – Phased-In Program and One-time Costs

This package phases-in the following: $300,000 Total Funds

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Services and Supplies by the standard 4.2%
- Non-state employee and Professional Services costs by the standard 6.8%
- Rent: Published rates for both uniform and non-uniform rent
- Attorney General (acct 4325) as established
- State government service charges adjusted to the allowable amounts as published in the 2025-27 Biennium Price List of Goods and Services document

Package 060 – Technical Adjustment

This package shifts costs between various Personal Services and Service and Supplies accounts for a net-zero adjustment agency-wide related to agency-wide reorganization.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Budget Services**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 10700-075-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Pension Obligation Bond	-	-	(16,995)	-	-	-	(16,995)
Mass Transit Tax	-	-	1,867	-	-	-	1,867
Vacancy Savings	-	-	(210,192)	-	-	-	(210,192)
Total Personal Services	**-**	**-**	**($225,320)**	**-**	**-**	**-**	**($225,320)**
Total Expenditures							
Total Expenditures	-	-	(225,320)	-	-	-	(225,320)
Total Expenditures	**-**	**-**	**($225,320)**	**-**	**-**	**-**	**($225,320)**
Ending Balance							
Ending Balance	-	-	225,320	-	-	-	225,320
Total Ending Balance	**-**	**-**	**$225,320**	**-**	**-**	**-**	**$225,320**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Budget Services**

Pkg: 021 - Phase-in **Cross Reference Number: 10700-075-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	300,000	-	-	-	300,000
Total Services & Supplies	**-**	**-**	**$300,000**	**-**	**-**	**-**	**$300,000**
Total Expenditures							
Total Expenditures	-	-	300,000	-	-	-	300,000
Total Expenditures	**-**	**-**	**$300,000**	**-**	**-**	**-**	**$300,000**
Ending Balance							
Ending Balance	-	-	(300,000)	-	-	-	(300,000)
Total Ending Balance	**-**	**-**	**($300,000)**	**-**	**-**	**-**	**($300,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Budget Services
Cross Reference Number: 10700-075-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	23	-	-	-	23
Employee Training	-	-	1,401	-	-	-	1,401
Office Expenses	-	-	2,059	-	-	-	2,059
Telecommunications	-	-	284	-	-	-	284
State Gov. Service Charges	-	-	6,782,689	-	-	-	6,782,689
Data Processing	-	-	430	-	-	-	430
Publicity and Publications	-	-	49	-	-	-	49
Professional Services	-	-	5,987	-	-	-	5,987
IT Professional Services	-	-	349	-	-	-	349
Attorney General	-	-	5,329	-	-	-	5,329
Facilities Rental and Taxes	-	-	5,375	-	-	-	5,375
Agency Program Related S and S	-	-	456	-	-	-	456
Other Services and Supplies	-	-	19,718	-	-	-	19,718
Total Services & Supplies	**-**	**-**	**$6,824,149**	**-**	**-**	**-**	**$6,824,149**
Total Expenditures							
Total Expenditures	-	-	6,824,149	-	-	-	6,824,149
Total Expenditures	**-**	**-**	**$6,824,149**	**-**	**-**	**-**	**$6,824,149**
Ending Balance							
Ending Balance	-	-	(6,824,149)	-	-	-	(6,824,149)
Total Ending Balance	**-**	**-**	**($6,824,149)**	**-**	**-**	**-**	**($6,824,149)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Budget Services
Cross Reference Number: 10700-075-00-00-00000

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	-	-	(370,920)	-	-	-	(370,920)
Empl. Rel. Bd. Assessments	-	-	(144)	-	-	-	(144)
Public Employees' Retire Cont	-	-	(78,041)	-	-	-	(78,041)
Social Security Taxes	-	-	(28,375)	-	-	-	(28,375)
Paid Family Medical Leave Insurance	-	-	(1,484)	-	-	-	(1,484)
Worker's Comp. Assess. (WCD)	-	-	(84)	-	-	-	(84)
Flexible Benefits	-	-	(84,816)	-	-	-	(84,816)
Total Personal Services	**-**	**-**	**($563,864)**	**-**	**-**	**-**	**($563,864)**
Services & Supplies							
Employee Training	-	-	(3,448)	-	-	-	(3,448)
Office Expenses	-	-	(6,006)	-	-	-	(6,006)
Telecommunications	-	-	(6,724)	-	-	-	(6,724)
Data Processing	-	-	(2,284)	-	-	-	(2,284)
Other Services and Supplies	-	-	(11,621)	-	-	-	(11,621)
Total Services & Supplies	**-**	**-**	**($30,083)**	**-**	**-**	**-**	**($30,083)**
Total Expenditures							
Total Expenditures	-	-	(593,947)	-	-	-	(593,947)
Total Expenditures	**-**	**-**	**($593,947)**	**-**	**-**	**-**	**($593,947)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Budget Services**

Pkg: 060 - Technical Adjustments **Cross Reference Number: 10700-075-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	593,947	-	-	-	593,947
Total Ending Balance	**-**	**-**	**$593,947**	**-**	**-**	**-**	**$593,947**
Total Positions							
Total Positions							(2)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(2)**
Total FTE							
Total FTE							(2.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(2.00)**

2025-27 Biennium **Cross Reference Number: 10700-075-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
153014	970	40902	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	0	10	4,943	-118,632	-77,032	-195,664	-1	-1.00
1808061	641580	7336	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-370,920**	**-192,944**	**-563,864**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-370,920**	**-192,944**	**-563,864**	**-2**	**-2.00**

Miscellaneous Revenues (090-00)

Program Description

DAS receives and distributes certain pass-through moneys collected from federal and state sources.

The state government service charges are proportionately assessed to state agencies with Other Funded positions. ORS Chapter 291.276 directs DAS to recover actual costs associated with the Legislative Assembly including the Emergency Board, Legislative Counsel Committee, the Governor's Office, and the Secretary of State Archives Division. Other Funds received through this assessment are returned to the General Fund. Federal sources are excluded from this assessment because the federal government does not participate in funding central state government functions.

The statewide services revenue program with the budget and accounting systems is used by DAS to collect and transfer assessment revenues for the Judicial Department, State Library, and Oregon Business Development Department.

DAS is also responsible for a series of distributions to city and county governments. These include:

- City revenue sharing of Oregon Liquor Control Commission earnings (ORS 221.770)
- 3.45% of total of cigarette tax proceeds collected by the Department of Revenue (ORS 323.455)
- 35.325% of Amusement Device Tax collected by the Department of Revenue (ORS 320.100)
- Marijuana tax proceeds collected by the Department of Revenue (ORS 475B.760)
- 25% of all money received from the sale of National Forest products within a county are distributed back to that county
- A portion of mineral lease proceeds from federal lands
- 5% of proceeds from the sale of federal land and materials to fund roads and bridges
- A portion of Taylor Grazing Act fees to be used for grazing and range improvements
- A portion of lease fees paid to the federal government under the Federal Flood Control Act to be used for schools and roads

Mass Transit Distribution (091-00)

Program Description

A mass transit assessment is charged to state agencies at 0.6% of salaries and wages paid to employees working within a transit district boundary, per ORS 291.405. This is collected in lieu of state agencies paying a payroll or property tax to support local mass transit districts. This is used to support local mass transit districts in various parts of the state. The 2023-25 Legislatively Adopted Budget for this program is $24.7 million for payment of mass transit assessments, which did not change from the 2021-23 biennium.

Tobacco Settlement (092-00)

Program Description

DAS tracks and distributes monies received from the Tobacco Master Settlement Agreement (MSA). Historically, this funding source has supported certain health care related expenditures, as well as debt service on Oregon Opportunity Bonds issued by DAS on behalf of the Oregon Health and Science University (OHSU). Tobacco settlement resources in the 2025-27 Agency Request Budget total $119.7 million Other Funds Non-limited, which includes $18.4 million beginning balance. These funds are distributed for the following purposes:

- $114.9 million to the Oregon Health Authority
- $.1.7 million to the Department of Justice
- $3.1 million to the Department of Education for activities related to the MSA.

DAS Debt Service (093-00)

Program Description

This program includes cost of issuance and debt service payments that are specific to DAS. These payments are for Certificates of Participation and Article XI-Q Bonds that pay for the construction and improvement of many state buildings. The 2025-27 Agency Request Budget total is $49.3 million Other Funds.

Bonds (094-00)

Program Description

This program comprises payments for Oregon State Treasury bonding fees and debt service on Article XI-O Bonds. The 2025-27 Agency Request Budget Budget total is $544.7million.

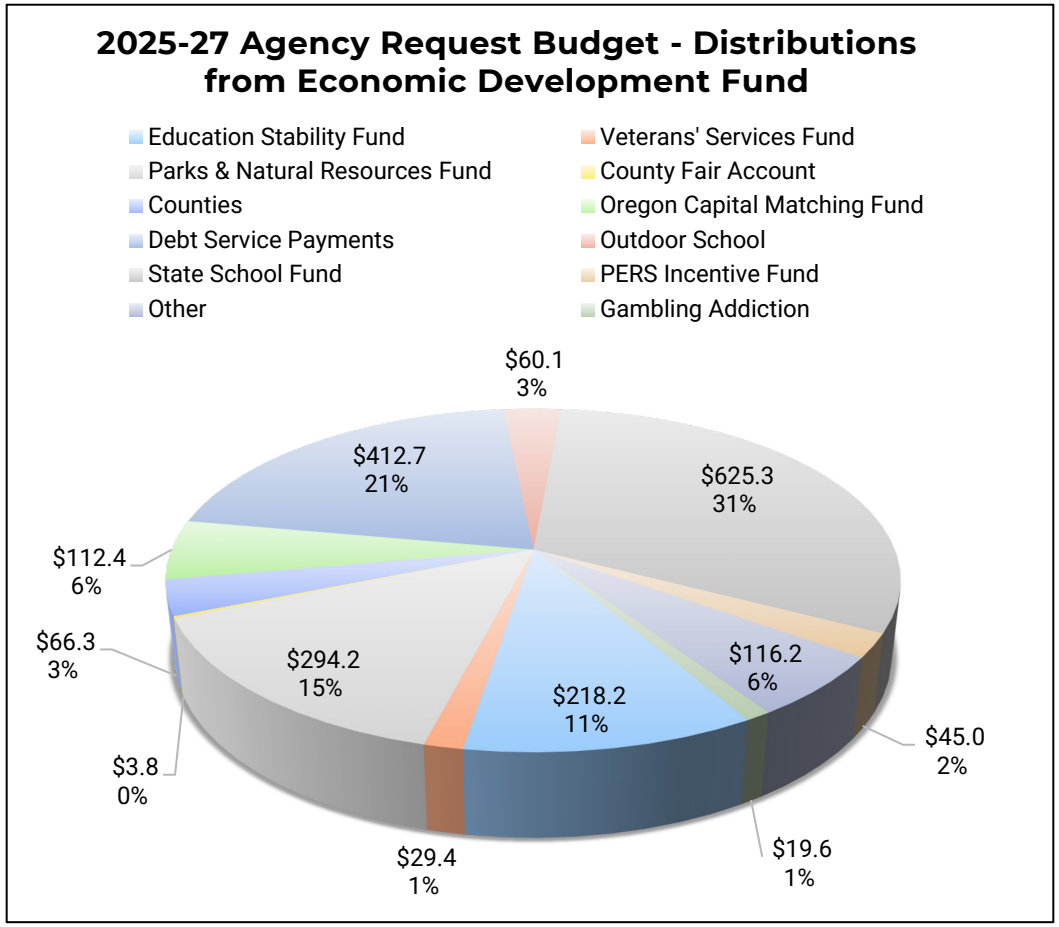
Statewide Lottery Distribution (095-00)

Program Description

The Oregon Lottery transfers Lottery Funds to DAS' Economic Development Fund (EDF) on a quarterly basis. DAS then distributes funds from the EDF in adherence with constitutional and statutory funding priorities, which include the following:

- Debt service payments for Lottery Bonds (first payment priority of available funds)
- 18% of net proceeds to the Education Stability Fund
- 15% of net proceeds to the Parks and Natural Resources Fund
- 1.5% of net proceeds to the Veterans' Services Fund
- 2.5% of net proceeds from video lottery games to counties for economic development projects
- An allocation of $60.1 million to the Outdoor School Education Fund
- An allocation of $19.6 million to the Oregon Health Authority for Gambling Addiction prevention and treatment programs
- A fixed allocation of $3.8 million to the County Fair Account

Additionally, the Legislature makes other allocations from the EDF. Most allocations are made to the Department of Education for the State School Fund and the Oregon Business Development Department for various economic development program expenditures.



Education Stability Fund (096-00)

Program Description

The 1997 Legislative Assembly established the Education Endowment Fund (EEF). Prior to the 2003-05 biennium, 15% of quarterly transfers to the EDF were transferred to the EEF. Voters approved Measure 19 in the September 2002 special election that amended the Constitution, changing the EEF to the Education Stability Fund (ESF). Money in the ESF fund can now be accessed under certain economic conditions to provide additional transfers to the State School Fund. The percentage of dedicated Lottery allocations to this fund increased from 15% to 18% beginning in the 2003-05 biennium.

Declared earnings on the main ESF are dedicated for two purposes:

1) Oregon Education Fund (SCR 097) to pay for public education and education lottery bond debt service
2) Higher Education Coordinating Commission for Oregon Opportunity Grant program (ORS 348.260)

The ESF also includes one primary subaccount - the Oregon Growth Account (OGA)

Oregon Education Fund (097-00)

Program Description

The Oregon Education Fund receives declared earnings on the main Education Stability Fund. These earnings are transferred to the Lottery Bond Account in the Department of Education to pay for public education and education lottery bond debt service.

Parks and Natural Resources Fund (098-00)

Program Description

Oregon voters established the Parks and Natural Resources Fund in 1998. Starting with the 1999-01 biennium, 15% of lottery transfers to the Economic Development Fund (SCR 095) are dedicated to the Parks and Natural Resources Fund. Transfers in 2025-27 are projected to be $294.2 million in Lottery Funds. All transfers into this fund are equally split between the Oregon Parks and Recreation Department and the Oregon Watershed Enhancement Board.

Special Governmental Payments (099-00)

Program Description

This program has historically accounted for a variety of payments as directed by law, including debt service payments for lottery bonds and Article XI-Q bonds, lottery transfer to the County Fair Account and other miscellaneous payments.

The 2025-27 Agency Request Budget includes $9.0 million General Fund, $57.9 million Lottery Funds, and $21.4 million Other Funds. The transfers or payments include:

- Oregon Public Broadcasting Lottery Funds Debt Service
- County Fair Account - $3.8 million Lottery Funds
- Oregon Historical Society Lottery Funds Debt Service
- Go! Oregon
- Oregon State Fair Council
- Lottery Revenue Bond
- Miscellaneous Pass-Through Distributions

American Rescue Plan Act (100-00)

Program Description

On March 11, 2021, President Biden signed the American Rescue Plan Act of 2021 into law. The $1.9 trillion package, based on President Biden's American Rescue Plan, is intended to combat the COVID-19 pandemic, including the public health and economic impacts.

The 2025-27 Agency Request Budget is $163.9 million.

Essential Packages

Package 010 – Non-PICS Personal Services and Vacancy Factor

This package includes an increase for Public Employees' Retirement System Pension Obligation Bond repayment and adjustment to mass transit tax.

Package 022 – Phased-out Program and One-time Costs

This package phases-out the following: $524,252,581 Total Funds

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Special Payments by the standard 4.2%

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Special Governmental Payments
Cross Reference Number: 10700-099-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(282,612,275)	-	-	-	-	-	(282,612,275)
Transfer from General Fund	-	-	(6,700,000)	-	-	-	(6,700,000)
Total Revenues	**($282,612,275)**	**-**	**($6,700,000)**	**-**	**-**	**-**	**($289,312,275)**
Services & Supplies							
Attorney General	-	-	(300,000)	-	-	-	(300,000)
Other Services and Supplies	-	-	(410,968)	-	-	-	(410,968)
Total Services & Supplies	**-**	**-**	**($710,968)**	**-**	**-**	**-**	**($710,968)**
Special Payments							
Dist to Other Gov Unit	-	-	(13,600,000)	-	-	-	(13,600,000)
Intra-Agency Gen Fund Transfer	(6,700,000)	-	-	-	-	-	(6,700,000)
Other Special Payments	(275,912,275)	-	(227,329,338)	-	-	-	(503,241,613)
Total Special Payments	**($282,612,275)**	**-**	**($240,929,338)**	**-**	**-**	**-**	**($523,541,613)**
Total Expenditures							
Total Expenditures	(282,612,275)	-	(241,640,306)	-	-	-	(524,252,581)
Total Expenditures	**($282,612,275)**	**-**	**($241,640,306)**	**-**	**-**	**-**	**($524,252,581)**
Ending Balance							
Ending Balance	-	-	234,940,306	-	-	-	234,940,306
Total Ending Balance	**-**	**-**	**$234,940,306**	**-**	**-**	**-**	**$234,940,306**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: American Rescue Plan Act
Cross Reference Number: 10700-100-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(163,593,008)	-	-	(163,593,008)
Total Revenues	**-**	**-**	**-**	**($163,593,008)**	**-**	**-**	**($163,593,008)**
Special Payments							
Other Special Payments	-	-	-	(6,707,413)	-	-	(6,707,413)
Spc Pmt to OR Business Development	-	-	-	(156,795,418)	-	-	(156,795,418)
Spc Pmt to Corrections, Dept of	-	-	-	(90,177)	-	-	(90,177)
Total Special Payments	**-**	**-**	**-**	**($163,593,008)**	**-**	**-**	**($163,593,008)**
Total Expenditures							
Total Expenditures	-	-	-	(163,593,008)	-	-	(163,593,008)
Total Expenditures	**-**	**-**	**-**	**($163,593,008)**	**-**	**-**	**($163,593,008)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Bonds
Cross Reference Number: 10700-094-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	(553,021)	-	-	-	(553,021)
Total Services & Supplies	**-**	**-**	**($553,021)**	**-**	**-**	**-**	**($553,021)**
Total Expenditures							
Total Expenditures	-	-	(553,021)	-	-	-	(553,021)
Total Expenditures	**-**	**-**	**($553,021)**	**-**	**-**	**-**	**($553,021)**
Ending Balance							
Ending Balance	-	-	553,021	-	-	-	553,021
Total Ending Balance	**-**	**-**	**$553,021**	**-**	**-**	**-**	**$553,021**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Special Governmental Payments
Cross Reference Number: 10700-099-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	95,143	-	-	-	-	-	95,143
Total Revenues	**$95,143**	**-**	**-**	**-**	**-**	**-**	**$95,143**
Special Payments							
Dist to Other Gov Unit	95,143	-	-	-	-	-	95,143
Other Special Payments	-	160,776	-	-	-	-	160,776
Total Special Payments	**$95,143**	**$160,776**	**-**	**-**	**-**	**-**	**$255,919**
Total Expenditures							
Total Expenditures	95,143	160,776	-	-	-	-	255,919
Total Expenditures	**$95,143**	**$160,776**	**-**	**-**	**-**	**-**	**$255,919**
Ending Balance							
Ending Balance	-	(160,776)	-	-	-	-	(160,776)
Total Ending Balance	**-**	**($160,776)**	**-**	**-**	**-**	**-**	**($160,776)**

Policy Option Package #190 – Debt Service/COI Bond Funded Capital Projects

$15.1 million | Total Positions/FTE: none

Purpose

This package is for cost of issuance and debt service that will be incurred for 2025-27 Capital Construction projects (see Capital Budgeting tab). The debt service portion of this package is the first part of repayment of the $20.34 million general obligation bonding request contained in the policy option packages noted in the below table.

How Achieved

BONDS

PROJECT NAME	BOND TYPE	TAX STATUS	SALE DATE	PAR AMOUNT	PROJECT AMOUNT	COSTS OF ISSUANCE
Labor & Industry Building Interior Renovation	XI-Q	Tax-Exempt	October 2025	125,960,000	125,000,000	960,000
		TOTAL BONDS		125,960,000	125,000,000	960,000

DEBT SERVICE

PROJECT NAME	BOND TYPE	TAX STATUS	SALE DATE	DEBT SERVICE 25-27 PRINCIPAL	INTEREST	TOTAL
Labor & Industry Building Interior Renovation	XI-Q	Tax-Exempt	October 2025	4,155,000	9,933,103	14,088,103
						15,048,103

Staffing Impact

None

Quantifying Results

Total number of projects completed, completion of projects on time and within budget, as well as customer satisfaction surveys are monitored within this program and will be used to gauge success.

Revenue Sources

Other Funds, Intrafund Transfer In (Rent)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: DAS Debt Service**

Pkg: 190 - Debt Service/COI Bund Funded Cap Projects **Cross Reference Number: 10700-093-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Dedicated Fund Oblig Bonds	-	-	960,000	-	-	-	960,000
Transfer In - Intrafund	-	-	14,088,103	-	-	-	14,088,103
Total Revenues	**-**	**-**	**$15,048,103**	**-**	**-**	**-**	**$15,048,103**
Services & Supplies							
Other COP Costs	-	-	-	-	-	-	-
Other Services and Supplies	-	-	960,000	-	-	-	960,000
Total Services & Supplies	**-**	**-**	**$960,000**	**-**	**-**	**-**	**$960,000**
Debt Service							
Principal - Bonds	-	-	4,155,000	-	-	-	4,155,000
Interest - Bonds	-	-	9,933,103	-	-	-	9,933,103
Total Debt Service	**-**	**-**	**$14,088,103**	**-**	**-**	**-**	**$14,088,103**
Total Expenditures							
Total Expenditures	-	-	15,048,103	-	-	-	15,048,103
Total Expenditures	**-**	**-**	**$15,048,103**	**-**	**-**	**-**	**$15,048,103**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

2025-27 BUDGET NARRATIVE

Policy Option Package #200 – Consulting and AG Expense for Mill Creek Corp

$300,000 | Total Positions/FTE: none

Purpose

The Mill Creek Corporate Center project is a 600-acre business park, anticipated to provide a 30-year supply of industrial land for the Salem Metro area. Agreements with the city of Salem provide for infrastructure, funded in part from land sales proceeds, and in part from city resources. Roads and utilities are installed to serve parcels as they develop. This avoids making a large up-front investment in infrastructure that may not be needed for some time.

While the DAS Enterprise Asset Management division does its best to forecast which parcels are most likely to sell in which order, and request appropriate limitation in advance, we are not able to perfectly anticipate all outcomes. Unanticipated moves by the real estate market can result in a need for analysis or preliminary design work that was not previously budgeted. Sometimes easements or other land ownership issues must be resolved, requiring consultants like engineers and surveyors.

Part of the project involves constructed wetlands on the site as mitigation under a joint U.S. Army Corps of Engineers/Oregon Department of State Lands removal-fill permit. Ongoing monitoring by a qualified consultant until the constructed wetlands achieve maturity is a permit requirement. Failing to meet this requirement would incur expenses in acquiring many acres of off-site wetland mitigation credits.

Real property transactions are almost invariably large enough to require AG review. Some, like those at Mill Creek which typically include agreements to construct infrastructure, timing for development of new buildings and other details, can be very complex, and often require substantial AG effort to complete.

Funding these needs will allow DAS to continue fulfilling its statutory responsibility to market the Mill Creek Corporate Center property.

How Achieved

AG assistance with contracts and other consultant services are necessary to continue development and marketing of the Mill Creek Corporate Center property.

Staffing Impact

None

Quantifying Results

Results will be demonstrated through the monitoring and maintenance of constructed wetlands; completion of needed easements, lot line adjustments, and similar activities; and development of contracts which accurately memorialize transaction deal terms and protect the interests of the state.

Revenue Sources

Other Funds Limited, Mill Creek Corporate Reserve Fund

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 200 - Consulting & AG Expense for Mill Creek Corp

Cross Reference Name: Special Governmental Payments
Cross Reference Number: 10700-099-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Sales Income	-	-	300,000	-	-	-	300,000
Total Revenues	**-**	**-**	**$300,000**	**-**	**-**	**-**	**$300,000**
Services & Supplies							
Attorney General	-	-	300,000	-	-	-	300,000
Total Services & Supplies	**-**	**-**	**$300,000**	**-**	**-**	**-**	**$300,000**
Total Expenditures							
Total Expenditures	-	-	300,000	-	-	-	300,000
Total Expenditures	**-**	**-**	**$300,000**	**-**	**-**	**-**	**$300,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

2025-27 BUDGET NARRATIVE

Policy Option Package #201 – Oregon State Fair Funding Request

$20.9 million | Total Positions/FTE: none

Purpose

The mission of the Oregon State Fair and Exposition Center (OSFEC) is to provide a reason and a place for all people to gather, connect, learn, and embrace excellence in all forms while celebrating the achievements of Oregonians. We provide a relevant center that embodies good stewardship of the public's trust and serves as a self-sustaining asset for Oregonians to treasure long into the future. Going above and beyond its original mission, Oregon State Fair and Exposition Center has also provided a place for people to gather in times of need and emergency as a Regional Emergency and Evacuee Center. Beginning in 2020, the fairgrounds moved from solely being a recreational site to becoming a highly utilized Regional Emergency and Evacuee Center.

OSFEC partnered with federal, state, county, non-profits and other entities to assist people in crisis situations. Some of these uses were: OHA medical facilities; Oregon Department of Education and OSU mask storage; Santiam Canyon Wildfire evacuee center; cold weather houseless shelter; wildfire hazard waste storage and sorting area; and numerous COVID-19 testing and vaccination centers. OSFEC proudly was available to assist in any way necessary. Unfortunately, during these events state leaders were made aware the OSFEC does not have what is required to maintain an efficient fully operational Regional Emergency and Evacuee Center. OSFEC has fulfilled these needs with limited resources, but not in the most effective or safe way. OFSEC has established a list of requirements based on feedback received from the Oregon National Guard, Marion County Emergency Management, City of Salem, American Red Cross, Salem Health, Church in the Park, and many others that have utilized the grounds.

To remain an effective, fully functioning Regional Emergency and Evacuee Center, OSFEC is in dire need of funding for the requested items to prepare for the Governor's next emergency request and the future emergency needs of the community.

How Achieved

OSFEC has developed plans for major construction, capital improvement and deferred maintenance projects for the 2025-27 biennium. OFSEC is currently working with LRS Architects of Portland as the architect of record for Phase One of major construction and capital improvements. Additionally, OFSEC is currently working with Dalke Construction of Salem as the general contractor for current projects. The contract documents, design plans and specifications have been completed for both the historic Poultry and Stadium (Phase Two) projects.

2025-27 BUDGET NARRATIVE

Priority	PROJECT	LOCATION	DESCRIPTION	ESTIMATED COST
1	Historic Restoration/Renovation Phase Two	Poultry Bldg	Continue to next phase of Poultry restoration work per project specs and drawings, Addendum two, dated 12/6/2023	$ 2,788,500
2	Historic Restoration/Renovation Phase Two	Stadium Bldg	Continue to next phase of Stadium restoration work per project specs and drawings, Addendum two, dated 12/6/2023	$ 5,874,700
3	Fire Alarm System Replacement	OSFEC Campus-Wide	Campus-wide alarm system is outdated and not working properly due to various vendors proprietary equip not communicating with panels; a continuing lack of repair parts, and system end of life prompting recommendations	$ 400,000
4	Air Conditioning Sytem Installation	Pavilion Bldg	This project at will install an air conditioning system that was value-engineered out of the original construction in 2004. We have suffered with lost revenue every summer due to substantial heat load during what shoul be our highest earning season	$ 750,000
5	Replace Ceiling System	Columbia Hall	This project will fund the replacement of North, South, and West alcove space ceiling grid and tiles due to sever	$ 250,000
6	Replace Steel Window Assemblies	Jackman Long Bldg	This project will fund the major repair or replacement of steel window assemblies @ West elevation, North and	$ 125,000
7	Security System Installation	OSFEC Campus-Wide	This project will fund security camera equipment, wireless broadcasting/PA to mach DOJ, WIFI and security upgrades, public WIFI equipment and server upgrades, IT radios/phone emergency system upgrades to align with	$ 725,000
8	Parking Lots Improvements, Incl 17th Street Crosswalk w/Light	OSFEC Campus-Wide	This project will improve interior and exterior parking lots and other site-wide asphalt. These improvements are necessary as many non-paved parking lots are not usable and limit facility capacity during much of the year due to rain and other factors. The 17th Street Crosswalk will correct a most dangerous walking route from the parking lot, crossing 17th Street to the Jackman Long front entrance.	$ 1,771,000

CAPITAL IMPROVEMENTS				
PRIORITY	PROJECT	LOCATION	DESCRIPTION	ESTIMATED COST
1	Pavilion Roof	Pavilion	Actively leaking. Originally roof was not installed properly, replacement needed with no skylights.	$2,000,000
3	Alarm System Replacement	Total Grounds	Fire alarm system is outdated and not working properly. Repairing current system is becoming more and more difficult due to age of equipment and lack of parts.	$300,000
4	Stage Structure; Sound Pits; Towers; Railing	LB Day Amphitheatre	Various repairs needed for safety and aesthetic upgrades.	$290,000
5	Cascade Hall Restroom Remodel and Roof Replacement	Cascade Hall	Upgrade restrooms to ADA compliance and safety. Roof is leaking and causing damage to building.	$500,000
6	Upper Roof HVAC Units (8)	Jackman Long	Replace end of life HVAC units. Repairs and supplies are getting harder to come by. Performance is hindered due to the age of the units.	$350,000
7	HVAC Upgrades – Air-conditioning	Jackman Long Columbia Hall Cascade Hall	Upgrade AC units in each building.	$600,000
8	Indoor Lighting Upgrade to LED Lights	Replace lights with LED lighting in all buildings	Needed for safety, security, and cost efficiency.	$400,000
9	CMU Efflorescence – Administration Office Steel Window Casing Replacement and Replace Windows.	Jackman Long – Administration Office in stairwell, upstairs and downstairs offices	This project upgrades Jackman Long interior walls damaged by efflorescence and long-standing window leaks. Replace all windows.	$250,000

EMERGENCY PREPAREDNESS				
PRIORITY	PROJECT	LOCATION	DESCRIPTION	ESTIMATED COST
2 (a)	Security Camera Equipment, Wireless Broadcasting/PA System Equipment to Match DOJ, Upgrade Equipment for WIFI & Security Upgrades, Public WIFI Upgrade Equipment and Server Upgrades. IT Radios/Phone Emergency System Upgrade to Align with State Agencies & Local Jurisdictions	Total Grounds	Provide security and safety to patrons and employees at the Oregon State Fair & Exposition Center; improve storage and networks across grounds; upgrading equipment to provide access for security devices and staff as needed to monitor across the grounds and remotely; installation of a PA system for ground-wide communications.	$725,000
2 (b)	Digital Messaging Package	Total Grounds	Messaging for emergency use, to be used for evacuation site communications with community members affected by Emergency Evacuations or Threats. Permanent Reader Boards (6 – Sunnyview, Orange, Pavilion, 17th, Silverton – Yellow, Silverton – Lana). Trailer mounted led solar message boards (2).	$835,000
2 (c)	HVAC Install – Air-Conditioning	Pavilion	Install AC in Pavilion for use during emergency needs and year-round, building does not have AC.	$800,000
2 (d)	Parking Lots and Asphalt Improvement to Include Parking Lot Striping and Replace Halogen Lights with LED Lighting Throughout Grounds	All non-paved parking lots – Blue, 17th Street, Orange, Camping Area, Horse Show Barns and Pink Lots and all asphalt lots, Carnival, Jackman Long,	Upgrade will improve parking lots and other site-wide asphalt. Improvements are necessary as many non-paved parking lots are not safe, usable and limit capacity during much of the year due to rain and lack of drainage.	$2,345,000

		Pavilion, and Commercial vendor lot.		
2 (e)	17th Street Crosswalk Lighting	17th Street	Needed for year-round safety for patrons crossing from the parking to facility on 17th street.	$150,000
2 (f)	Demo and Replace with Campus Wide Storage Facility. Replace with New Building	4-H Exhibit Hall	Replace current 4-H Exhibit Hall with an Emergency Preparedness Complex to increase storage, provide a community kitchen, and event space. 20,000+ Sq. Ft. Large building to store emergency preparedness equipment.	$4,000,000
2 (g)	Livestock Office and Livestock Pavilion – Restrooms/Showers	Livestock Office and Livestock Pavilion	Upgrade restrooms and showers for ADA compliance and safety.	$325,000
2 (h)	Curved Security Fence Panels & Power Gates	Total Grounds	Provide safety and security to grounds year-around and during emergency evacuation use.	$2,000,000
2 (i)	Restore Horse Barns	Horse Barns	Upgrade and repairs needed to safely house animals in case of emergency and year-round.	$1,500,000
2 (j)	Racehorse Barn Upgrade and Repairs	Racehorse Barn	Upgrade and repairs needed to safely house animals in case of emergency and year-round.	$1,500,000

2 (k)	Water Bottle Filling Stations	Total Grounds	Replace current outdated water drinking fountains with hygienic water bottle filling stations.	$55,000
2 (l)	Water Container System to Connect to Hose Bibs	Total Grounds	Water container systems would make access to potable water feasible in case of emergency and events during a heat advisory.	$75,000
2 (m)	Miscellaneous Needs for Emergency Use	Total Grounds	Multiple generators; transfer switch for generator hook-ups; blankets; water bottles; extension cords with safety cord protectors (roll over & no tripping hazard; non-fabric (cleanable) stacking chairs (100); non-porous 8’ banquet tables (100); cots; Livestock equipment.	$650,000
2 (n)	Vinyl Print Machine & Supplies	Jackman Long Building	On-site banner printing for Emergency Evacuation Site needs.	$75,000
Capital Improvements Total:				$4,690,000
Emergency Preparedness Total:				$15,035,000
Grand Total: Deferred Maintenance, Improvements, Safety and Enhancements Priorities:				$19,725,000

Staffing Impact

OSFEC does not expect any staffing impact in support of these budget requests.

Quantifying Results

The OSFEC management team includes an assigned project manager who works closely with DAS Enterprise Asset Management's assigned project manager for state-funded OSFEC projects to successfully execute all projects funded by Q-Bond and other state funding sources. The measurement tools used by these two project managers include EAM developed contract development documents, reconciliation reports and a variety of quality assurance tools provided by the OSFEC architect of record. All projects accomplished to date have been successfully completed on time, within scope and budget, and have been public tested, resulting in very favorable comments from the using public.

Revenue Sources

Other Funds, Bond Proceeds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Special Governmental Payments**

Pkg: 201 - Oregon State Fair Funding Request **Cross Reference Number: 10700-099-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,801,661	-	-	-	-	-	3,801,661
General Fund Obligation Bonds	-	-	21,105,000	-	-	-	21,105,000
Total Revenues	**$3,801,661**	**-**	**$21,105,000**	**-**	**-**	**-**	**$24,906,661**
Services & Supplies							
Other COP Costs	-	-	-	-	-	-	-
Other Services and Supplies	-	-	266,310	-	-	-	266,310
Total Services & Supplies	**-**	**-**	**$266,310**	**-**	**-**	**-**	**$266,310**
Capital Outlay							
Data Processing Software	-	-	-	-	-	-	-
Other Capital Outlay	-	-	20,838,690	-	-	-	20,838,690
Total Capital Outlay	**-**	**-**	**$20,838,690**	**-**	**-**	**-**	**$20,838,690**
Debt Service							
Principal - Bonds	1,635,000	-	-	-	-	-	1,635,000
Interest - Bonds	2,166,661	-	-	-	-	-	2,166,661
Total Debt Service	**$3,801,661**	**-**	**-**	**-**	**-**	**-**	**$3,801,661**
Total Expenditures							
Total Expenditures	3,801,661	-	21,105,000	-	-	-	24,906,661
Total Expenditures	**$3,801,661**	**-**	**$21,105,000**	**-**	**-**	**-**	**$24,906,661**

Policy Option Package #202 – ARPA Carry Forward

$164 million | Total Positions/FTE: none

Purpose

The federal government issued Oregon federal funding from the American Rescue Plan Act (ARPA) Capital Projects Fund for the purpose of funding broadband expansion efforts throughout neglected parts of the state.

How Achieved

Business Oregon is tasked with working with the communities awarded ARPA funds to gather necessary project details, verify eligibility, and disburse project funds. DAS is responsible for reporting to the Oregon State Treasury which communities or entities are receiving the ARPA funds and how those funds are used. Business Oregon works with ARPA funding recipients to gather necessary data needed for reporting. DAS receives the federal funding and transfers the funding to eligible state agencies and local governments. DAS is requesting Federal Fund limitation to draw down the funding through the opening period until it is closed Dec. 31, 2026, for the Capital Projects Funds.

Staffing Impact

None

Quantifying Results

Successful close out and reconciliation of the ARPA funds.

Revenue Sources

Federal Funds ARPA

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 202 - ARPA Carryforward

Cross Reference Name: American Rescue Plan Act
Cross Reference Number: 10700-100-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	163,911,525	-	-	163,911,525
Total Revenues	**-**	**-**	**-**	**$163,911,525**	**-**	**-**	**$163,911,525**
Special Payments							
Spc Pmt to OR Business Development	-	-	-	163,911,525	-	-	163,911,525
Total Special Payments	**-**	**-**	**-**	**$163,911,525**	**-**	**-**	**$163,911,525**
Total Expenditures							
Total Expenditures	-	-	-	163,911,525	-	-	163,911,525
Total Expenditures	**-**	**-**	**-**	**$163,911,525**	**-**	**-**	**$163,911,525**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Improvements Program

Program Description

The Capital Improvements Program, authorized by ORS 276.005, is administered by the Enterprise Asset Management (EAM) division and complements the Capital Construction Program. The Capital Improvements Program manages remodeling and renovation projects totaling less than $1 million, while the Capital Construction Program performs new construction, remodeling, and renovation projects exceeding $1 million.

The purpose of the Capital Improvements Program is to:

- Maintain health and safety standards both inside and outside of facilities.
- Keep facilities in compliance with building codes and ordinance requirements (federal, state and local).
- Maintain the grounds and aesthetics of DAS-owned facilities.
- Adjust or modify existing mechanical and electrical programs to minimize energy consumption.
- Upgrade facility grounds.
- Evaluate and achieve maximum efficiency and use of state-owned facilities.
- Adapt facilities to required occupancy changes.

The chart below shows the allocation of the Capital Improvement projects planned for 2025-27.

Capital Improvement Projects	2025-27 Current Service Level
Exterior Interior Painting	$850,000
Emergency Projects	$1,400,000
Landscape Irrigation Improvements	$500,000
Tenant Improvements	$1,400,000
ADA Improvements	$800,000
Energy Conservation Projects	$985,852
Total	**$5,935,852**

Funding Streams that Support this Program

DAS uses monies placed in the Capital Projects Fund, established under ORS 276.005, as a source of revenue for capital projects. These funds accrue in the account from a variety of sources; however, the primary source is the depreciation and deferred maintenance component of Uniform Rent.

Essential Packages

Package 021 – Phase-In Program and One-time Costs

This package phases-in the following: $552,774 Total Funds from a one-time reduction for tenant improvements budget from the 2023-25 biennium.

Package 031 – Standard Inflation and State Government Service Charge

This package applies standard inflation as follows:

- Capital Outlay by the standard 4.2%

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Capital Improvements
Cross Reference Number: 10700-088-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	522,774	-	-	-	522,774
Total Capital Outlay	**-**	**-**	**$522,774**	**-**	**-**	**-**	**$522,774**
Total Expenditures							
Total Expenditures	-	-	522,774	-	-	-	522,774
Total Expenditures	**-**	**-**	**$522,774**	**-**	**-**	**-**	**$522,774**
Ending Balance							
Ending Balance	-	-	(522,774)	-	-	-	(522,774)
Total Ending Balance	**-**	**-**	**($522,774)**	**-**	**-**	**-**	**($522,774)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Capital Improvements
Cross Reference Number: 10700-088-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	208,109	-	-	-	208,109
Total Capital Outlay	**-**	**-**	**$208,109**	**-**	**-**	**-**	**$208,109**
Total Expenditures							
Total Expenditures	-	-	208,109	-	-	-	208,109
Total Expenditures	**-**	**-**	**$208,109**	**-**	**-**	**-**	**$208,109**
Ending Balance							
Ending Balance	-	-	(208,109)	-	-	-	(208,109)
Total Ending Balance	**-**	**-**	**($208,109)**	**-**	**-**	**-**	**($208,109)**

Policy Option Package #180 – Various Projects Including Sustainability

$250,000 | Total Positions/FTE: none

Purpose

Increase limitation for remodeling and renovation projects that cost less than $1 million to continue modernization of end-of-life equipment with sustainable, high functioning equipment to best serve DAS EAM facility portfolio needs.

How Achieved

DAS requests $250,000 in Capital Improvement limitation for these projects: Replace lighting packages and supporting electrical infrastructure for energy efficiency and end of useful lifecycle replacement. Replace and upgrade elevator controls and components. Continued implementation of modern HVAC equipment and controls throughout the DAS portfolio, because equipment is at end of life and requires replacement. Modification of existing infrastructure implementing modern technologies and efficiencies in support of facility functionality and sustainability goals.

Staffing Impact

None

Quantifying Results

Completion of the project to stringent specifications, timelines, and within limitation, increasing the facilities useful life and energy efficiency.

Revenue Sources

Other Funds Limited, Intra-fund Transfer In (Rent)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 180 - Various Projects Including Sustainability

Cross Reference Name: Capital Improvements
Cross Reference Number: 10700-088-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	250,000	-	-	-	250,000
Total Revenues	**-**	**-**	**$250,000**	**-**	**-**	**-**	**$250,000**
Capital Outlay							
Other Capital Outlay	-	-	250,000	-	-	-	250,000
Total Capital Outlay	**-**	**-**	**$250,000**	**-**	**-**	**-**	**$250,000**
Total Expenditures							
Total Expenditures	-	-	250,000	-	-	-	250,000
Total Expenditures	**-**	**-**	**$250,000**	**-**	**-**	**-**	**$250,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL CONSTRUCTION PROGRAM

PROGRAM DESCRIPTION

Funded through DAS' rent program, the Capital Construction Program manages the acquisition or construction of any structure or group of structures, real property purchases, assessments, improvements, or additions to an existing structure, with an aggregate cost of $1 million or more and a completion date within six years. The program also conducts planning for proposed Capital Construction projects.

The program is part of the Enterprise Asset Management (EAM) division which oversees planning, managing, and coordinating the construction and remodeling of DAS owned facilities in Salem, Portland, Eugene and Wilsonville. Capital Construction projects are funded by the depreciation component of rent charges to agencies or through bond proceeds.

This budget request focuses on the following priorities:

1) The preservation and improvement of existing facilities.
2) Continued investment in assets on the Capitol Mall area in Salem as well as DAS-owned properties statewide to ensure the structures optimally support the needs and missions of state agencies.
3) Upgrading obsolete facility systems with newer technology as DAS works to meet state government's Greenhouse Gas (GHG) reduction goals.
4) Planning for modernizing DAS facilities into more efficient, adaptable spaces to accommodate the evolving needs of a changing work environment.

Several assumptions underlie the budget request:

1) Where needs are stable and permanent, state ownership is preferred. In the long term, ownership is more cost-effective than leasing.
2) The cost of facilities should be shared among all beneficiaries and funding sources.
3) Although evolving, the demand for office, warehouse, fleet and laboratory space will continue.

The following is a brief discussion of each of these assumptions:

Ownership versus leasing: Generally speaking, the cost of the state ownership model is more economical than that of leasing for long-term or enduring needs. In the absence of long-term needs planning or in cases that cannot be predicted, a private-market lease is the best use of state resources.

Agencies with volatile growth and reduction patterns, regional service offices that need to react to changing population patterns, and offices outside major population centers can react more effectively to change by operating in leased facilities.

Cost sharing: DAS aggregates its total cost of ownership (capital and operating expenditures) every biennium and then allocates the same using two rent model methodologies. Most of the DAS portfolio consists of office space for which there is one rate for all agencies. The other rent model addresses special-use facilities, e.g., laboratories and warehouses in which the tenant agencies pay only for costs associated with their facilities.

Continued demand for office space: The average age of a DAS facilities is 50 years and investment in continual improvements is a constant budget driver. In a post-pandemic work environment, DAS expects to see the agencies requiring less space than that of pre-pandemic levels. That said, DAS expects a sizable opportunity across the enterprise to consolidate agencies currently in private-market leases into state-owned facilities. As such, continued investment in improvements is needed just as much, if not more, than before. DAS will work with its agency partners to determine what needs they have going forward while translating that into a holistic plan to reposition DAS-owned facilities.

SIX-YEAR PLAN

ORS 276.429 directs DAS to acquire real property by the method that is most appropriate under the circumstances and in the long-term best interest of the state. Several financing vehicles are within DAS' tool kit including the use of XI-Q bonds, lease purchase (capital lease) transactions or cash investments. Balancing debt ratios, cash flow projections and price point for its customers are just three of the drivers in DAS' six-year capital planning process. Using the criteria and assumptions set forth above, DAS' six-year plan reflects needed renewal investment in the Capital Mall and other long-term holds with room allowing for emergent needs and funding to support them (e.g., post-pandemic portfolio repositioning).

POLICY ACTION

This budget includes requests that support the priorities described above. Specifically, and in addition to standard funding requests for deferred maintenance items, DAS is committed to diversity, equity, and inclusion in its portfolio by investment in expanding the availability of gender-neutral restrooms and dedicated lactation rooms. As DAS continues to modernize its facilities, security and sustainable solutions will also be a focus. As the post-pandemic work environment comes into focus, DAS is committed to be thoughtful and diligent in holistic planning for the next iteration of its spaces and facilities and moreover, with input from agency partners, identify opportunities for strategic investment statewide.

FUNDING STREAMS THAT SUPPORT THIS PROGRAM

DAS uses monies placed in the Capital Projects Fund, established under ORS 276.005 and 276.007, as the source of revenue for capital projects. These funds accrue in the account from a variety of sources; however, the primary source is the depreciation and deferred maintenance component of office rent, rent from special-use facilities, service agreements cost models as well as parking facilities income. The other major source of revenue comes from issuing bonds for specific projects as described above.

POLICY OPTION PACKAGE #181 – VARIOUS DEFERRED MAINTENANCE PROJECTS

$15.5 million | Total Positions/FTE: none

PURPOSE

Continued modernization of end-of-life equipment with sustainable, high functioning equipment to best serve DAS EAM facility portfolio needs.

HOW ACHIEVED

DAS requests $15.5 million in six-year Capital Construction limitation for these projects: Roof and facility envelope replacement and repair. Replace lighting packages and supporting electrical infrastructure for energy efficiency. Replace and upgrade elevators and controls. Continued implementation of modern HVAC equipment and controls throughout the DAS portfolio, because equipment is at end of life and requires replacement.

STAFFING IMPACT

None

QUANTIFYING RESULTS

Completion of the project to stringent specifications, timelines, and within limitation, increasing the facilities useful life and energy efficiency.

REVENUE SOURCES

Other Funds Limited, Capital Projects Fund and Rent Revenue (Intra-fund Transfer)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Dept. of Admin Services	Priority (Agency #):		Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	POP 181 Various Deferred Maintenance Projects	$ 15,500,000	1/1/2024	Monday, September 1, 2025	Monday, June 30, 2031
		GSF	# Stories	Land Use/Zoning Satisfied	
Address/Location:				Y	N

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			$ 15,500,000	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Roof Replacement, Lighting Electrical Infrastructure, Elevator Controls, HVAC Upgrades, Electrical Upgrades.

Project Scope and Alternatives Considered

DAS requests $15.5 million in six-year Capital Construction limitation. Roof and facility envelope replacement and repair. Replace lighting packages and supporting electrical infrastructure for energy efficiency. Replace and upgrade elevators and controls. Continued implementation of modern HVAC equipment and controls throughout the DAS portfolio, equipment is at end of life and requires replacement . supporting electrical infrastructure for energy efficiency and end of useful lifecycle replacement, replace and upgrade elevators as well as their controls and components, and continued implementation of modern HVAC equipment and controls replacing legacy systems.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS						
			$	**% Project Cost**	**$/GSF**	
1	Building Cost Estimate		$ 11,935,000	77%		
2	Site Cost Estimate (20 Ft beyond building footprint)					
3	**TOTAL DIRECT CONSTRUCTION COSTS**		$ 11,935,000	77%	$	-
INDIRECT CONSTRUCTION COSTS						
4	Owner Equipment / Furnishings / Special Systems		$ 55,000	0%		
5	Construction Related Permits & Fees		$ 215,000	1%		
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs		$ 320,000	2%		
7	Architectural, Engineering Consultants		$ 2,100,000	14%		
8	Other Design and PM Costs		$ 100,000	1%		
9	**TOTAL INDIRECT COSTS**		$ 2,790,000	18%	$	-
10	**OWNER'S PROJECT CONTINGENCY**	insert %	$ 775,000	5.00%		
			$	**% Project Cost**	**$/GSF**	
	TOTAL PROJECT COST		$ 15,500,000	100%	$	-

Project Image/Illustration (optional)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 181 - Various Deferred Maintenance Projects

Cross Reference Name: Capital Construction
Cross Reference Number: 10700-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	265,524	-	-	-	265,524
Total Revenues	**-**	**-**	**$265,524**	**-**	**-**	**-**	**$265,524**
Capital Outlay							
Other Capital Outlay	-	-	15,500,000	-	-	-	15,500,000
Total Capital Outlay	**-**	**-**	**$15,500,000**	**-**	**-**	**-**	**$15,500,000**
Total Expenditures							
Total Expenditures	-	-	15,500,000	-	-	-	15,500,000
Total Expenditures	**-**	**-**	**$15,500,000**	**-**	**-**	**-**	**$15,500,000**
Ending Balance							
Ending Balance	-	-	(15,234,476)	-	-	-	(15,234,476)
Total Ending Balance	**-**	**-**	**($15,234,476)**	**-**	**-**	**-**	**($15,234,476)**

Policy Option Package #182 – Building Automation Systems

$5 million | Total Positions/FTE: none

Purpose

Replace outdated and unsupported facilities digital controls with modern facilities control solutions. Implement technologies that align with Executive Orders No.17-20 and security requirements, and result in energy savings.

How Achieved

DAS requests $5 million in six-year Capital Construction limitation to plan and implement necessary facilities automation system upgrades. DAS will systematically replace facilities control systems that are most antiquated and have the highest security risk.

Staffing Impact

None

Quantifying Results

Completion of the project to stringent specifications, timelines, and within limitation, increasing the facilities useful life and energy efficiency.

Revenue Sources

Other Funds Limited, Capital Projects Fund and Rent Revenue (Intra-fund Transfer)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Dept. of Admin Services	Priority (Agency #):		Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	POP 182 Building Automation Systems	$ 5,000,000	1/1/2024	Monday, September 1, 2025	Monday, June 30, 2031
		GSF	# Stories	Land Use/Zoning Satisfied	
Address/Location:	Various			Y	N

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			$ 5,000,000	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected
Replace AutoMatrix building controls to align with State data security requirements.

Project Scope and Alternatives Considered
DAS requests $5 million in six-year Capital Construction limitation to plan and implement necessary building automation system upgrades. DAS will systematically replace building control systems that are most antiquated and have the highest security risk.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS						
			$	**% Project Cost**	**$/GSF**	
1	Building Cost Estimate		$ 3,710,000	74%		
2	Site Cost Estimate (20 Ft beyond building footprint)					
3	**TOTAL DIRECT CONSTRUCTION COSTS**		$ 3,710,000	74%	$	-
INDIRECT CONSTRUCTION COSTS						
4	Owner Equipment / Furnishings / Special Systems		$ 150,000	3%		
5	Construction Related Permits & Fees		$ 70,000	1%		
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs		$ 110,000	2%		
7	Architectural, Engineering Consultants		$ 675,000	14%		
8	Other Design and PM Costs		$ 35,000	1%		
9	**TOTAL INDIRECT COSTS**		$ 1,040,000	21%	$	-
10	**OWNER'S PROJECT CONTINGENCY**	insert %	$ 250,000	5.00%		
			$	**% Project Cost**	**$/GSF**	
	TOTAL PROJECT COST		$ 5,000,000	100%	$	-

Project Image/Illustration (optional)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 182 - Building Automation Systems

Cross Reference Name: Capital Construction
Cross Reference Number: 10700-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	2,500,000	-	-	-	2,500,000
Total Revenues	**-**	**-**	**$2,500,000**	**-**	**-**	**-**	**$2,500,000**
Capital Outlay							
Other Capital Outlay	-	-	5,000,000	-	-	-	5,000,000
Total Capital Outlay	**-**	**-**	**$5,000,000**	**-**	**-**	**-**	**$5,000,000**
Total Expenditures							
Total Expenditures	-	-	5,000,000	-	-	-	5,000,000
Total Expenditures	**-**	**-**	**$5,000,000**	**-**	**-**	**-**	**$5,000,000**
Ending Balance							
Ending Balance	-	-	(2,500,000)	-	-	-	(2,500,000)
Total Ending Balance	**-**	**-**	**($2,500,000)**	**-**	**-**	**-**	**($2,500,000)**

Policy Option Package #183 – Portfolio Repositioning

$15 million | Total Positions/FTE: none

Purpose

DAS is required to alter its facilities to support a hybrid office model to support current office design policy. This initial funding will enable DAS to invest in new facilities functionalities and attributes such as widespread drop-in spaces, more conference rooms, augmented infrastructure for healthy facilities and safe and secure spaces for state agencies to serve and interact with the public. Design and construction will include facilities improvements that support a safe, highly functional state facility optimized for wellbeing and health of the employee, agencies' needs and customers alike.

How Achieved

DAS requests $15 million in six-year Capital Construction limitation. DAS will rely on its architectural and engineering contracts to develop standards, design and construct facility upgrades that best support the needs of agencies and constituents in a post-pandemic setting. DAS will strategically execute these projects over time as agencies identify long-term facility needs.

Staffing Impact

None

Quantifying Results

Completion of the project to stringent specifications, timelines, and within limitation, increasing the facilities useful life and energy efficiency.

Revenue Sources

Other Funds Limited, Capital Projects Fund and Rent Revenue (Intra-fund Transfer)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Dept. of Admin Services	Priority (Agency #):		Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	POP 183 Portfolio Repositioning	$ 15,000,000	1/1/2024	Monday, September 1, 2025	Monday, June 30, 2031
		GSF	# Stories	Land Use/Zoning Satisfied	
Address/Location:	Various			Y	N

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			$ 15,000,000	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Initial funding for facility alterations in support of hoteling and post COVID-19 building functions.

Project Scope and Alternatives Considered

As we move into endemic, the Department of Administrative Services (“DAS”) anticipates the need to alter its buildings to support a post-pandemic work environment. This initial funding will enable DAS to invest in new building functionalities and attributes such as widespread drop-in spaces, more conference facilities, augmented infrastructure for healthy buildings and safe and secure spaces for state agencies to serve and interact with the public. Design and construction will include building improvements that support a safe, highly functional state facility optimized for tenant agencies and customers alike.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS						
			$	**% Project Cost**	**$/GSF**	
1	Building Cost Estimate		$ 11,130,000	74%		
2	Site Cost Estimate (20 Ft beyond building footprint)					
3	**TOTAL DIRECT CONSTRUCTION COSTS**		$ 11,130,000	74%	$	-
INDIRECT CONSTRUCTION COSTS						
4	Owner Equipment / Furnishings / Special Systems		$ 450,000	3%		
5	Construction Related Permits & Fees		$ 210,000	1%		
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs		$ 330,000	2%		
7	Architectural, Engineering Consultants		$ 2,025,000	14%		
8	Other Design and PM Costs		$ 105,000	1%		
9	**TOTAL INDIRECT COSTS**		$ 3,120,000	21%	$	-
10	**OWNER'S PROJECT CONTINGENCY**	insert %	$ 750,000	5.00%		
			$	**% Project Cost**	**$/GSF**	
	TOTAL PROJECT COST		$ 15,000,000	100%	$	-

Project Image/Illustration (optional)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 183 - Portfolio Repositioning

Cross Reference Name: Capital Construction
Cross Reference Number: 10700-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	3,500,000	-	-	-	3,500,000
Total Revenues	**-**	**-**	**$3,500,000**	**-**	**-**	**-**	**$3,500,000**
Capital Outlay							
Other Capital Outlay	-	-	15,000,000	-	-	-	15,000,000
Total Capital Outlay	**-**	**-**	**$15,000,000**	**-**	**-**	**-**	**$15,000,000**
Total Expenditures							
Total Expenditures	-	-	15,000,000	-	-	-	15,000,000
Total Expenditures	**-**	**-**	**$15,000,000**	**-**	**-**	**-**	**$15,000,000**
Ending Balance							
Ending Balance	-	-	(11,500,000)	-	-	-	(11,500,000)
Total Ending Balance	**-**	**-**	**($11,500,000)**	**-**	**-**	**-**	**($11,500,000)**

Policy Option Package #185 – Portland State Office Building Restack

$12 million | Total Positions/FTE: none

Purpose

The proposed renovation will reflect the modern business needs of state agencies and evolved service delivery. The result will create shared spaces for public-facing agencies, which are convenient and secure for the public and the agencies that serve them. This renovation will create space for agencies currently in other state-owned facilities to integrate into PSOB, availing disposition opportunities for their current location. In addition to long-term cost savings, densification of state-owned facilities improve facilities performance and provides an opportunity to coordinate cross-agency expertise and enhance the potential of resource sharing. As the largest office facilities in the DAS portfolio and located in Portland's Lloyd District, this renovation will deliver an asset that will be state government's designated urban Portland drop-in, providing large conferencing, standard offices or small meeting space, as well as being a hub for constituent services.

How Achieved

DAS requests $12 million in Capital Construction limitation.

Staffing Impact

None

Quantifying Results

Completion of the project to stringent specifications, timelines, and within limitation, increasing useful life and energy efficiency.

Revenue Sources

Other Funds Limited, Capital Projects Fund cash and Intra-fund Transfer (Rent)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Dept. of Admin Services	Priority (Agency #):		Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	POP 185 PSOB Restack	$ 12,000,000	1/1/2024	Monday, September 1, 2025	Monday, June 30, 2031
		GSF	# Stories	Land Use/Zoning Satisfied	
Address/Location:	800 NE Oregon St, Portland, OR	257974	13	Y	

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			$ 12,000,000	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected
Restack Portland State Office Building to increase functionality and utilization.

Project Scope and Alternatives Considered
The proposed renovation will reflect the modern business needs of state agencies and evolved service delivery. The end result will create spaces that are shared among public-facing agencies, convenient and secure for the public and the agencies that serve them This renovation will also allow for the integration of agencies currently in other state-owned facilities, thereby availing disposition opportunities for those assets. Given DAS' new office design standards, changes made to non-public facing spaces will avail enterprise-wide capacity to consolidate into state-owned space. In addition to long-term cost savings, densification of state-owned buildings improves both building performance and an opportunity to coordinate cross-agency expertise and enhance potential of resource sharing. As the largest office building in the DAS portfolio and located in Portland's Lloyd District, this renovation will deliver an asset that will be the state's designated urban Portland drop-in, large conferencing, standard office use or small meeting space for the enterprise, as well as being a hub for constituent services.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS						
			$	**% Project Cost**	**$/GSF**	
1	Building Cost Estimate		$ 8,904,000	74%		
2	Site Cost Estimate (20 Ft beyond building footprint)					
3	**TOTAL DIRECT CONSTRUCTION COSTS**		$ 8,904,000	74%	$	-
INDIRECT CONSTRUCTION COSTS						
4	Owner Equipment / Furnishings / Special Systems		$ 360,000	3%		
5	Construction Related Permits & Fees		$ 168,000	1%		
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs		$ 264,000	2%		
7	Architectural, Engineering Consultants		$ 1,620,000	14%		
8	Other Design and PM Costs		$ 84,000	1%		
9	**TOTAL INDIRECT COSTS**		$ 2,496,000	21%	$	-
10	**OWNER'S PROJECT CONTINGENCY**	insert %	$ 600,000	5.00%		
			$	**% Project Cost**	**$/GSF**	
	TOTAL PROJECT COST		$ 12,000,000	100%	$	-

Project Image/Illustration (optional)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 185 - PSOB Restack project

Cross Reference Name: Capital Construction
Cross Reference Number: 10700-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	1,130,000	-	-	-	1,130,000
Total Revenues	**-**	**-**	**$1,130,000**	**-**	**-**	**-**	**$1,130,000**
Capital Outlay							
Other Capital Outlay	-	-	12,000,000	-	-	-	12,000,000
Total Capital Outlay	**-**	**-**	**$12,000,000**	**-**	**-**	**-**	**$12,000,000**
Total Expenditures							
Total Expenditures	-	-	12,000,000	-	-	-	12,000,000
Total Expenditures	**-**	**-**	**$12,000,000**	**-**	**-**	**-**	**$12,000,000**
Ending Balance							
Ending Balance	-	-	(10,870,000)	-	-	-	(10,870,000)
Total Ending Balance	**-**	**-**	**($10,870,000)**	**-**	**-**	**-**	**($10,870,000)**

Policy Option Package #186 – Parking Lot Improvements and Electric Vehicle Charging Station Expansions

$3.5 million | Total Positions/FTE: none

Purpose

The $3.5 million, six-year Capital Construction allocation for parking lot repairs and improvements will be exhausted by the end of the 2023-25 biennium. This request is to establish additional limitation to accomplish improvements, repairs and electric vehicle (EV) charging expansions.

Executive Orders 17-21, 20-04 and ORS 283.327 direct agencies to advance electrification of the state vehicle light fleet as fast as feasibly possible. The state policy of new light fleet to be 100% zero emission vehicles where feasible by 2025. A primary hindrance for agencies to accomplish the goal of fleet electrification is the lack of EV chargers where vehicles are stationed, without which, zero emission vehicles are ineffective for state business.

The package is necessary for DAS to successfully meet these policy directives at its parking facilities and maintain the facilities.

How Achieved

DAS requests $3.5 million in six-year Capital Construction limitation.

Staffing Impact

None

Quantifying Results

Completion of the project to stringent specifications, timelines, and within limitation, increasing the parking facilities' useful life and conformance of the state light fleet to laws and executive orders.

Revenue Sources

Other Funds Limited, Capital Projects Parking Fund

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Dept. of Admin Services	Priority (Agency #):		Schedule	
Project Name:	POP 186 Parking Lot Improvement/EV Charging Station Expansion	Cost Estimate	Cost Est.Date	Start Date	Est. Completion
		$ 3,500,000	1/1/2024	Monday, September 1, 2025	Monday, June 30, 2031
Address/Location:	Various	GSF	# Stories	Land Use/Zoning Satisfied	
				Y	N

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			$ 3,500,000	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Supporting EO 20-04. The $3.5 million, six-year capital construction allocation for parking lot repairs and improvements will be exhausted by 2023-25. This request is to establish additional limitation to accomplish the improvements, repairs, and EV charging expansions that will be needed from 2025 to 2031.

Project Scope and Alternatives Considered

Executive Orders 17-21, 20-04, plus SB1044 in 2019 and HB 2027 in 2021 all direct agencies to advance electrification of the state vehicle light fleet as fast as feasibly possible. Most recently, HB 2027 moved the goal to 100% of new light fleet purchased shall be Zero Emission Vehicles where feasible by 2025. A primary hindrance for agencies to accomplish the goal of fleet electrification is the lack of EV chargers where the vehicles are stationed for the ZEV's to be effective for state business use.

EO 20-04 directs DAS to "support the state in meeting the GHG reduction goals set forth in paragraph 2 of this Executive Order, and the zero-emission vehicle adoption goals set forth in Senate Bill 1044 (2019), through the rapid conversion of state fleets to zero-emission vehicles, and the expansion of electric vehicle charging infrastructure for public buildings."

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS						
			$	**% Project Cost**	**$/GSF**	
1	Building Cost Estimate		$ 2,597,000	74%		
2	Site Cost Estimate (20 Ft beyond building footprint)					
3	**TOTAL DIRECT CONSTRUCTION COSTS**		$ 2,597,000	74%	$	-
INDIRECT CONSTRUCTION COSTS						
4	Owner Equipment / Furnishings / Special Systems		$ 105,000	3%		
5	Construction Related Permits & Fees		$ 49,000	1%		
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs		$ 77,000	2%		
7	Architectural, Engineering Consultants		$ 472,500	14%		
8	Other Design and PM Costs		$ 24,500	1%		
9	**TOTAL INDIRECT COSTS**		$ 728,000	21%	$	-
10	**OWNER'S PROJECT CONTINGENCY**	insert %	$ 175,000	5.00%		
			$	**% Project Cost**	**$/GSF**	
	TOTAL PROJECT COST		$ 3,500,000	100%	$	-

Project Image/Illustration (optional)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of **Cross Reference Name: Capital Construction**

Pkg: 186 - Parking Lot Improvement/EV Charging Station Expansion **Cross Reference Number: 10700-089-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	3,500,000	-	-	-	3,500,000
Total Capital Outlay	**-**	**-**	**$3,500,000**	**-**	**-**	**-**	**$3,500,000**
Total Expenditures							
Total Expenditures	-	-	3,500,000	-	-	-	3,500,000
Total Expenditures	**-**	**-**	**$3,500,000**	**-**	**-**	**-**	**$3,500,000**
Ending Balance							
Ending Balance	-	-	(3,500,000)	-	-	-	(3,500,000)
Total Ending Balance	**-**	**-**	**($3,500,000)**	**-**	**-**	**-**	**($3,500,000)**

2025-27 Budget Narrative

Policy Option Package #187 – Labor and Industries Renovation and Seismic upgrades

$150 million | Total Positions/FTE: none

Purpose

The Labor and Industries facility in Salem, Oregon, was constructed in the early 1960s with no major facilities system upgrades in its lifetime. As such, it is listed as critically in need of modernization in the DAS portfolio to avert imminent failure. Most of the facilities systems are at or near the end of useful service life and are in dire need of major upgrades. Because of that, these systems are increasingly difficult and expensive to maintain. To bring this facility up to modern code compliance and meet facilities performance standards, DAS must address the electrical, mechanical (HVAC), plumbing, exterior envelope, and seismic life safety needs of this prominent facility on the Capitol Mall so it will continue to be serviceable into the future and support state government. ORS 469.279(4)(a) directs that all facilities greater than 200,000 square feet must meet the Energy Use Index (EUI) by 12-31-2027. The Labor and Industries facility is currently 13% over the target, which will result in fines without investment.

How Achieved

DAS requests $150 million bonding authority to support the cash need for this request. Expenditure authority for costs of issuance and debt service is also requested.

Staffing Impact

None

Quantifying Results

Completion of the project to stringent specifications, timelines, and within limitation, increasing the facilities useful life and energy efficiency.

Revenue Sources

Other Funds Limited, Article XI-Q Bond

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Dept. of Admin Services	Priority (Agency #):		Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	POP 187 L&I Interior/Seismic Renovation	$ 150,000,000	1/1/2024	Monday, September 1, 2025	Monday, June 30, 2031
		GSF	# Stories	Land Use/Zoning Satisfied	
Address/Location:	350 Winter St NE, Salem OR	171658	4	Y	

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			$ 150,000,000	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

Bond funded needed for functionality of the Labor & Industries bldg. Includes MEP and needed facility upgrades.

Project Scope and Alternatives Considered

To bring this building into modern code compliancy and to meet building performance standards, DAS needs to address, the electrical, mechanical (HVAC), plumbing, exterior envelope, and seismic life safety needs to ensure this prominent facility on the Capitol Mall will continue to be serviceable into the future and support state government. HB 3409 directs that all facilities greater than 200,000 square feet must meet Energy Use Index (EUI) by 12-31-2027. The Labor and Industries building is currently 13% over the target which will result in fines without investment.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS						
			$	**% Project Cost**	**$/GSF**	
1	Building Cost Estimate		$ 111,300,000	74%		
2	Site Cost Estimate (20 Ft beyond building footprint)					
3	**TOTAL DIRECT CONSTRUCTION COSTS**		$ 111,300,000	74%	$	-
INDIRECT CONSTRUCTION COSTS						
4	Owner Equipment / Furnishings / Special Systems		$ 4,500,000	3%		
5	Construction Related Permits & Fees		$ 2,100,000	1%		
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs		$ 3,300,000	2%		
7	Architectural, Engineering Consultants		$ 20,250,000	14%		
8	Other Design and PM Costs		$ 1,050,000	1%		
9	**TOTAL INDIRECT COSTS**		$ 31,200,000	21%	$	-
10	**OWNER'S PROJECT CONTINGENCY**	insert %	$ 7,500,000	5.00%		
			$	**% Project Cost**	**$/GSF**	
	TOTAL PROJECT COST		$ 150,000,000	100%	$	-

Project Image/Illustration (optional)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 187 - L&I Interior/Seismic Renovation

Cross Reference Name: Capital Construction
Cross Reference Number: 10700-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Dedicated Fund Oblig Bonds	-	-	150,000,000	-	-	-	150,000,000
Total Revenues	**-**	**-**	**$150,000,000**	**-**	**-**	**-**	**$150,000,000**
Capital Outlay							
Other Capital Outlay	-	-	150,000,000	-	-	-	150,000,000
Total Capital Outlay	**-**	**-**	**$150,000,000**	**-**	**-**	**-**	**$150,000,000**
Total Expenditures							
Total Expenditures	-	-	150,000,000	-	-	-	150,000,000
Total Expenditures	**-**	**-**	**$150,000,000**	**-**	**-**	**-**	**$150,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

POLICY OPTION PACKAGE #188 – PARKING LOT IMPROVEMENTS O&M

$3 million | Total Positions/FTE: none

Purpose

The $3 million, six-year Capital Construction allocation for parking lot repairs and improvements is to establish limitation to accomplish needed improvements and repairs. These parking lots are owned and maintained by DAS EAM Operations and Maintenance on properties not managed by DAS Fleet and Parking Services. Failing asphalt and code compliant upgrades are currently required.

How Achieved

DAS requests $3 million in Capital Construction limitation.

Staffing Impact

None

Quantifying Results

Completion of the project to stringent specifications, timelines, and within limitation, increasing useful life.

Revenue Sources

Other Funds Limited, Capital Projects Fund and Rent Revenue (Intra-fund Transfer)

Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project*

Agency:	Dept. of Admin Services	Priority (Agency #):		Schedule	
		Cost Estimate	Cost Est.Date	Start Date	Est. Completion
Project Name:	POP 188 Parking Lot Improvements O&M	$ 3,000,000	1/1/2024	Monday, September 1, 2025	Monday, June 30, 2031
		GSF	# Stories	Land Use/Zoning Satisfied	
Address/Location:	Various			Y	N

Funding Source(s): Show the distribution of dollars by funding source for the full project cost.	General Fund	Lottery	Other	Federal
			$ 3,000,000	

Description of Agency Business/Master Plan and Project Purpose/Problem to be Corrected

DAS Operations and Maintenance managed parking lots improvements.

Project Scope and Alternatives Considered

This request is to establish limitation to accomplish the improvements and repairs to parking lots not within the Fleet and Parking services portfolio. Failing asphalt and code compliant upgrades are currently required.

ESTIMATED PROJECT COST

DIRECT CONSTRUCTION COSTS						
			$	**% Project Cost**	**$/GSF**	
1	Building Cost Estimate		$ 3,000,000	74%		
2	Site Cost Estimate (20 Ft beyond building footprint)					
3	**TOTAL DIRECT CONSTRUCTION COSTS**		$ 3,000,000	74%	$	-
INDIRECT CONSTRUCTION COSTS						
4	Owner Equipment / Furnishings / Special Systems		$ 90,000,000	3%		
5	Construction Related Permits & Fees		$ 42,000	1%		
6	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable Energy and other state or unique regulatory requirements not in hard costs		$ 66,000	2%		
7	Architectural, Engineering Consultants		$ 405,000	14%		
8	Other Design and PM Costs		$ 21,000	1%		
9	**TOTAL INDIRECT COSTS**		$ 90,534,000	21%	$	-
10	**OWNER'S PROJECT CONTINGENCY**	insert %	$ 150,000	5.00%		
			$	**% Project Cost**	**$/GSF**	
	TOTAL PROJECT COST		$ 93,684,000	100%	$	-

Project Image/Illustration (optional)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Administrative Svcs, Dept of
Pkg: 188 - Parking Lot improvement

Cross Reference Name: Capital Construction
Cross Reference Number: 10700-089-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	1,500,000	-	-	-	1,500,000
Total Revenues	**-**	**-**	**$1,500,000**	**-**	**-**	**-**	**$1,500,000**
Capital Outlay							
Other Capital Outlay	-	-	3,000,000	-	-	-	3,000,000
Total Capital Outlay	**-**	**-**	**$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	-	-	(1,500,000)	-	-	-	(1,500,000)
Total Ending Balance	**-**	**-**	**($1,500,000)**	**-**	**-**	**-**	**($1,500,000)**

Major Construction/Acquisition 10-Year Plan, Lease Plans, Disposals

2025-27 Biennium

Agency Name: Dept. of Admin Services

Proposed New Construction or Acquisition - *Complete for 5 Biennia*

Biennium	Priority	Concept/Project Name	Description	GSF	Position Count	General Fund	Other Funds	Lottery Funds	Federal Funds	Estimated Cost/Total Funds
2025-27		*L&I Renovations with seismic upgrades*	*Capital Renewal and Seismic Renovations*	171658			150,000,000			150,000,000
2027-29										-
2029-31										-
2031-33										-
2033-35										-

Proposed Lease Changes over 10,000 RSF - *Complete for 5 Biennia*

Biennium		Location	Description/Use	Term in Years	Total RSF[2] +/- (added or eliminated)	USF[3]	Position Count[1]	Biennial $ Rent/RSF[2]	Biennial $ O&M[4]/RSF[2] not included in base rent payment	Total Cost / Biennium
					A	B	C	D	E	(D+E)*A
2025-27										-
2027-29										-
2029-31										-
2031-33										-
2033-35										-

Planned Disposal of Owned Facility

Biennium		Facility Name	Description
2023-25		Redmond Property	Property

Definitions:

Position Count: **1** Total Legislatively Approved Budget (LAB) Position Count assigned to (home location) each building or lease as applicable.

RSF **2** Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.

USF **3** Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.

O&M **4** Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial.

Capital Financing Six-Year Forecast Summary 2025-27

Agency: Dept. of Admin Services
Agency #: 107000

Provide amounts of agency financing needs for the 2025-27 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment	3,904,185		3,904,185	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ 3,904,185	$ -	$ 3,904,185	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	3,904,185	-	3,904,185	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2025-27	$ 3,904,185	$ -	$ 3,904,185	

Capital Financing Six-Year Forecast Summary 2027-29

Agency: Dept. of Admin Services
Agency #: 107000

Provide amounts of agency financing needs for the 2027-29 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	19,332,029	-	19,332,029	OF
Federal Funds Repayment	-	-	-	FF
Total for Major Construction	$ 19,332,029	$ -	$ 19,332,029	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	19,332,029	-	19,332,029	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2027-29	$ 19,332,029	$ -	$ 19,332,029	

Capital Financing Six-Year Forecast Summary 2029-31

Agency: Dept. of Admin Services
Agency #: 107000

Provide amounts of agency financing needs for the 2029-31 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment	18,420,580		18,420,580	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ 18,420,580	$ -	$ 18,420,580	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	18,420,580	-	18,420,580	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2029-31	$ 18,420,580	$ -	$ 18,420,580	

Facilities Summary Report

2025-27 Biennium

Agency Name: **Dept. of Admin Services**

Owned Facilities Over $1 million

	FY 2024 DATA
Number of Facilities	49
Current Replacement Value $ (CRV)	$ 2,022,154,243
Gross Square Feet (GSF)	*4,390,294*
Usable Square Feet (USF)	
Occupants Position Count (PC)	

Source: FCA (Risk or FCA)

Estimate/Actual ____ % USF/GSF

USF/PC ____

Owned Facilities Under $1 million

Number of Facilities	61
CRV	$ 13,042,630
GSF	148,602

Leased Facilities

Total Rentable SF	14370307
Biennual Lease Cost	$ 145,787,472
Additional Costs for Lease Properties (O&M)	
Usable Square Feet (USF)	
Occupants Position Count (PC)	

Estimate/Actual ____ % RSF/GSF

USF/PC ____

Definitions

CRV Current Replacement Value Reported to Risk ***or Calculated Replacment Value Reported from Facility Conditions Assessment (FCA)***

RSF Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.

USF Usable Square Feet per BOMA definition. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building.
If not known, estimate precentage.

PC Legislatively Approved Budget (LAB) Position Count

O&M Total Operations and Maintenance Costs for facilities including all maintenence, utilities and janatorial.

Facilities Summary Report

2025-27 Biennium

Facility Plan - Facilities Planning Narrative 107bf02a
2025-27 Biennium

Agency Name | **Dept. of Admin Services**

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand?
DAS' mission is, in part, to provide facilities to other state agencies, so enterprise needs drive much of our facility demand. Over the last six years, DAS has maintained less than a 3 percent vacancy rate that has recently dropped further to a historic low of .0026 percent. We have many agency requests for space in a state-owned building that we obviously cannot accommodate.

DAS also manages the enterprise's private sector leased portfolio consisting of 5 million square feet across the state, 65 percent of which is in the Portland-Salem metro areas. Government has grown over the last two biennia meaning demand for space outpaces supply all the more and because the cost of ownership is less than leasing, creating capacity presents a substantial opportunity for the enterprise.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority)
• Addressing deferred maintenance and seismic vulnerabilities in our Priority 1 category
• Creating capacity in the portfolio where the demand for long-term hold assets is highest and serves the greatest strategic need for the enterprise
• Modernization of the portfolio's office built environment to serve a changing work force and business landscape
• Meeting carbon footprint reduction and net zero goals across the portfolio

3. What do you need to meet these challenges?
(1) Capital - DAS will need to employ both bonding and other forms of alternative financing when/where appropriate to address deferred maintenance, seismic vulnerabilities and create strategic capacity.
(2) Collaboration and Strategic Partnerships - As the workplace continues to evolve, modernization efforts will need to be informed by agency's business needs and Chief Human Resources Office to craft work place standards that are flexible enough to meet the need and are also based in a common rubric for efficiency. (DAS' most recent space utilization policy achieves that but societal fallout from COVID-19 may necessitate revisions to the same). With respect to sustainability goals, DAS will rely on its partnerships with industry thought-leaders, other states and local resources such as the Energy Trust of Oregon, to help realize near and long-term goals.

Facilities Operations and Maintenance and Deferred Maintenance

2025-27 Biennium

Agency Name: **Dept. of Admin Services**

Facilities Operations and Maintenance (O&M) Budget

	2021-23 Actual	2023-25 LAB	2025-27 Budgeted	2027-29 Projected
Personal Service (Maintenance)	8810643	10732784	11601319	12088574
Services & Supplies (Maintenance)	5830256	9486939	9873095	10287765
O&M $/GSF (Maintenance)			5.08	
Personal Service (Utilties & Janitorial)	7112326	9175007	9605386	10008812
Services & Supplies (Utilties & Janitorial)	11520010	10417883	10842501	11297886
O&M $/GSF (Utilities & Janitorial)			4.84	

	General Fund	Lottery Fund	Other Funds	Federal Funds
O&M Estimated Fund Split %			100%	

Short and Long Term Deferred Maintenance Plan for Facilities Value Over $1M

	Current Value (2023)	Ten Year Projection	2025-27 Budgeted	2027-29 Projected
iorities 1-3 - Currently, Potentially and Not Yet Critical	$ 120,386,004	$ 440,831,384	$ 15,500,000	
priority 4 - Seismic & Natural Hazard	$ -		$ 150,000,000	
Priority 5 - Moderization			$ 38,500,000	
Total Priority Need	$ 120,386,004	$ 440,831,384	$ 204,000,000	$ -
Facility Condition Index (Need/CRV)	9.21%	33.74%	15.61%	0.00%

Assets Over $1M CRV **$ 1,306,490,600**

Process/Software for routine maintenance (O&M)	Tririga?
Process/Software for deferred maintenance/renewal	iPlan?
Process for funding facilities maintenance	Rent Program intrafund transfers, Other Funds Limited

Special Reports

IT PROJECT PRIORITIZATION MATRIX

Enterprise IT Project Prioritization | 2025-27

CRITERIA	WEIGHT	SCORING GUIDE	Project Example	Planning Secure Cloud (CSS)	Security Operations Center Modernization (CSS)	Web Application Firewall (CSS)	Network Security Moderinzation Program (DCS & S&D)	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name	Project Name
TOTAL PROJECT SCORE (0-100)			100	85	73	70	92	0	0	0	0	0	0	0	0	0	0	0
Technology and Strategic Alignment	35%	WEIGHTED SUBTOTAL	35	35	35	29	35	0	0	0	0	0	0	0	0	0	0	0
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 data—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	3	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	3	3	3											
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	25	14	11	11	17	0	0	0	0	0	0	0	0	0	0	0
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	0	0	0	0											
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	2	2	2	3											
Investment Risk • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? • Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? • Does this investment address an identified and documented highly probable agency risk?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3	2	2	3											
Agency Readiness and Solution Appropriateness	40%	WEIGHTED SUBTOTAL	40	37	27	30	40	0	0	0	0	0	0	0	0	0	0	0
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	2	1	0	3											
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	3	2	3	3											
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	3	2	3	3											
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	3	3	3	3											

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%

Scores
3
2
1
0

IT STRATEGIC PLAN

DAS
DEPARTMENT OF ADMINISTRATIVE SERVICES

IT Strategic Plan 2024-2027

Version 1.01

12/31/2023

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Executive Summary

The Department of Administrative Services (DAS) serves a vital role in the delivery of services to the citizens of Oregon. This is primarily accomplished through Oregon's many agencies, boards, and commissions. This strategic plan builds upon the decades of DAS and DAS IT (the division of DAS that supports IT) supporting the Oregon agencies in this cause.

Delivery of IT services in Oregon is complex. With the exception of infrastructure (data center services) and security services, information technology in Oregon is primarily decentralized. Agencies are responsible for the delivery of IT services within their own respective organization. DAS does, however, support several enterprise applications including Workday, OregonBuys, Statewide Financial Management Application (SFMA), the Oregon Budget Information Tracking System (ORBITS), and the Oregon Position Information Control System (ORPICS). Generally, Enterprise Resource Management (ERP) IT functions and business-specific systems continue to be supported by the respective business units within DAS (such as HR, Payroll, Printing and Procurement). DAS and IT leadership have recognized that there are areas of opportunity for improvement in this structure and have outlined those in this plan.

Likewise, DAS and the delivery of IT services to its partner agencies is also complex and has evolved over many years of service to the State. While DAS has a central IT division: DAS IT, the information technology services provided by DAS IT are not comprehensive across all of DAS and its partner agencies.

*This plan is intended to be a comprehensive IT strategic plan for DAS – not just for the IT functions supported by DAS IT. The various divisions of DAS were included and consulted in the development of this plan and the intent is for this to guide overall IT strategic direction for the agency. DAS is currently in the process of updating the agency strategic plan (as outlined in the Governor's Expectations Document – **Appendix A**). When the agency strategic plan is complete, this IT Strategic Plan will be reviewed and updated accordingly to ensure business alignment.*

Introduction & Message from the CIO



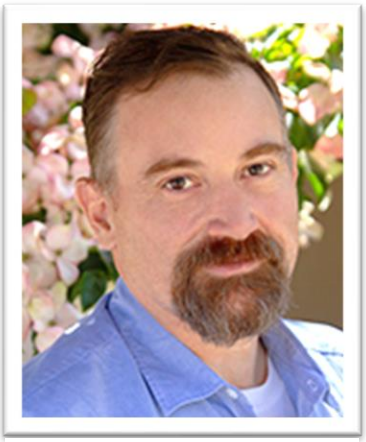
*The Department of Administrative Services (DAS) charge is primarily to support the agencies so that they can best support the citizens of Oregon. Technology is instrumental in supporting the business units such that they can deliver services in an efficient and secure manner. This plan is being created, not only to meet the objectives outlined in the Governor's Expectations (**Appendix A**), but to also serve as a pillar document for DAS, DAS IT, and partner agencies to set and outline the technology strategy for the agency for the next 4 years.*

It is important to note that Strategic Plans are NOT static documents. Technology is constantly evolving, and business and IT strategy must also evolve to keep pace with our ever-changing and dynamic world. The onset of the "pandemic era" in 2019-2020 dramatically changed

our world and how we utilize technology. This created great challenges as our workforce transitioned from a traditional "office" environment to a new "remote" and "hybrid" environment that essentially changed the way business is conducted. The State of Oregon and the way government services are delivered in Oregon was no exception to this and Oregon government experienced many growing pains during this transition. However, this fundamental shift also offered great opportunity to re-assess how business is conducted and how technology can be leveraged in a safe, secure, and efficient manner that's best supports our citizens.

Application, infrastructure, and systems modernization continue to be important objectives for DAS and for the agencies. Oregon and DAS must continue this pursuit and make it a priority such that our critical systems remain safe, secure, and efficient to operate as the systems and technologies in the industry continuously mature and improve. All States have been challenged with successful implementations of Enterprise Resource Management (ERP) systems. Oregon must continue this pursuit in order to provide the best possible services to its employees and to its citizens. Oregon continues to improve and modernize its recent implementations of Workday (HR & Payroll) and OregonBuys (Procurement) while planning for a future replacement of its Statewide Financial Management and Accounting System (SFMA).

DAS IT Management Team



Kurtis Danka – Chief Information Officer



Kristi Ivers – Deputy Chief Information Officer



Denver Peterson – Information Technology Operations Manager



David Black - Service Desk Manager

Current State

Technology in Government has evolved over the past decades. In fact, the business of Government in Oregon is one of the few places where technology was developed from "nothing" into what it is now. As such, DAS evolved a decentralized technology support structure – where the business supports Enterprise Resource Management (ERP) functions such as HR, Payroll, Procurement, Facilities Maintenance, and Print functions. All other IT functions are supported by the IT division of DAS, called DAS IT.

*DAS IT primarily supports the technology service desk for DAS, the Governor's Office, and 22 agencies, boards, and commissions, representing approximately 1300 end users (**Appendix D)**. DAS IT also assists and consults the business units that are managing the Enterprise Resource Management (ERP) applications for the State: Oregon Buys, Workday, and legacy applications used statewide. While the business units have the primary responsibility for managing and maintaining these applications, DAS IT provides support when needed.*

DAS is beginning to have the discussions about future support of its enterprise applications. As mentioned earlier, IT "grew up" in the business units and has remained in the business units to the present day. As applications are modernized, opportunity exists to look holistically at the support models and whether DAS IT should be providing oversight and support for these applications – in a more typical business/IT team partnership. As the DAS agency strategic plan is developed (June 2024), these topics will be considered.

It should also be noted that DAS IT does not support ALL small agencies, boards, and commissions. DAS will be discussing these partnerships as it develops its strategy. DAS IT partners very closely with EIS to bring the enterprise perspective and requirements to the smaller agencies that may not have the expertise to understand the complex enterprise requirements. Citizens and agencies have the expectation that their data is handled securely and consistency across all agencies. There remains opportunity for Oregon to grow in these areas, but standardizing on DAS IT support for the smaller agencies helps bridge these gaps and ensure the agency is on the right path with regard to enterprise direction and strategy. While DAS IT is happy to consult with any agency, those paying for services have direct access to the resources with technical knowledge and skillsets.

Currently, DAS is staffed to support current-state so these strategies for future growth must also look at current resources and alignment.

DAS IT offers the following services:

***Administration:** The Office of the DAS CIO provides leadership and strategic direction, working with multiple partners within DAS and other state agencies. In addition, they work closely with EIS to help educate agencies on enterprise requirements and direction.*

Technology Operations: *The Operations group provides technology service delivery to support DAS' mission and support to client agencies and is comprised of the following units:*

Service Desk*: The DAS IT Service Desk provides first and second-level technical support to all supported users in a professional and informative manner. The DAS IT Service Desk is dedicated to servicing the computer and technical support needs of all users by providing detailed resolutions and general system information for common problems. The DAS IT Service Desk typically receives over 11,000 incident & service requests per year.*

Project Management Office*: The Project Management Office (PMO) group provides services to DAS and some client agencies through the implementation of approved projects. The team is comprised of Senior Project Managers, Integration and Deployment Project Managers, who focus on internal Maintenance and Operations projects. Recent notable projects managed by the PMO include OregonBuys, Workday Efforts, assistance to the Oregon Department of Emergency Management's Continuity of Operations and Planning (COOP – as noted in the Governor's Agency Expectations –* ***Appendix A).***

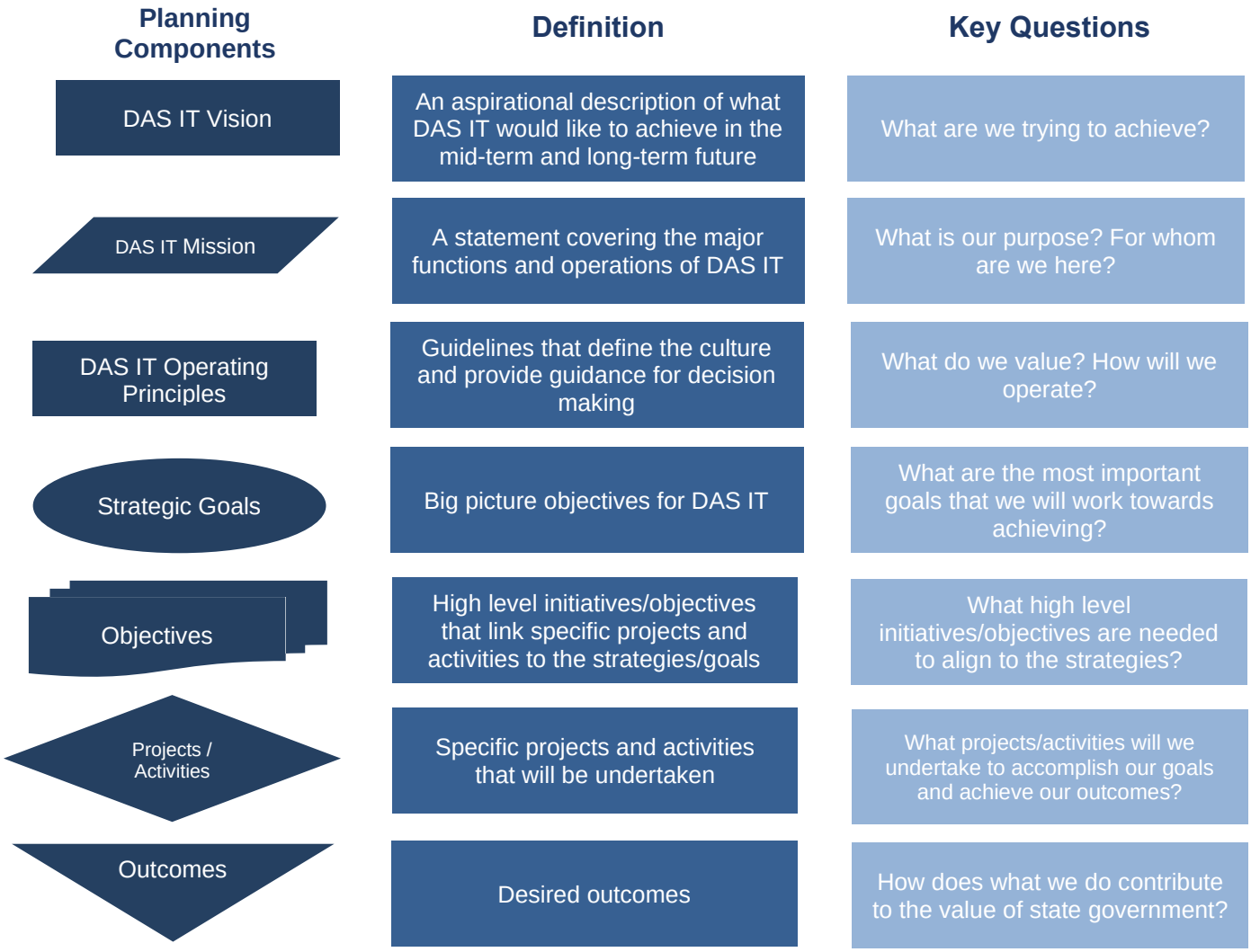
IT Solutions and Application Development: *The team provides services to DAS and some client agencies by designing, developing, and recommending IT solutions that leverage technology to solve business problems. These solutions are designed to meet the needs of our business partners and current security standards. The team is comprised of IT Service Engineers and Application Development engineers. IT Solutions and Application Development receives over 300 service requests per month.*

Strategic Planning Process

Our strategic planning process is an iterative process guided by business goals, industry best practices, and the input and influences of our stakeholders including the Governor's priorities, Oregon State Legislature, the Oregon Governor's policy agenda, state statutes, policies and mandates, and alignment to the Office of the State CIO's Strategic Framework.

DAS IT worked collaboratively with key leadership from across the DAS business units and employed the "SMART" (Specific, Measurable, Achievable, Relevant, and Time-Bound) method to create actions and measurements. Additionally DAS IT partnered with DAS leadership to conduct SWOT (Strengths, Weaknesses, Opportunities, and Threats) to better understand what it does well and where there are areas in need of improvement. These results are summarized in ***Appendix B.***

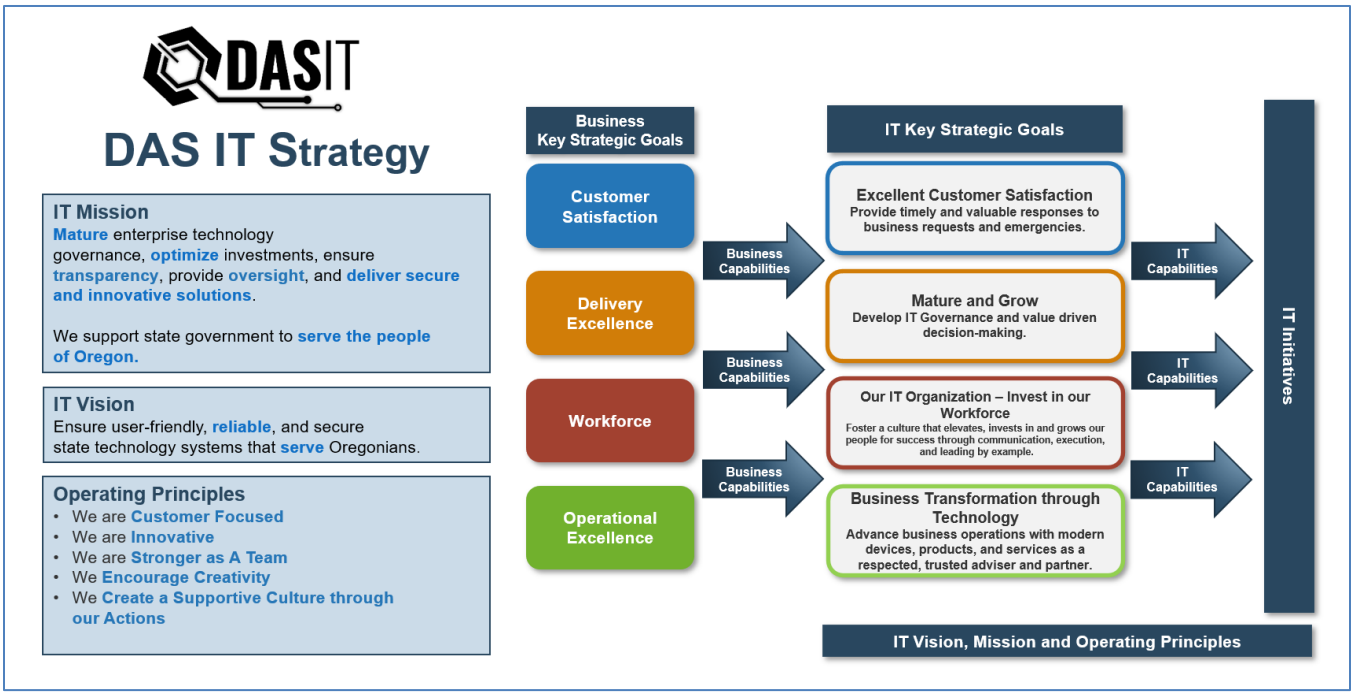
The following components provide an overview of the components within the DAS IT strategic planning framework and how they align to desired outcomes:



DAS – IT Mission, Vision, and Operating Principles

*DAS IT collaborated internally and with business partners when creating its Mission, Vision, and Values (MVV). This work was based on the DAS Business Strategy from 2020 and is under revision as a part of the Agency Strategy work as outlined in the Governor's Agency Expectations (**Appendix A**) and refreshed as DAS IT updated its Strategic Plan work from 2022.*

The following is a summary (more detail follows the graphic) of DAS' Mission, Vision, and Operating Principles, and how they align to its Business Key Strategic Goals and IT Key Strategic Goals. These ultimately drive IT capabilities which drive IT initiatives, which will be measured to track performance.



DAS - IT Mission

__Mature__ enterprise technology governance, __optimize__ investments, ensure __transparency__, provide __oversight__, and __deliver secure and innovative__ solutions.

We support state government to __serve the people of Oregon__.

DAS - IT Vision

Ensure user-friendly, __reliable__, and secure state technology systems that __serve__ Oregonians.

Operating Principles

DAS, in its support of the agencies served created the following operating principles. We utilized these in our pursuit to deliver the best possible services to our customers.

*We are **Customer Focused***
*We are **Innovative***
*We are **Stronger as a Team***
*We **Encourage Creativity***
*We **Create a Supportive Culture through our Actions***

IT Values

1. ***Accountability**: We are responsible for quality outcomes and share information openly and honestly.*
2. ***Customer-Focus**: We listen and seek to understand the needs of our customers.*
3. ***Collaboration**: We build trust and establish mutual propose to forge effective partnerships across the enterprise.*
4. ***Innovation**: We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.*

Business Key Strategic Goals

DAS IT partnered closely with its constituents, partners, and stakeholders to develop the following key strategic business goals. Note: these are in draft as DAS and the other agencies develop their Agency Strategy Documents. For the purposes of this DAS – IT Strategic Plan, we based these on key business in place today, and are core to the business of DAS:

1. ***Customer Satisfaction:*** *Provide timely and valuable responses to business requests and emergencies.*
2. ***Delivery Excellence:*** *Mature and Grow the business of DAS. Develop and Mature IT Governance and value driven decision making.*
3. ***Workforce:*** *Foster a culture that elevates, invests in, and grows our people for success through communication, execution, and leading by example.*
4. ***Operational Excellence:*** *Transform the business through technology. Advance business operations with modern devices, products, and service as a respected, trusted advisor and partner.*

IT Key Strategic Goals

The Business Key Strategic Goals drive business capabilities, which lead to the following IT Key Strategic Goals. These will be updated as DAS develops its strategy (July 2024).

1. ***Excellent Customer Satisfaction****: Provide timely and valuable responses to business requests and emergencies.*
2. ***Mature and Grow****: Develop IT Governance and value driven decision making.*
3. ***Our IT Organization – Invest in our Workforce****: Foster a culture that elevates, invests in, and grows our people for success through communication, execution, and leading by example.*
4. ***Business Transformation through Technology****: Advance business operations with modern devices, products, and services as a respected, trusted advisor and partner.*

Strategic Goal 1: Excellent Customer Satisfaction

Provide timely and valuable responses to business requests and emergencies.

Key Initiatives

- *Deliver Customer Education and Awareness*
- *Effective and Timely Resolution (A&M Assessment of the Service Desk used as a basis for this initiative – analysis document can be provided)*

IT Activities

- *Provide Customer Training & Efficient Communication*
- *Adopt recommendations from A&M assessment to set metrics for service desk performance*

Measures

- *100% of client agencies have signed IGA & annual executive meetings (completed - ongoing)*
- *Educate Customers on new service offerings (email, workshops, and/or individualized trainings)*
- *Maintain DAS IT service desk Incident Ticket Queue to < 100*
- *Maintain DAS IT service desk Service Request Queue to <250*

Strategic Goal 2: Mature and Grow

Develop IT Governance and Value Driven Decision Making

Key Initiatives

- *Mature IT Governance*
- *Drive Growth and Performance*

IT Activities

- *Further mature IT Governance through DAS IT Governance Council*
- *Reduce the Drivers for Business-Embedded IT: Develop a plan including organization structure to reduce the reliance of embedded IT within the business. This would entail a phased approach.*
- *Establish bi-yearly Performance Meetings*
- *Establish Data Strategy and Governance*
- *New App/Data Systems (standards developed, trained, and implemented)*
- *Establish repeatable processes for hiring and retaining IT staff quickly*

Measures

- *90% or greater IT maturity (Governance) items on track*
- *95% or greater PC, data, and servers in compliance with risk standards*
- *Number of data/IT systems standards developed, implemented, and trained on annually (baseline not yet established)*
- *Average time to fill vacancies (< 90 days)*

Strategic Goal 3: Our IT Organization - Invest in our Workforce

Invest in our People: Foster a culture that elevates, invests in, and grows our people for success through communication, execution, and leading by example.

Key Initiatives

- *Foster our Culture and Live Our Values and Operating Principles*
- *Improve Technology Talent Pipeline*

IT Activities

- *Organize and conduct all-staff meetings 2x per year*
- *Conduct DAS IT satisfaction survey annually*
- *Hire Cloud Team/Resources*
- *Utilize partnership with Oregon State CASS (Center for Applied Systems and Software) program / Internships*
- *Upskill DAS IT*
    - *Provide Udemy license to all staff (Udemy is a training/upskilling resource)*
    - *Develop a plan to develop or buy a resource demand and capacity tool*
    - *Conduct internal technical trainings*

Measures

- *All Staff meetings held twice per year (conduct business but also make it fun)*
- *% of IT staff at 90 or above satisfaction rating on internal organization survey*
- *100% compliance with quarterly reviews and Workday Check-Ins*
- *% of DAS IT staff engaged in formal training*

Strategic Goal 4: Business Transformation Through Technology

Advance business operations with modern devices, products, and services as a respected, trusted advisor and partner.

Key Initiatives

- *Mature PC Life-Cycle Program*
- *Mature & Deliver Automation for improved customer experience and process efficiency*
- *Modernize Applications and Reduce Technical Debt. Seek to modernize legacy systems currently residing on the Mainframe*
- *SFMA Modernization (DAS has introduced a planning Policy Option Package for the 2025-2027 biennium)*
- *Consider ERP and Enterprise Applications that we already own first, before seeking new solutions (i.e. additional modules in Workday, OregonBuys, etc.)*

IT Activities

- *Implement PC Life-Cycle Program (QTR 1 2024)*
- *Implement ITSM Self-Service Portal*
- *"One Door Initiative": From A&M Service Desk Assessment to reduce the number of contact paths for help to needed resources. DAS and DAS IT currently have multiple contact "doors" (multiple computer helpdesk lines for desperate systems, portals, etc.)*
- *Determine IT Operational Metrics*
- *Create Modernization Roadmap*
- *Stabilize Workday and Mature Technology Processes*

Measures

- *PC Life-Cycle Implementation [On Target | Off Target]*[1]
- *% of identified conference rooms that are hybrid enabled*
- *Modernization Roadmap [On Track | Off Track]*[2]
- *% of applications identified on the roadmap with a plan*
- *# of solutions and services supported (baseline not yet established)*

[1] – *Current Target is 4-year PC Lifecycle. On Target indicates PCs are being replaced at this frequency. If reductions occur, a new target would be 6-years and the measure would then be on this new timeframe.*

[2] – *Measured by compliance to the agreed-to modernization timelines. Actual roadmap will be determined during the development of the DAS Strategic Plan.*

Below is a graphical representation of the goals, goal detail, and objectives:



Plan Lifecycle

The following describes the intended lifecycle for the DAS – IT Strategic Plan



The intent is to "refresh" the plan yearly keeping a 4-year horizon in view for the DAS.

*As stated above, DAS is currently in the process of refreshing the business Strategic Plan (as outlined in the Governor's Agency Expectations – **Appendix A**) and this plan is being submitted in advance of the publication of our agency strategic plan. This plan is based on current-state and best practices based on the work we do today – and should be considered draft until the business strategy is complete at which time this plan will be updated in alignment with the new DAS Business Strategy.*

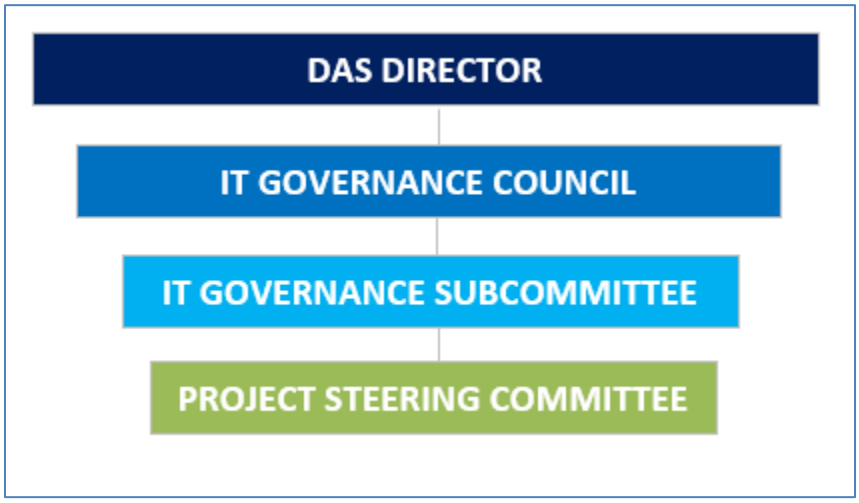
DAS – IT Governance

DAS introduced structured IT governance in September of 2022.

The DAS Director oversees the overall agency strategic direction and all operations for the agency. The DAS CIO is responsible for managing and overseeing the technology systems and technology resources.

The Council is made up of DAS Leadership who will provide input into the prioritization of the technology projects. Additionally, the voting members will vote on the recommended agency priorities, schedule and/or budget changes to technology projects that are in flight (e.g., project schedule extensions, additional funding requests, etc.).

The following diagram illustrates the Governance Structure (Figure 1) for DAS:



This structure provides the foundation to consistently initiate, prioritize and align IT projects across all DAS programs, whether or not they are led or managed by DAS IT. The goal of this structured governance approach is to strategically evaluate the agency's initiatives and projects in the following areas:

- *The cost to undertake a technology project (both internal resources and external procurements);*
- *Ensure resources are available for the successful completion of the project;*
- *Understand the risk involved in the project;*
- *Understand the expected business value or return on investment;*
- *Alignment with the DAS strategic technology plan;*
- *Alignment and coordination with DAS IT for Business led/managed IT projects;*
- *External driving forces; and*
- *Alignment with the EIS Strategic Framework for technical and security standards.*

This structure enables the agency to coordinate, analyze, report on, track and support its various projects with the appropriate tools, techniques, and guidance. Articulating the status of the projects (in terms of scope, time, cost, resource, quality, and change management), the inter-relationships between projects, and the impacts of one project on another provides the Council members critical information that is necessary to make informed decisions.

Appendix A: Governor's Agency Expectations

January 11, 2023

Dear Agency Leaders:

I want to begin by saying thank you. Thank you for serving Oregon and the people who call our state home. Thank you for your professionalism and commitment to public service. And thank you for your partnership with my transition team as we hustled to get ready for Day One.

I am eager to get to work, and I view each of you as partners in my mission to deliver results and make everyday life better for Oregonians.

A core part of my vision for the next four years is to improve customer service for Oregonians – whether they are coming to us for a service, or we are coming to them in the wake of a disaster. That means being more efficient, more effective, and creating systems that will empower our collective 42,000 public servants to deliver for Oregonians.

So today, I am delivering a new set of expectations to you, the leaders of our state agencies. These expectations will serve as guideposts for our work together, providing us with new data that will help us break down silos and make enterprise-wide systems improvements.

To support this effort, my office will be organized with a new focus on public administration. I am hiring a talented group of experienced leaders who I expect to be partners with you in solving problems and delivering on my priorities, which as you know are housing and homelessness, behavioral health and addiction care, and education.

Finally, as Oregon's Governor, I understand that I have 42,000 employees counting on me for compassion and leadership. The pandemic was hard on workers and managers across the board – private or public, it has been tough. We all had to pivot on short notice, support each other through workforce shortages, and do our jobs while our families were facing the same uncertainty as the rest of the world. These workforce challenges are not going away, and I hope to partner with all of you as we continue to strive to make the State of Oregon a great place to live and work.

It is my pledge to all Oregonians, and to you, that I will work every day to be a partner with you in solving problems, big and small. We will not be perfect, but we will improve every year, so Oregonians can proudly say their state government was there for them.

254 STATE CAPITOL, SALEM OR 97301-4047 (503) 378-3111 FAX (503) 378-8970
WWW.GOVERNOR.OREGON.GOV

January 11, 2023
Page 2

I am directing the Department of Administrative Services (DAS) to provide my office with updates on our progress in meeting these new expectations quarterly beginning June 1, 2023. Please engage with DAS Director Berri Leslie throughout this process. She will help measure and manage these goals and I have asked her to be a partner with you to ensure you have what you need to be successful.

As a first step, please email Director Leslie by February 1st to confirm that you are ready and willing to work with us toward these enterprise goals.

Thank you for your commitment to Oregon, and I look forward to a great partnership.

Sincerely,



Governor Tina Kotek

Oregon Agency Expectations

Performance Reviews for Agency Directors:
The DAS Chief Human Resources office will complete a 360-performance evaluation, for every director who reports to the Governor, every two years. Agencies without a review in the prior 12 months will be prioritized. Agency directors who report to a board or commission should have a review completed every two years by their governing body. DAS will provide a price agreement with available vendors to facilitate this process. DAS will also provide a 360-performance template for boards and commissions to use as a model by June 1, 2023. DAS will have the price agreement and template in place by June 1, 2023. DAS will provide quarterly compliance reporting to the Governor's office.

Performance Feedback for Employees:
Each agency will maintain compliance with the quarterly performance feedback meeting requirement for all employees at a quarterly performance rate of 90% completion or higher. Quarterly check ins must be documented in Workday. Agencies will comply by June 1, 2023. DAS will provide quarterly compliance reports to the Governor's office.

Measuring Employee Satisfaction:
Agencies of a size to be determined by vendor recommendation will complete an anonymous annual employee satisfaction survey. All agencies will use the same DAS approved vendor and a list of approved questions from DAS. Agencies shall create an action plan to follow up on substantial findings and use the annual process to measure improvement. DAS will identify the vendor and questions by June 1, 2023. Agencies will complete the first satisfaction survey by December 31, 2023 and submit their scores to DAS by February 1, 2024. DAS will use the information to provide a roll-up report card of enterprise-wide employee satisfaction on an annual basis.

Supporting Strategic Planning and Measuring Agency Performance:
Agencies are required to develop and follow a strategic plan using goals outlined by the Governor's office. Plans should be developed with agency leadership and in partnership with direct service employees, community partners, tribes, underrepresented communities, and applicable boards and commissions responsible for oversight of the organization. Plans should include a section that aligns with the agency's information technology strategy to include how modernization efforts will support the goals of the organization.

DAS will provide a list of approved vendors on price agreement to facilitate this process. DAS will also provide a template for vendors and agencies to use to support consistency and measurement across agencies. Agencies will post strategic plans with dashboards outlining progress on their public facing web sites. DAS will prepare price agreements and templates by June 1, 2023. Agencies with strategic plans completed within the last 36 months can update their plans into the new template format aligning with Governor Kotek's goals with a target completion date of December 31, 2023. Agencies with strategic plans older than 36 months should begin a new planning process, using the standardized template format, with a goal of

completing their plans by June 1, 2024. DAS will provide an annual progress report to the Governor's office.

Managing Information Technology Progress:
Agency CIO/IT leaders shall collaborate with Enterprise Information Services program leaders, Agency Leadership, and their policy area Assistant State CIO as it pertains to operationalizing the vision, values, and strategy of the State CIO.

Agencies of 50 FTE or larger are required to develop an information technology strategic plan. Plans should be developed with agency leadership and include how the agency aligns with the Enterprise Information Services' Strategic Framework and how modernization efforts will support the goals of the organization. EIS will provide IT Strategic Planning assistance through policy area Assistant State CIOs and their vendor partners as well as a template by June 1, 2023. IT strategic plans should be completed and submitted to EIS by December 31,2023. The State CIO will review and approve all plans. DAS will provide an annual compliance report to the Governor's office.

Succession Planning for the Workforce:
Agencies are required to have an agency succession plan in place. DAS provides a succession planning toolkit to facilitate this process which can be found online at: https://www.oregon.gov/das/HR/Pages/success-plan.aspx. Agencies without a current plan must complete a plan by December 31, 2023. Plans should be submitted to the DAS Strategic Initiatives & Accountability Division. DAS will provide an annual compliance report to the Governor's office.

State Government Commitment to Diversity, Equity and Inclusion:
Agencies are required to have a Diversity, Equity, and Inclusion Plan (DEI Plan), updated every two years. Agencies without a current DEI Plan must complete an initial plan by June 1, 2023. Agencies are encouraged to adopt the strategies, goals, and implementation processes from the statewide Diversity, Equity, and Inclusion Action Plan to fit their mission. This can be used as a toolkit to guide the development and implementation of your agency's DEI Plan.

An agency's DEI Plan serves as an overarching DEI strategy tool. In addition to the DEI Plan, agencies are required to have an Affirmative Action Plan, updated annually. Both the DEI and affirmative action plans should be submitted to the DAS Affirmative Action Manager. Agencies without a current plan must complete an initial plan by June 1, 2023. The Affirmative Action Plan serves as an element of the DEI Plan and supplements the implementation to achieve both DEI and Affirmative Action goals.

DAS will provide an annual compliance report to the Governor's office.

Additional Information:

- Executive Order 22-11 as it relates to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion. Direct link to executive order: https://www.oregon.gov/gov/eo/eo_22-11.pdf.
- Resource: https://youtu.be/hDXQdcQ0InU (51 Minutes).

- Affirmative Action Plan Workshop: https://youtu.be/AcX7vmL6pPc (48 Minutes).

Agency Emergency Preparedness:
Agencies are required to have in place and update annually their continuity of operations plan (COOP). DAS Policy 107-001-010 outlines COOP requirements for agencies. Additionally, the Oregon Department of Emergency Management has a Continuity of Operations Plan Toolkit available on their website. The toolkit includes a link to FEMA's Continuity of Guidance Circular, which provides additional guidance on what a COOP should include. Agencies without a current plan must complete an initial plan by September 30, 2023. Plans should be submitted to the Department of Emergency Management who will report compliance annually to the Department of Administrative Services and the Governor's office.

Note: ODEM and DAS are in the process of implementing a new COOP software package. This software will provide a step-by-step guide for developing a COOP. Deadline for full implementation is June 30, 2023; agencies will be kept apprised of progress.

Agency Hiring Practices:
Agencies will monitor hiring practices to ensure that the average time to fill positions does not exceed more than 50 days. Time to fill means from the day the recruitment is open to the day a job offer is made to the candidate. Executive recruitments can be excluded from this calculation given the more expansive nature of those recruitments. DAS will provide the Governor's office with a quarterly progress report to identify agency hot spots. This is intended to be both a stretch goal for agencies and an early warning indicator of a potentially struggling agency.

DAS will monitor enterprise vacancy rates and report on those rates quarterly to the Governor's office.

Audit Accountability:
Agencies will work collaboratively with the Secretary of State (SOS) and ensure that all SOS and internal audit findings are resolved within the target date the agency specified in their management response to the audit recommendations, or if there is no management response, findings are to be resolved 12 months from the date the audit report is issued. Agencies will demonstrate their quarterly progress on key findings if implementation or resolutions takes longer than 12 months or they miss their targeted specified date. Unresolved audit findings should be reported to the DAS Strategic Initiatives & Enterprise Accountability Division. DAS will provide a process and template by June 1, 2023. DAS will provide an annual update to the Governor's office.

Developing New Employees and Managers:
All agencies will develop new employee orientation programs and be able to demonstrate that 100% of their employees participate in their onboarding programs within 60 days of hire. Agencies will comply by December 31, 2023.

All new state employees will participate in DAS' customer service training within 60 days of hire. DAS will develop and implement this training by June 1. 2023. Agencies will be responsible for ensuring employee participation and DAS will provide quarterly reports to the

Governor's office about compliance. Agencies are expected to achieve compliance by December 31, 2023.

All agencies will ensure that every new employee participates In Uplift Oregon's benefits workshop within 30 days of hire, so that the education supports employees to make fully informed decisions when choosing their benefits. Agency onboarding systems will incorporate time for each employee to access a virtual, two-hour training ideally within 14 days of hire, or before an employee completes their benefits enrollment documents. Agencies will comply by June 1, 2023. DAS will provide quarterly performance reports.

All agencies will ensure that managers new to managing in state government complete the introductory manager training program within three months of starting their new management position. Agencies will comply by June 1, 2023. DAS will provide quarterly reports to the Governor's office about compliance.

Appendix B: Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT)

DAS IT conducted two separate SWOT exercises. These exercises were facilitated half-day sessions intended to better understand the current state and where there were opportunities for improvement. The following are the results of these exercises. There is still work to be done to categorize the results of these exercises to be incorporated in the DAS Business Strategic Plan which is to be completed by 6/30/2024.

DAS IT SWOT – Conducted 2/22/2022

Strengths

- DAS IT Management team dedication
- DAS People Dedication to Program Areas
- DAS IT People dedication
- DAS Leadership
- DAS Dedication to DEIB
- DAS IT Spirit
- Like to laugh but take things seriously
- Communication and flexibility in Leadership team
- Solid leadership (as long as it doesn't change:-)
- Project coordination
- Communication and change management are maturing.
- App development processes
- DAS IT Technical staff
- Strong Technical skills and capabilities
- Solutions internal process (non-standards, project review, problem management)
- Strong customer focused team
- Onboarding customers
- IT Governance Program Established

Opportunities

- Making this a fun place to work – continue to be creative and think "out of the box"
- Build a cohesive leadership team through trust building
- Be good leaders (from any seat)
- Promote "leading from any seat"
- Strive to be a model IT Agency
- Re-org to better align to DAS as the DAS Strategy is built out - a chance to create change
- Create clear vision for DAS and DAS IT
- Clear directions "what's the plan, man"?
- Embrace the cloud & align with EIS cloud strategy
- Embrace our enterprise infrastructure (i.e. Identity, MFA)
- Change mindset by demonstrating new technologies
- Build good processes that align to the business
- Strengthen partnership with stakeholders and customers
- Leverage existing infrastructure and past work
- ERP "the right way"
- Work to move ERP support under DAS IT in partnership with the business and their programs. Be intentional.
- Continue to build processes for our customers (automation, user self service)
- Governance Maturity
- Serve the remaining small agencies, boards, and commissions (to better align to industry best practice, security standards, EIS standards) – this would also need to be supported in the DAS strategy.
- Understand our business & measuring it for our staffing needs and performance
- Pivot from being a small agency to a leader in the State
- GOV support could be improved. Perhaps assign "advisor" role?
- Use legislative process to gain new resources (people/budget)

Weaknesses	Threats
• Past leadership turnover at DAS IT (have to re-start a lot). This is especially impactful when efforts take longer than typical staff or administration longevity ("4 CIOs in 5 years") • Change management across DAS (bring the IT discipline to other parts of DAS – work to integrate change management • Agencies are eager to support the EIS Vision/Direction as it pertains to enterprise technology. • Building DAS/EIS & DAS IT strategies. For now it seems confusing as these plans are being laid and dates are being "adhered to". • Process oriented but some lack of processes/procedures • Cross team communications (still needs improvement) • Under resourced - staffing and skills • Rework because of communication gaps • Staff/skills alignment to business expectations • Small team with lots to do – often too "wide" and not deep • Still siloed in DAS which creates challenges for prioritization (Governance is helping). • Shadow IT still prevalent and in some areas still desired • Weak internal communications and processes • Continue to receive direction from multiple priorities and leadership (i.e. DAS vs. EIS vs. Policy). Governance is helping. • Balancing priorities between DAS and EIS. • Budget/Staffing structure	• Major Security Breach (#1) • DAS Strategy due AFTER DAS IT strategic plan is due. This will result in re-work to re-align IT strategy to the business strategy • Re-organization impacts staff morale and attitude, decreases performance and causes anxiety for some • Budget cycles often "reset" efforts • Legislative support is limited - "lack of confidence in IT" • Technology strategy initiatives move too slow to realize benefits for the business. Often the time to implement an "effort" is much longer than the personnel or administration longevity. • Doesn't adapt quickly enough to industry best practices or security threats • Political environment: POPs for 2025-2027 (POP submission?). No new resources will impact customer service and programs • Retaining our people and not investing in our people • The state is not consistently able to hire qualified technical staff, due to salary thresholds. The private sector pays some technical roles 2x more than what the State will pay • Hard to fill positions/time to fill position is time consuming and difficult • Continuing shadow IT • Non-conformance to standards (Identity, MFA) • Not instituting and mandating standards quickly enough (identity, MFA). The threat here is that there will be future work to reverse & align. • Work being done to meet a deadline which can compromise quality. • DAS/DAS IT/EIS: confusion from agencies on role(s) of each. • Hybrid environments are creating facility and technology challenges

DAS - IT Business SWOT – Conducted 11/15/2023

Strengths

- Utilize EIS support and insight
- Establish best practices
- Provides a commitment to funding
- People/Funding/Alignment focused
- Openness to feedback and continuous improvement
- Harmonious internal team partnerships
- Learn new improvements
- Already partnered to other elements of the enterprise like CHRO, Facilities, and business systems
- Provides excellent customer service and support with responsiveness
- Trusted problem solving
- High visibility to users and agencies
- Respectful and collaborative Internal team partnerships
- Actively train and learn new ways of improving existing environments
- Continuous modernization of systems
- DAS IT already serves twenty Boards and commissions
- Trusted people, oriented to solving problems
- Courageous, willing leadership
- Safeguard and actively monitoring systems
- Plan and think proactively
- Hold the highest-level security standards
- Provide a breadth of application and support
- Broad state knowledge and expertise
- Well trained, talented staff
- Strong historical state knowledge and use of it to move forward
- Leverage enterprise resources
- User-friendly & effective IT portal
- Strive for economy of scale
- Efficient desktop support/helpdesk
- Incorporate broad state knowledge
- Ensure efficiency and safety in remote capability
- In alignment with programs
- Furnish step by step “how to” resources
- Utilization of KPMG assessment
- LFO support

Opportunities

- Continuous exploration of growth opportunities for agency
- Additional clarification in roles and responsibilities
- Provide support to additional smaller agencies
- Provide additional Business Analyst resources
- Write out more thorough SLAs, share info on what to incorporate
- Integrate alignment to programs
- Improved coordination between agencies
- Stronger affiliation between Legislative partnership/programmers etc.
- Could request budget to make more affordable services for other boards and commissions
- Modernize SFMA in the next few biennia
- Improved vendor management
- Migrate hosted systems
- Advertise options to improve business processes
- Consolidating IT
- Continuous training and guidance
- Improved education for State users
- Incorporate Governor’s expectations for agencies to establish improved changes
- Continuously improve the efficiency and security of a Hybrid work environment
- Streamline processes for Hybrid workforce
- Improve security support across state & nationwide
- Align purpose to DAS Mission/Vision/Values?
- Sharpen overall strategic planning coordination
- Explore advantageous opportunities for End of life (systems)
- Establish a more centralized “OR” citizen database
- Awareness of improved business processes
- Research best business practices that lead to economies of scale
- Fine-tune Electronic File Management System and file sharing platform options
- Streamline getting equipment ready for new hires
- Enhance interconnectivity of system
- Standardize systems
- Maintaining a user friendly & effective IT ticket/tracking system
- Utilize testing & change management obligations

	• Ensuring secure File sharing between agencies on a single platform • Expanded single-sign-on • Improving Navigator (AI to assist with directing to answers) • Data Warehouse • Continuously explore AI capabilities
Weaknesses • Unclear delineation between DAS IT and EIS • Imprecise relationship with EIS • Confused ownership/accountability • Elusive roles and responsibilities between businesses and IT • Blurry alignment and coordination with other agencies/Programs • Decentralized IT program support • Lack of centralized lifecycle/replacement strategy • No CRM to see/track how DAS supports client agencies • Internal Transparency • Customer relations/service management • Not willing to adapt the business to software • Funding Gaps/full cost of software • Life-cycle replacement – Needs budget and planning • Disconnected management of IT systems • Multiple opinions • Providing adequate training for users before launch • Diversity/Inconsistency Statewide • Resources • Legacy systems • Multiple major system replacements • Launching preparedness • Change Management • Strict government structure / security / procurement • Limited funding and hours • Ability to monitor for compliance • Procurement/Slow-downs • Customization of products • Security Barriers • Access database/Customization • Not having familiarity of business needs • Launch staff at the table with correct knowledge • Lack of expertise on enterprise systems • Stabilizing what we currently have • Reforming Workday with additional resources • Lack of planning ahead of the end user	**Threats** • Unclear autonomy over enterprise • Alignment of DAS statewide • Out of step with other agencies • Desperate responsibilities • Changing technology and updates adversely impact existing applications and systems • Multiple options for agency need • Funding Gaps • Budget and staffing resources • Would take significant investment, education and enterprise to keep up with the rapid pace that technology changes • Reliance on third party vendors • Depending on vendors means more area the mercy of big corporations • Security of single-sign on systems and cost benefit • Specialized talent • Knowledge is scares • Not willing to change process (adapting new business flow) • Keeping long term employees • Staff turnover/Knowledge transfer documentation • Standardization is often at odds with DEI • Ability to lead across the state and nationwide • Legacy systems • No central monitoring of systems • Reliance on compliance • Security data breach • Data compromise/Systems going down • Cybersecurity • External Attacks (hacks, virus, ransomware, etc.) • Legislative mandates • Hosted systems/vendor “hostages” • Reliance on compliance • Continuously investigate possible AI threats • Statutory requirements before system are ready create challenges (timing, resources, etc.)

• DAS IT more expensive than buying on the market for small organizations • Newer systems need structured project management • How many FTE? • Large diversity of business lines & needs • Version changes and patches • Too many one-off solutions • No way to monitor compliance • Decentralized IT program support	

Appendix C: Catalog of IT services

Department of Administrative Services, Information Technology Services ("DAS IT") provides cost-effective Information Technology Services to DAS employees, DAS Business partners and authorized contractors. Below are Services provided by DAS IT. Current DAS IT rates located at: www.Oregon.gov, specifically at: pricelist.pdf (oregon.gov) page 3.

IT Service Desk

☐ (Provide Initial of Authorized Purchaser in the box next to the service requested.)

1. **IT Service Desk**

   The DAS IT Service Desk provides first and second-level technical support to all supported users in a professional and informative manner. The DAS IT Service Desk is dedicated to servicing the computer and technology support needs of all users by providing detailed resolutions and general system information for common problems.

2. **Hours of Availability:**

   Monday thru Friday 7:00 A.M. – 5:00 P.M.

3. **Requesting Process:**

   Contact Service Desk as follows:
   - 503-378-2135
   - dasit.servicedesk@das.oregon.gov

4. **Services**

   Desktop Support provides information, diagnostics, repair, configuration, setup for all desktop hardware & software including network connections and printing. DAS IT has a standard set of hardware that support is given. If an agency has hardware that is outside of the standard, the agency may not receive the full spectrum of support listed below including hardware and firmware updates. Included are the following services:

   - Device setup;
   - Deployment & configurations of new desktops, laptops, tablets, or printers;
   - Multifactor Authentication setup, which includes setup of the Microsoft Authenticator App and/or YubiKey;
   - Workstation moves & transfers;
   - Software & hardware management, which includes software application installs and upgrades, patches, hardware upgrades and hardware accessory installs;
   - Assist in enterprise identity integration;
   - Assist and support external file sharing;
   - DAS IT will liaise with the Oregon State Data Center for any IT service requests not provided under this agreement but authorized by ERB. IT services performed by the State Data Center are not included in DAS IT rates; e.g. cost of networking equipment, server hosting, and M365 licensing.
     A listing of the State Data Center rates located at: www.Oregon.gov, specifically at:

IT Service Desk

pricelist.pdf (oregon.gov) page 3;

- DAS IT will be the technical resource to support access to the state environment securely for any vendors that DAS, boards and commissions utilize for supporting their various applications, e.g., E-Commerce Applications provided by NIC-USA; and
- Upon request of ERB, DAS IT will participate in discussions between ERB and its IT contractors that provide database or other specialty services. The goals for DAS IT in such discussions will be to: (a) help facilitate communications about IT-related issues, (b) determine needs or limitations with respect to providing IT services to support the work of ERB's IT contractors, and (c) provide recommendations as requested to ERB about work provided by or potentially to be requested of IT contractors.

5. **Related Services:**
   - Managed File Server Service:
     - DAS IT File-Sharing Service offers offsite storage for both individual and Team information in a single location. This service provides data storage and sharing options for all users connected to the DAS domain.
     - Service is available 24 x 7, with a planned maintenance schedule for patching and updates.
   - Print services
   - Oregon Mail List Service
6. **Options:**
   - File Server Service
   - Messaging and Collaboration Service
7. **Cost:**
   - Yearly assessment per user as determined by DAS Business Services Division and by service level agreement.
   - DAS Service rates located at: www.Oregon.gov, specifically at: pricelist.pdf (oregon.gov) page 3.
8. **Incident Response:**
   - Critical = 4 hour, 8:00 A.M. thru 5:00 P.M., Monday thru Friday
   - General = 24 hours business hours, 8:00 A.M. thru 5:00 P.M., Monday thru Friday

MESSAGING AND COLLABORATION SERVICES

☐ (Provide Initial of Authorized Purchaser in the box next to the service requested.)

1. **Messaging and Collaboration Services:**
   - Provides endpoint email, calendar, and collaboration tools.
   - Industry standard email and calendaring tools for all DAS employees, DAS Business partners and authorized contractors who communicate electronically with internal and external users.
   - Email
   - File attachments
   - Global directory of users
   - Personal and shared calendars
   - Meeting scheduling
   - Shared folders for team collaboration
   - Remote conferencing
2. **Hours of Availability:**
   - Service are available 24 x 7, with a planned maintenance schedule for patching and updates.
   - 95% Expected uptime.
3. **Requesting Process:**

   Contact Service Desk as follows:
   - 503-378-2135
   - dasit.servicedesk@das.oregon.gov
4. **Services**

   MS Outlook client and MS Windows PCs or laptop. Requires remote access service for telecommuters and travelers.
5. **Options:**

   Secure message exchange (encrypted email); Executive message storage – 2 GB Web access to corporate email from any location.
6. **Cost**
   a) See Official IT Price List for current rates.
   b) Note – Office 365 Licenses not included as part of this service.
7. **Incident Response:**
   - Critical = 4 hour, 8:00 A.M. thru 5:00 P.M., Monday thru Friday
   - General = 24 hours business hours, 8:00 A.M. thru 5:00 P.M., Monday thru Friday

OREGON MAIL LIST

☐ (Provide Initial of Authorized Purchaser in the box next to the service requested.)

1. **Oregon Mail List**
   - The Oregon Mail List Service is a web-based email distribution list manager that allows list owners to create and modify email lists, either for notification to subscribers or discussion among subscribers.
   - The Oregon Mail List Service is powered by a standard, open-sourced application that allows for the creation and maintenance of mailing lists for the purpose of disseminating information electronically to a broad number of constituents internal and external to the state.
   - List owners are responsible for creating, maintaining and configuring their lists. DAS-IT is responsible for supporting the service and providing training and support to Mailman list-owners and users.
2. **Hours of Availability:**
   - Service is available 24 x 7
   - Web Management Interface available 24 x 7
   - Maintenance Window: 3-Hour planned maintenance, Thursdays at 9:00 A.M. – 12:00 AM.
3. **Requesting Process:**

   Contact DAS IT Service Desk as follows:
   - 503-378-2135
   - dasit.servicedesk@das.oregon.gov
4. **Related Services:**

   Requires access to email client and internet web browser.
5. **Options: The following are available options:**
   - Disseminate information to a group of subscribers efficiently
   - Create group discussion email list
   - Create and modify lists as well as add and remove subscribers
   - Control who can subscribe and post, and moderate postings
   - Modify list subscriptions and preferences easily
   - User-controllable delivery options
   - Auto-response controls
6. **Cost:**

   No cost for 23-25 biennium.

OREGON MAIL LIST
7. **Incident Response:** • Critical = 4 hour, 8:00 A.M. thru 5:00 P.M., Monday thru Friday • General = 24 hours business hours, 8:00 A.M. thru 5:00 P.M., Monday thru Friday

Appendix D: Agencies Served by DAS IT

The following agencies receive services from DAS IT:

1. *Department of Administrative Services (DAS)*
2. *Governor's Office (GOV)*
3. *Teacher Standards and Practices Commission (TSPC)*
4. *Psychiatric Security Review Board (PSRB)*
5. *Oregon Criminal Justice Commission (CJC)*
6. *Mental Health Regulatory Agency (MHRA)*
7. *Employment Relations Board (ERB)*
8. *Board of Examiners for Engineering and Land Surveying (OSBEELS)*
9. *Oregon Government Ethics Commission (OGEC)*
10. *State Board of Licensed Social Workers (BLSW)*
11. *Land Use Board of Appeals (LUBA)*
12. *Oregon Advocacy Commissions Office (OAC)*
13. *Board of Chiropractic Examiners (OBCE) – email only customer*
14. *State Board of Accountancy (BOA)*
15. *Appraiser Certification and Licensure Board (ACLB)*
16. *ASCENT Leadership Program (ACNT)*
17. *Oregon Board of Optometry (OBO)*
18. *Tax Practitioners Board (OBTP – TAX)*
19. *Oregon State Board of Geologist Examiners (OSBGE)*
20. *Oregon Judicial Fitness - email only customer*

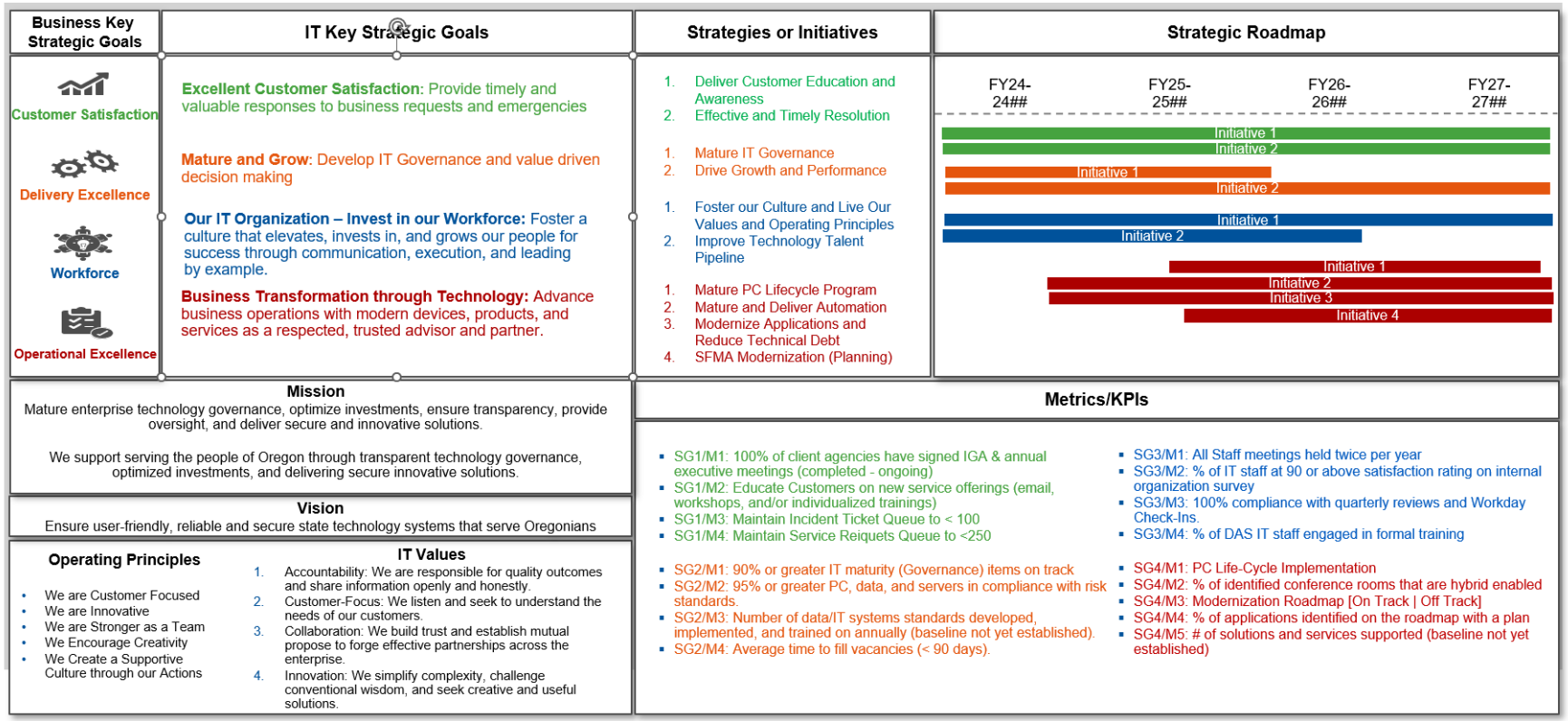
Appendix E – Current Project Portfolio Summary

The following is a summary of current projects and their status as of 12/08/2023:

November 2023 IT Program Portfolio Summary												
ID	Type	Project Name	Project Description	Overall Health	Schedule	Scope	Budget	Resources	Quality	Risks	Issues
1	Stage Gate	OregonBuys Enterprise	Replacing ORPIN with OregonBuys as the eProcurement solution	RED	RED	YELLOW	GREEN	YELLOW	YELLOW	YELLOW	YELLOW
2	Stage Gate	DAS Facilities Conditions and Capital Planning System.	The overall purpose of this project is to migrate the CFO-administered statewide facilities inventory and existing FCA data into TRIRIGA, and procure FCA services provided by a third party contractor	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN
3	Stage Gate	Public Records Request Project	DAS COO received funding (POP 101) for implementation of a Public Records Request System at DAS. DAS seeks to implement a public records request management system for the enterprise, which will help streamline the public records request process for agencies and records requesters.	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN
4	Stage Gate	Workday Payroll Stabilization Project	Workday payroll stabilization effort.	YELLOW	YELLOW	GREEN	GREEN	RED	YELLOW	YELLOW	YELLOW
5	Work Effort	Disparity Study Dashboards - Proof of Concept	The Oregon Disparity Study seeks to understand how minority and women-owned businesses are treated in Oregon, as well as ascertain the overall access and opportunities.	NA	NA	NA		NA	NA		NA
6	Dev Ops	Application SMS Rewrite	Procurement Services currently use in-house developed MS Access databases and applications to manage a set of their mission critical essential functions. These include agency specific billing, procurement-related workloads, project tracking, vendor updates/management, VSR - Volume Sales Report entry (both with and without VCAF - Vendor Collected Admin Fees), and expenditure reporting/metrics.	GREEN	YELLOW	GREEN		RED	GREEN		YELLOW
7	Dev Ops	REFBPS Rebuild 2.0 (FPS)	Used to run reports to view expenditures vs. budget across all DAS program areas, as well as report to the executive leadership.	GREEN	GREEN	GREEN		GREEN	GREEN		YELLOW
8	Dev Ops	RISK Origami FTP Update	A request to automate a manual process that RISK does every day to transfer files from SFMS to the new RISK Origimi SaaS solution.	YELLOW	YELLOW	GREEN		YELLOW	GREEN		YELLOW
9	Dev Ops	C&C Market application Review and Refactor	The primary objectives of the CnCMarket application are to: Provide the Governor with a snapshot of the Executive Branch's current competitive position in the labor market. Provide Executive Branch leadership information to make compensation decisions and plan budgets. Provide collective bargaining teams and the employer with data for use in negotiations, and fulfill contractual obligations for specific market compensation studies.	GREEN	GREEN	GREEN		YELLOW	GREEN		GREEN

Appendix E – Gartner – "IT Strategic Plan on One Page" Summary / Placemat

DAS - IT Strategic Plan Summary



ANNUAL PERFORMANCE PROGRESS REPORT

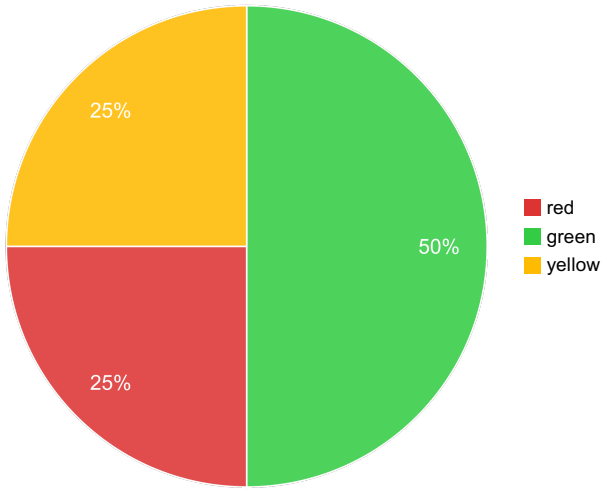
Department of Administrative Services

Annual Performance Progress Report

Reporting Year 2023

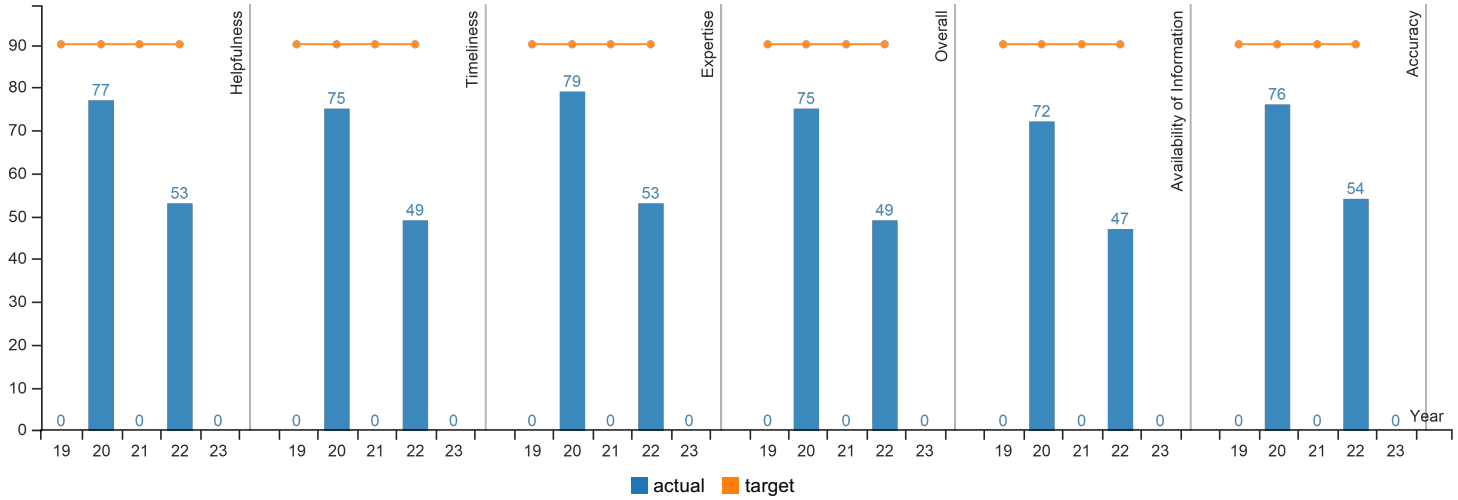
Published: 9/29/2023 7:46:10 AM

KPM #	Approved Key Performance Measures (KPMs)
1	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.
2	FORECAST RELIABILITY - General Fund Forecast Tracking Metric
3	FINANCIAL REPORTING - Percent of Agencies receiving Gold Star Award (The Gold Star Award is the state agency equivalent of the GFOA Certificate of Achievement for Excellence in Financial Reporting)
4	WORKFORCE TURNOVER - Annual voluntary turnover rate for the State and DAS workforce.
5	WORKFORCE DIVERSITY - Racial/ethnic diversity in DAS and the state workforce as a percentage of the total civilian labor force.
6	RENT COSTS - DAS negotiated lease rates in private sector vs. average market rates.
7	INFORMATION SECURITY - Overall maturity rating for implementation of the Center for Internet Security's (CIS) Basic Six critical security controls. This rating is an aggregate score based on the Carnegie Mellon Capability Maturity Model Integration (CMMI), and is derived from cybersecurity assessments conducted by the Enterprise Information Services (EIS) Cyber Security Services (CSS) Assessment Team.
8	PERCENT OF STATE PROCUREMENT SPEND FACILITATED THROUGH THE OREGONBUYS SYSTEM - Measures statewide adoption of the OregonBuys e-Procurement system by measuring the overall percentage of state purchasing facilitated through the system.
9	RISK MANAGEMENT - CFR - Annual statewide number of workers' compensation claims filed per 200,000 hours worked (aka, Claims Frequency Rate (CFR)).
10	DATA CENTER - Percentage of time systems are available.
11	GREENHOUSE GAS (GHG) EMISSIONS - Total GHG emissions and intensity from buildings and fleet.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	25%	25%

KPM #1	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
Helpfulness					
Actual	0%	77%	0%	53%	
Target	90%	90%	90%	90%	
Timeliness					
Actual	0%	75%	0%	49%	
Target	90%	90%	90%	90%	
Expertise					
Actual	0%	79%	0%	53%	
Target	90%	90%	90%	90%	
Overall					
Actual	0%	75%	0%	49%	
Target	90%	90%	90%	90%	
Availability of Information					
Actual	0%	72%	0%	47%	
Target	90%	90%	90%	90%	
Accuracy					
Actual	0%	76%	0%	54%	
Target	90%	90%	90%	90%	

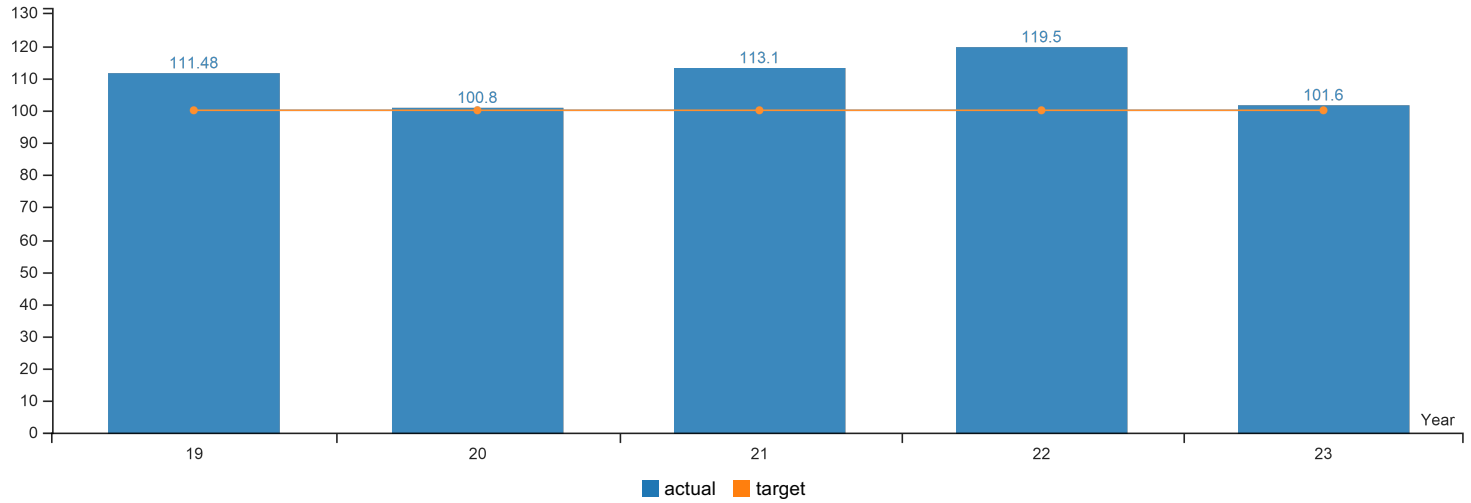
No data for 2023 only even numbered years.

Factors Affecting Results

N/A

KPM #2	FORECAST RELIABILITY - General Fund Forecast Tracking Metric
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
General Fund Forecast					
Actual	111.48%	100.80%	113.10%	119.50%	101.60%
Target	100%	100%	100%	100%	100%

How Are We Doing

OEA Note regarding the "Actual": This is submitting the September 2023 forecast General Fund figures for the 2023-25 BN, comparing them to the 2023 Close of Session forecast for the 2023-25 BN.

General Fund revenues overall in the 2023-25 biennium are coming in slightly above expectations. Based on the latest forecast, expectations are that Oregon's unique kicker law will not be triggered for the personal kicker, but will be triggered for the corporate kicker. Under Oregon's kicker, errors larger than 2 percent are returned to taxpayers (for personal income taxes) as a credit on their tax returns or retained in the General Fund for additional education spending (corporate income taxes). Based on the most recent forecast, the projected 2023-25 corporate kicker will be $321 million. With two tax filing seasons still to come this biennium, there remains much uncertainty as to where state revenues will ultimately land.

Factors Affecting Results

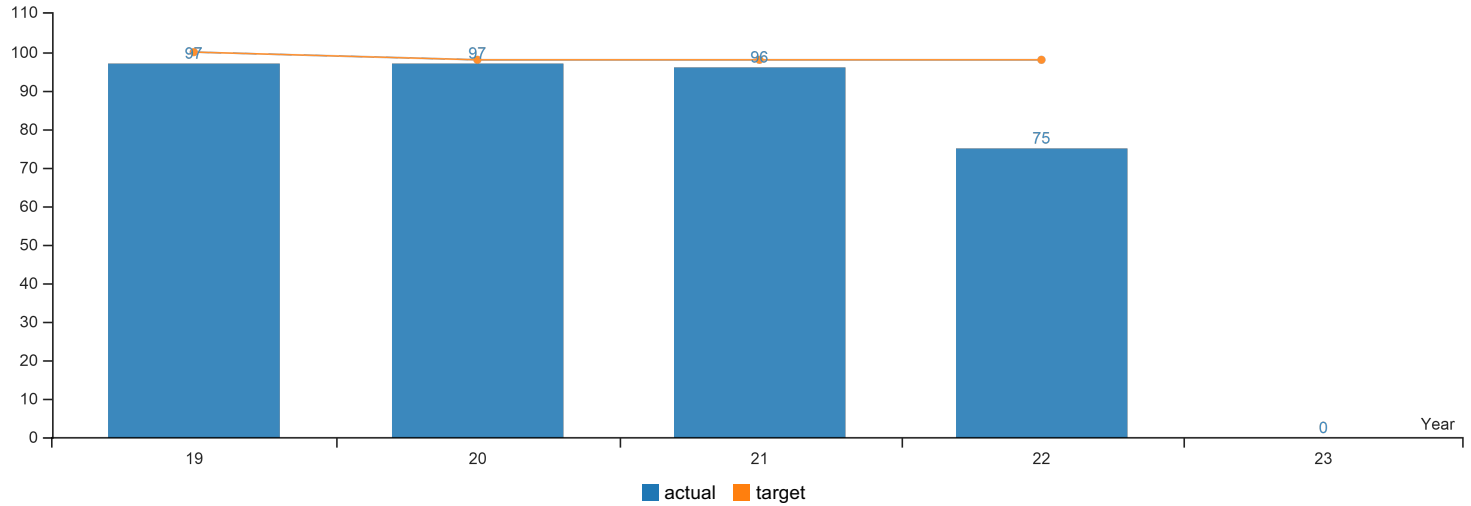
The state's volatile underlying economy and current tax structure yield larger year-to-year swings than in the typical state. While Oregon comes out ahead of the typical state in both an economic and revenue sense over the entire business cycle, such variances are more challenging and difficult to accurately forecast.

Revenues in recent biennia have come in considerably higher than forecast and stronger than the underlying economy alone would suggest. This was in large part due to taxpayer's response to the large, federal tax reforms a few years ago, combined with federal aid during the pandemic, and record-setting asset markets in recent years. Additionally, the current inflationary economic boom has

also played a larger role in generating public revenues. Taxes are not collected on an inflation-adjusted basis, leading to rapid growth across all major tax instruments. The ongoing strength in traditional corporate taxes this biennium is likely related to the continued impacts of the federal tax reform a few years ago.

KPM #3	FINANCIAL REPORTING - Percent of Agencies receiving Gold Star Award (The Gold Star Award is the state agency equivalent of the GFOA Certificate of Achievement for Excellence in Financial Reporting)
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Percent of agencies receiving the Gold Star Award					
Actual	97%	97%	96%	75%	
Target	100%	98%	98%	98%	

How Are We Doing

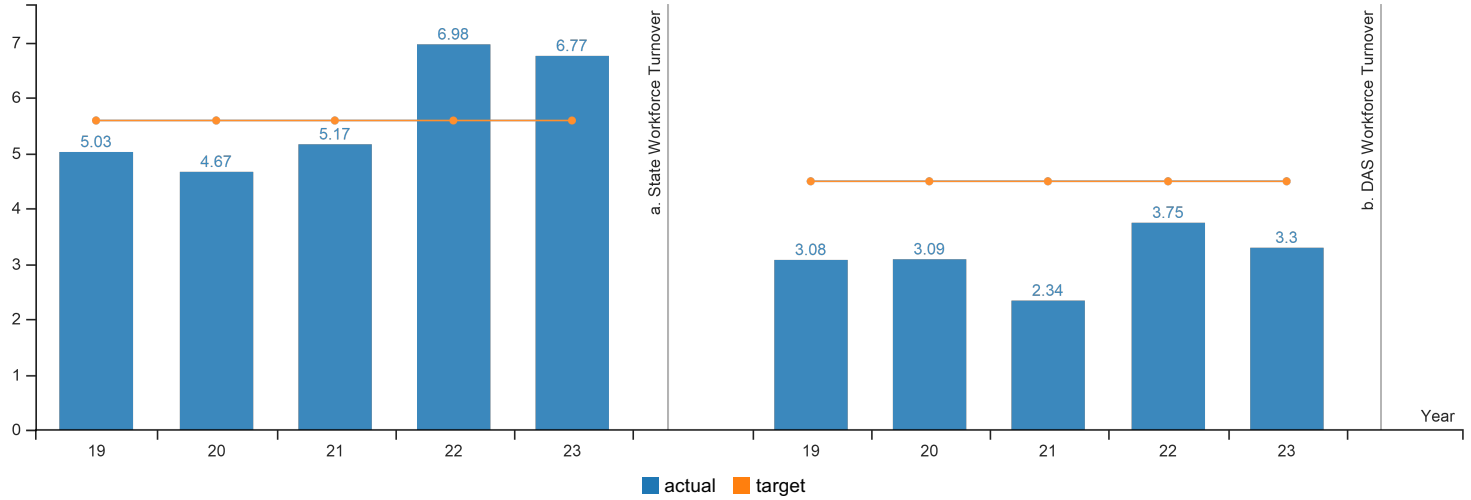
Agencies have been earning the Chief Financial Officer's Gold Star Award since 1990. The target percentage of agencies earning the Gold Star Award is 98%. We experienced the lowest percentage of agencies earning the Gold Star Award since 2003. There were three overarching challenges faced by agencies during the year: (1) implementation of a new accounting standard, dramatically revising the accounting and financial reporting for leases; (2) staffing turnover at agencies, particularly in accounting manager and senior accountant positions; and (3) the implementation of a new tool to query the data warehouse that contains the state's accounting records.

The FY 2023 information won't be known until early in calendar year 2024.

Factors Affecting Results

The extent and complexity of new accounting and financial reporting standards issued by the Governmental Accounting Standards Board (GASB) affects the agency accounting process. Implementation of new standards on a statewide basis requires focused resources to plan, modify systems as needed, update policies, and provide training to state agencies. Another important factor affecting results include fiscal staffing levels at state agencies, level of staff expertise, turnover, and the ability of each agency to provide accurate and timely information for the fiscal year-end closing.

KPM #4	WORKFORCE TURNOVER - Annual voluntary turnover rate for the State and DAS workforce.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2019	2020	2021	2022	2023
a. State Workforce Turnover					
Actual	5.03%	4.67%	5.17%	6.98%	6.77%
Target	5.60%	5.60%	5.60%	5.60%	5.60%
b. DAS Workforce Turnover					
Actual	3.08%	3.09%	2.34%	3.75%	3.30%
Target	4.50%	4.50%	4.50%	4.50%	4.50%

How Are We Doing

The state's resignation rate (4a) for FY'23 is 6.77%. This is a 0.95% higher resignation rate than the benchmark of 5.60% set in 2010. While the turnover rate for the state exceeds the benchmark, the resignation rate has decreased for the state as an employer compared to the previous fiscal year. The resignation rate for DAS (4b) is 3.30%. This is 1.20% lower than the benchmark of 4.50%. Resignation refers to voluntary separation from employment. Resignation does not include layoffs, involuntary terminations, or retirement. This conceptualization aligns with the definition of "quits" reported by the United States Bureau of Labor Statistics in the Job Openings and Labor Turnover Survey (JOLTS) data.

Factors Affecting Results

From FY'22 to FY'23, the State of Oregon's annual turnover rate decreased slightly by 0.21% This slight decrease in turnover is congruent with the national trends reported by the U.S. Bureau of Labor Statistics in June of 2023[1]. However, some of the factors that are preventing attainment of the KPM #4 goal include continued impacts associated with the unique economic and social conditions stemming from the COVID-19 pandemic, factors which Gartner[2] predicted would continue to impact turnover rates in labor market for years to come.

Turnover will continue to be tracked and assessed to determine whether turnover decreases persist to return to pre-pandemic levels.

The following table lists reasons for employees leaving the state workforce across the past three fiscal years. Advancement Opportunities, Private Sector Opportunities, Family Reasons, and Relocation continue to be the most frequently disclosed reasons for voluntary employee resignations.

Table 1- Primary Reason for Leaving (Top 5)

FY'23

Personal/Not Disclosed/Other - 56.45%
Advancement Opportunities - 10.71%
Private Sector Opportunity - 8.92%
Relocation - 6.7%
Family Reasons - 5.64%

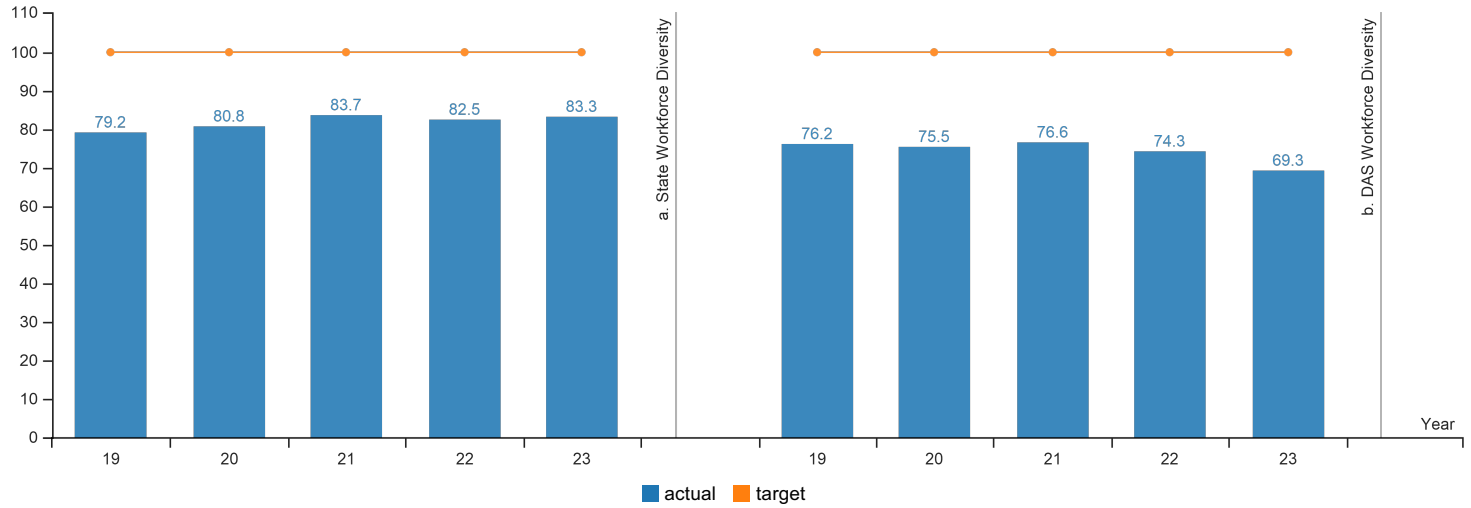
FY'21	FY'22
Personal / Not Disclosed / Other - 64.86%	Personal / Not Disclosed / Other – 56.85%
Private Sector Opportunities - 10.54%	Private Sector Opportunities – 11.40%
Family Reasons – 8.63%	Relocation – 7.46%
Relocation - 8.38%	Advancement Opportunities – 6.71%
Advancement Opportunities – 7.58%	Family Reasons – 5.57%

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[1] U.S. Bureau of Labor Statistics. (2023, August 29). *Economic News Release – Job Openings and Labor Turnover News Release. https://www.bls.gov/news.release/jolts.htm*

[2] Gartner. (2022, April 28). *Gartner says U.S. Total Annual Employee Turnover Will Likely Jump by nearly 20% From the Prepandemic Annual Average* [press release]. https://www.gartner.com/en/newsroom/04-28-2022-gartner-says-us-total-annual-employee-turnover-will-likely-jump-by-nearly-twenty-percent-from-the-prepandemic-annual-average

KPM #5	WORKFORCE DIVERSITY - Racial/ethnic diversity in DAS and the state workforce as a percentage of the total civilian labor force.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2019	2020	2021	2022	2023
a. State Workforce Diversity					
Actual	79.20%	80.80%	83.70%	82.50%	83.30%
Target	100%	100%	100%	100%	100%
b. DAS Workforce Diversity					
Actual	76.20%	75.50%	76.60%	74.30%	69.30%
Target	100%	100%	100%	100%	100%

How Are We Doing

The State of Oregon acknowledges racial equity must be at the forefront of our efforts and all other forms of diversity will benefit from these efforts. In addition, Department of Administrative Services (DAS) is committed to advancing diversity, equity, inclusion and belonging (DEIB).

The current target is for the State and DAS to 100% reflect Oregon's civilian workforce.

State of Oregon

As of the end of FY'23, the racial and ethnic diversity of the state workforce was 23.9%. This is an absolute increase of 0.8% from the previous fiscal year. While Oregon's civilian workforce continues to be more diverse than the Oregon State Government's workforce, this key performance measure continues to show improvement.

Calculation: 23.9% / 28.7% = 83.3% of the goal of 100% reflection of the Oregon workforce.

Department of Administrative Services (DAS)

As of the end of FY'23, the racial and ethnic diversity of the DAS workforce was 19.9%. This is a decrease of 1.1% from the previous fiscal year.

Calculation: 19.9% / 28.7% = 69.3% of the goal of 100% reflection of the Oregon workforce.

Factors Affecting Results

State of Oregon

Diversity, equity, and inclusion (DEI) were a priority at the State of Oregon. In 2021, the Statewide DEI Action Plan was developed to resource State agencies to implement strategies toward advancing DEI. This includes a specific strategy recommendation to "build a more diverse workforce and create an inclusive workforce" (strategy 8). Taking it a step further, Governor Kotek delivered agency expectations which included a requirement that agencies have either a Diversity, Equity, and Inclusion Plan (DEI Plan) or a Plan for a Plan submitted by June 1, 2023. As a result, agencies started developing DEI Plans by the end of FY'23, using the DEI Action Plan as a resource and guide. This process could have impacted hiring, promotions, and retention as agencies were developing strategies to advance DEI and grow a more inclusive culture.

In addition to the expectation around DEI Plans, Governor Kotek's expectations also included requirements related to hiring, which likely impacted hiring and promotions at the State:

- Performance feedback for employees to be completed quarterly, starting on June 1, 2023.
- Monitor hiring practices to ensure the average time to fill positions does not exceed more than 50 days.
- New state employees were required to participate in a customer service training within 60 days of hire. This training was to be developed and implemented by June 1, 2023.
- New employees were required to participate in Uplift Oregon's benefits workshop within 30 days of hire support employees in making fully informed decisions when choosing benefits.
- Managers new to State government were required to complete the introductory manager training program within 3 months of their new position, starting June 1, 2023.

Agencies also worked with the Office of Cultural Change to develop, integrate feedback, and implement Affirmative Action Plans for the upcoming 2023-2025 biennium "to improve hiring and development opportunities." The Affirmative Action Plans also continue "promoting Diversity, Equity, and Inclusion in the workplace, and the elimination of the effects of past and present discrimination, intended or unintended" (Governor's Executive Order 17-11).

While these activities were happening across the State enterprise, a DEI community of practice was also launched in partnership with Uplift Oregon. The Oregon Peer Equity Network (OPEN) was launched in Winter 2022 and continues to meet regularly as a community of practice for State of Oregon staff on equity and justice in their agencies. The purpose of OPEN is to improve on and share knowledge, as well as build relationships and common practices for DEI across the enterprise of State Government. This cohort has created opportunities for staff to not only engage around DEI, but also resource and build relationships with one another to elevate this work. Learnings from this cohort will help inform how to approach a DEI community of practice moving forward.

The Office of Cultural Change, who leads DEI strategies at the State enterprise, underwent some transitions during FY'23. These transitions may have impacted or slowed progress toward advancing DEI, even though this work was continuing during these shifts.

Department of Administrative Services (DAS)

While DEI and belonging are a priority at DAS, DAS is newer on its DEI journey. Specific to DAS, the transitions at the Office of Cultural Change includes vacancies and the office moving from the Chief Human Resources Office (CHRO) to a new division, the Strategic Initiatives and Enterprise Accountability Division, and a Director of Cultural Change was hired at the end of FY'23. These transitions, along with being newer on a DEI journey, may have impacted the racial/ethnic diversity of the department.

Even with these transitions, work was continuing in order to advance DEI. For an example of this work, the DAS CHRO started using Vidcruiter video interviewing as part of the hiring process. Video interviewing can increase equity in hiring by:

- Humanizing job applications by giving hiring managers opportunities to interview more candidates and in a shorter amount of time.
- Allowing candidates to interview from home or another location that is accessible to them, which increases access to participate in interviews for people who face barriers due to lack of: transportation, time to take off work to interview, childcare, etc.
- Creating a more equitable evaluation process because candidates are asked the same interview questions in the same ways, within the same timeframes. Therefore, it minimizes unconscious bias that may be happening in the delivering of the interview questions.

Lastly, DAS launched its strategic planning process at the end of FY'23. The strategic plan will integrate the department's DEI Action Plan so that DEI is not a separate activity, but is integrated into DAS' values, priorities, and operations.

Notes:

Data Sources: The State has completed a transition to a new human resources information system (HRIS). The data source for 2017, and 2018 is the Position and Personnel Database; data for 2019 was combined from the Position and Personnel Database (dates: 07/01/2018 – 12/31/2018) and the new HRIS, Workday, (dates: 1/01/2019-06/30/2019). All 2022 and 2023 data are from Workday.

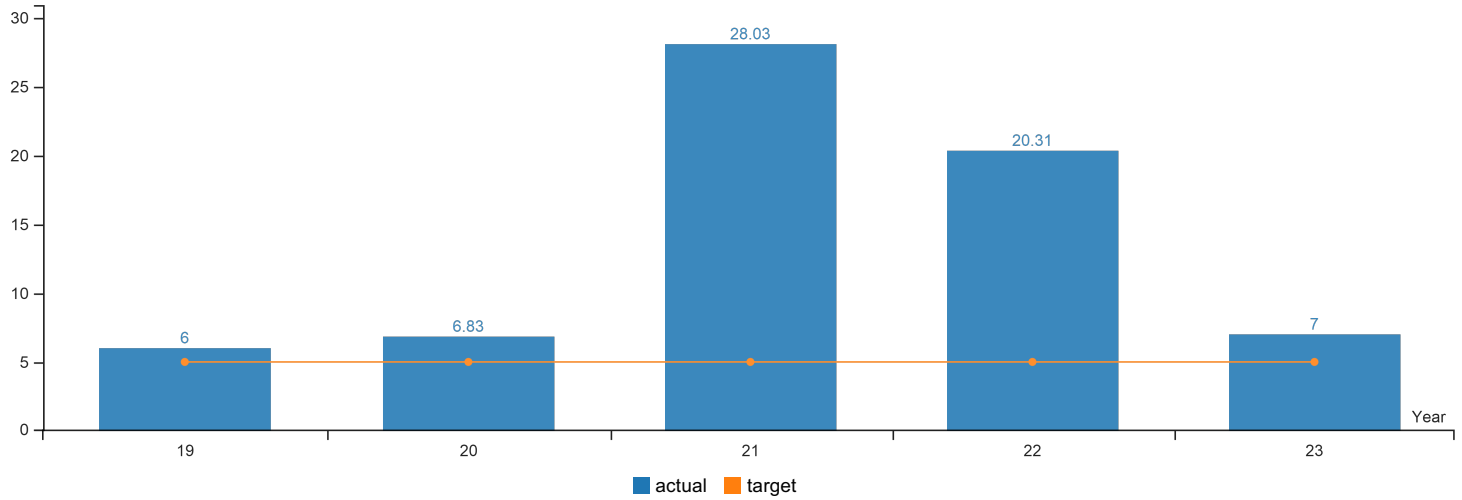
Department of Administrative Services, Chief Human Resources Office

Only individuals under ORS 240 are included in the data. This data does not include temporary workers. Gender, Race/Ethnicity, and Disability Status are all data that is self-reported by the employee, and its disclosure is not required. Race/ethnicity includes visual assessments as required for EEO reporting.

A small percentage of employees chose not to disclose race and ethnicity. They are excluded from the comparisons based on race and ethnicity.

KPM #6	RENT COSTS - DAS negotiated lease rates in private sector vs. average market rates.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
DAS negotiated lease rate vs. average market rate (Salem/Keizer)					
Actual	6%	6.83%	28.03%	20.31%	7%
Target	5%	5%	5%	5%	5%

How Are We Doing

Better inventory in major market areas, along with increased agency movement and decision making have allowed RES to continue to deliver office rates well below market rates during this measure period.

However, RES is seeing trends indicating a slight downturn in the economy, including inflation, which are having an effect on rental rate negotiations.

RES has employed different strategies to be able to continue to lease under the market rate, such as: consolidating space and working with space planners to better use space in this era of remote and hybrid work; negotiating differing lease rent structures (which help both agencies and landlords separately track and account for lease expenses); and negotiating added value tenant improvements or rent concessions to offset inflationary annual increases.

	2019 Values	2020 Values	2021 Values	2022 Values	2023 Values	Percentage change
	(July 1, 18 through June 30, 19)	(July 1, 19 through June 30, 20)	(July 1, 20 through June 30, 21)	(July 1, 21 through June 30, 22)	(July 1, 22 through June 30, 23)	(from 2022 to 2023)

State Uniform Rent Rate	$1.55	$1.55	$1.55	$1.78	$2.03	12.32%
Average cost of Salem/Keizer market (full service, grossed-up)	$1.90	$1.97	$2.01	$2.09	$1.89	-10.35%
Quantity of Leases (negotiated in Salem)	20	16	13	12	9	-33%
Volume (Square footage in Salem)	336,213	378,206	166,576	212,566	115,417	-84.17%
Quantity of Leases (negotiated in *entire portfolio)	133	111	77	66	90	26.67%
Volume (Square footage of *entire portfolio)	1,164,922	870,787	487,831	668,342	649,068	-2.97%

*The square footage and volume figures in the table above do not represent RES' entire portfolio; it includes the office space component only. Certain subleases, interagency and intergovernmental leases, office sharing agreements, warehouse leases, and lease terminations have been excluded from the dataset.

Factors Affecting Results

While significant (because the Salem area portion of the portfolio often makes up the costliest type of space in our portfolio), this data represents approximately 10% of the statewide transactions during this measure period.

RES saw a large jump in the number of requested transactions statewide during this measure period. Currently, RES is seeing trends of more movement in the Salem area, particularly consolidation in state-owned buildings.

During the 2022-2023 measure period, RES also began to see a visible change in the real estate market conditions. In comparison to the prior measure period, RES is finding a lot of available inventory in the market, in major market areas. This includes Portland, Salem/Keizer, Eugene, and Bend/Redmond. However, outside of major market areas, inventory is still low, especially for small or specialty requests.

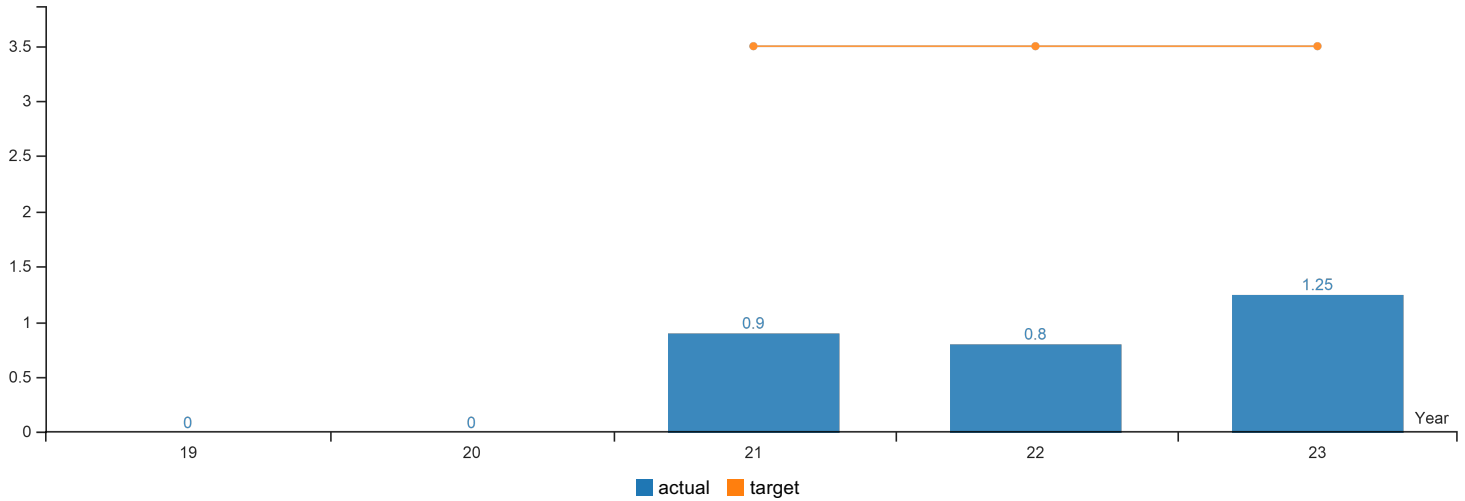
Additionally, agencies have been moving towards making decisions to downsize. Some agencies are simply no longer stagnating space-related decision making, while certain others have been more proactive. The proactive agencies have worked with RES to focus on consolidating into existing available space, utilizing state-owned space (which generally have slightly lower rates than market). Furthermore, these agencies can otherwise plan to reduce or avoid certain costs when consolidating by looking at natural expirations first. By terminating underutilized leased space based on expiration dates, these agencies avoid payment of early termination fees and reduce relocation costs.

In combination, better inventory and increased agency movement have allowed RES to continue to negotiate below the average market rate.

However, RES has seen general inflationary pressures raising prices during this measure period. RES is currently seeing trends indicating a downturn in the economy, such as the increase in inventory in major market areas and continued high costs for construction and related materials. Landlords are also continuing to cite inflation as a prime reason for seeking high initial and annual inflation-related cost increases, as they try to negotiate with RES.

KPM #7	INFORMATION SECURITY - Overall maturity rating for implementation of the Center for Internet Security's (CIS) Basic Six critical security controls. This rating is an aggregate score based on the Carnegie Mellon Capability Maturity Model Integration (CMMI), and is derived from cybersecurity assessments conducted by the Enterprise Information Services (EIS) Cyber Security Services (CSS) Assessment Team.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
INFORMATION SECURITY					
Actual			0.90	0.80	1.25
Target			3.50	3.50	3.50

How Are We Doing

During the July 2022 – June 2023 reporting period, Enterprise Information Services, Cyber Security Services (EIS-CSS) transitioned from assessing Executive Branch agencies, boards, and commissions against Version 7.1 of the Center for Internet Security (CIS) Critical Security Controls to Version 8.0 of the controls. This transition presented challenges in terms of updating and developing the tools and processes required to assess the new set of controls, as well as the increased scope of controls being measured expanding from 41 to 65 (a 59% increase). As of this writing, the Assessment Team has completed assessments on five Executive Branch agencies, boards and commissions, with another 12 assessments currently in progress.

EIS-CSS CIS Control Assessments measure agency, board, and commission implementation of the CIS Critical Security Controls and constituent safeguards according to at least two of the following four criteria, depending on the Safeguard:

1. Whether or not procedures are established and documented to support the safeguard;
2. **Whether or not the safeguard is implemented and, if so, to what degree (e.g. Not implemented, implemented on some systems, implemented on most systems, implemented on all systems);**
3. The degree to which safeguards are automated or technically enforced (If applicable); and
4. Whether or not the safeguard is regularly reviewed and reported to leadership (if applicable).

Each of the above criteria is evaluated and assigned a percentage score. For example, regarding Safeguard implementation, scoring options include:

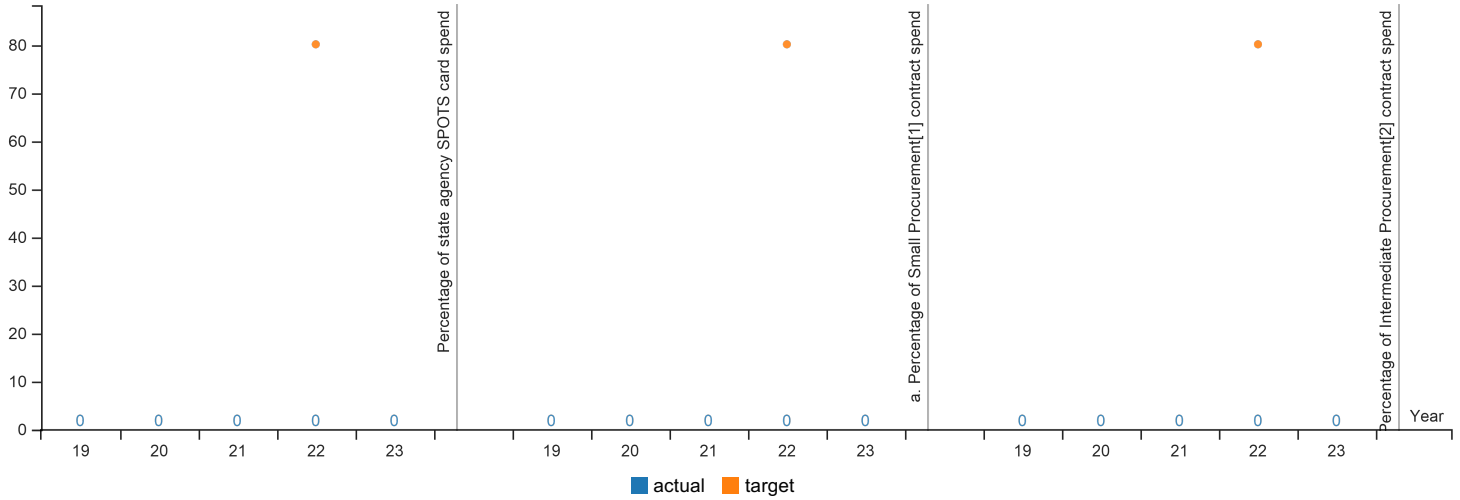
- Not Implemented (Defined as implemented on between 0% - 2% of in scope systems tested) = 0%
- Implemented on Some Systems (Defined as implemented on between 3% - 50% of in scope systems tested) = 33%
- Implemented on Most Systems (Defined as implemented on between 51% - 92% of in scope systems tested) = 66%
- Implemented on All Systems (Defined as implemented on between 93% - 100% of in scope systems tested) = 100%

From the above assessment evaluation criteria, EIS leadership has chosen the second metric (whether or not the safeguard is implemented and, if so, to what degree) as the metric for Key Performance Measure #8: Information Security. The average control implementation score across the five organizations assessed to date is 1.25 (implemented on some systems).

Factors Affecting Results

The most significant factor affecting agency implementation of the CIS Controls and constituent safeguards appears to be the existence and adoption of Enterprise solutions to meet the functional requirements of the Safeguards. For example, the current assessment data shows that Executive Branch agencies, boards and commissions performed best in terms of network defense (CIS v8.0 Control 13) and vulnerability management (CIS v8.0 Control 7.) Conversely, agencies, boards, and commissions struggle in areas for which there are no Enterprise service offerings. Service provider management (CIS v8.0 Control 15) and hardware asset inventory (CIS v8.0 Control 1) are two examples. For CIS controls that have no enterprise solution, assessors generally encounter a diverse ecosystem of tools, systems, and processes ranging from spreadsheets to complex asset inventory and configuration management tools. Lacking a unified approach and standardized tool set generally results in ad-hoc control implementation and insufficient control coverage and complicates top-down Enterprise guidance around the same.

KPM #8	PERCENT OF STATE PROCUREMENT SPEND FACILITATED THROUGH THE OREGONBUYS SYSTEM - Measures statewide adoption of the OregonBuys e-Procurement system by measuring the overall percentage of state purchasing facilitated through the system.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2019	2020	2021	2022	2023
Percentage of state agency SPOTS card spend					
Actual				0%	
Target				80%	
a. Percentage of Small Procurement[1] contract spend					
Actual				0%	
Target				80%	
b. Percentage of Intermediate Procurement[2] contract spend					
Actual				0%	
Target				80%	

How Are We Doing

This is a new measure and there are no results to report at this time.

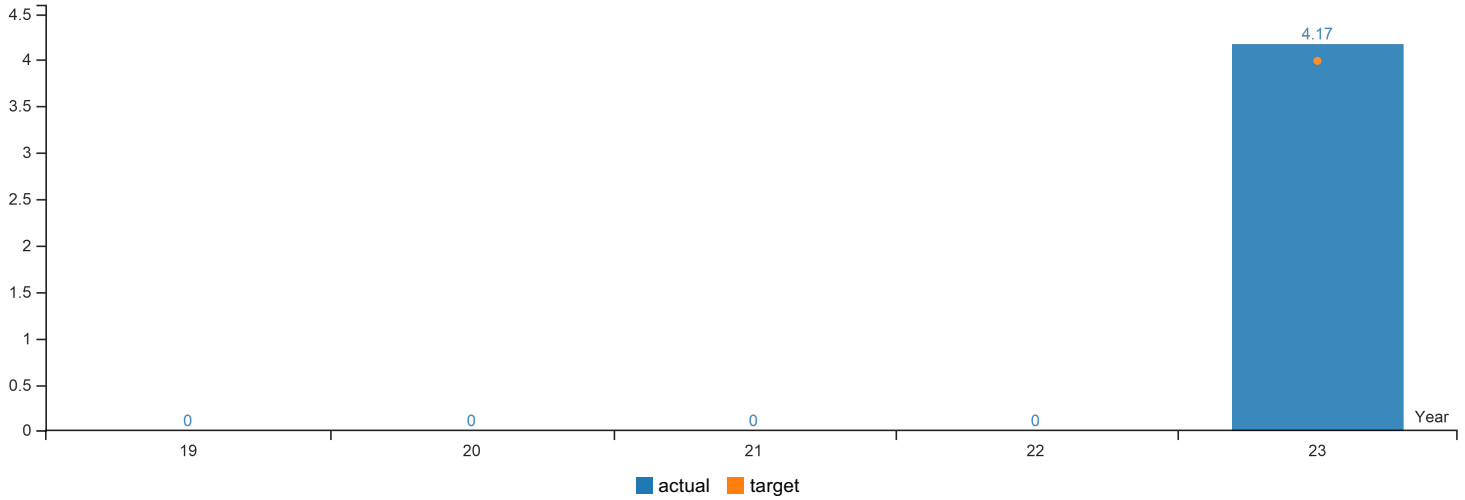
This metric is dependent upon data to be derived from Phase 2 of the OregonBuys Project – implementation of the “pay” aspects of the procure-to-pay OregonBuys system will not be fully implemented Enterprise wide until October 31, 2023. A first preliminary reporting will not be possible until the report on the period July 1, 2023 – June 30, 2024.

Factors Affecting Results

N/A

KPM #9	RISK MANAGEMENT - CFR - Annual statewide number of workers' compensation claims filed per 200,000 hours worked (aka, Claims Frequency Rate (CFR)).
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
# of Workers' Comp. Claims per 200,000 hours worked					
Actual					4.17
Target					3.99

How Are We Doing

We ended the fiscal year slightly above the targeted goal of 3.99.

Factors Affecting Results

We are working with SAIF Corporation and agency "safety" contacts to address the following:

- Increase of 9% in number of claims related to "shoulders, knees and back"
- Increase in number of claims for employees with a 0-5 year tenure with the agency
- Increase slip/trip and fall claims
- Increase motor vehicle accidents
- Increase dog/insect claims

How are we addressing the above increases?

- Due to a number of new safety and workers' compensation claims manager at the agencies:
  - Implemented a safety managers' academy with SAIF Corporation
  - Developing a workers' compensation claims managers' academy with SAIF and agency representatives. Anticipate implementation the 4th quarter of 2023 or the 1st quarter of 2024.
- SAIF Corporation

- Continue to identify the larger agencies who are impacting the over statewide results
- Sr. Safety Management Consultants, from SAIF Corporation, will focus on the above listed topics, including ergonomics
- Lunch & Learn topics at least six times with topics to address the topics listed above for all agencies.

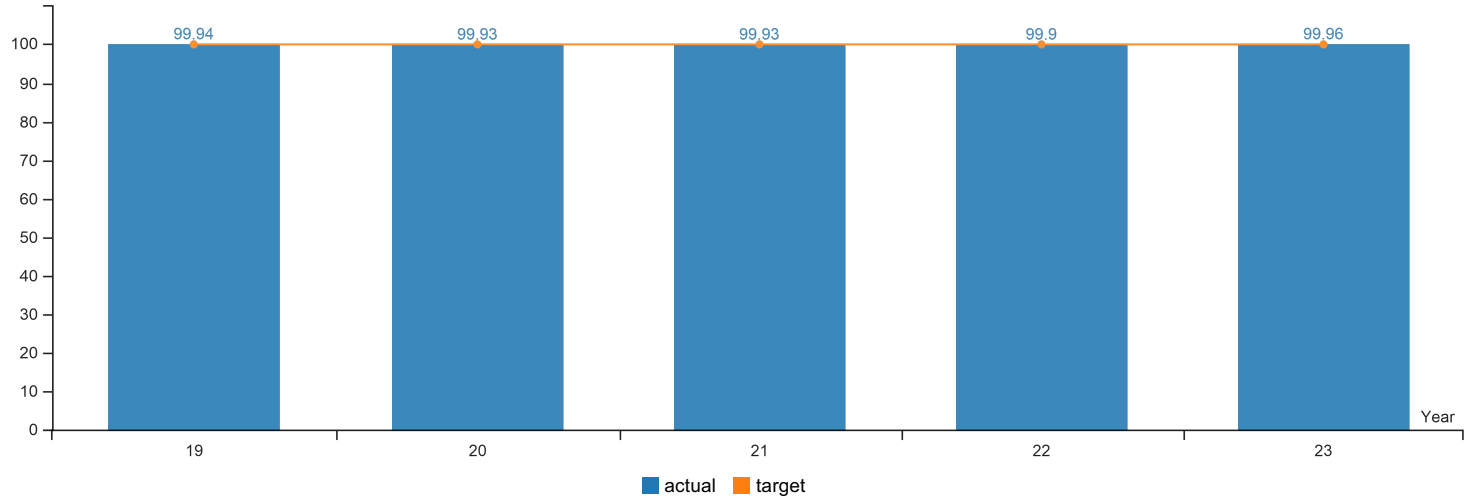
- DAS RM will continue to hold our statewide hybrid meetings three times a-year, with an emphasis on the topics driving the overall statewide results.

The target numbers are set annually around the renewal of the workers' compensation policy with SAIF Corporation. We develop the target goal in August of each year.

The unit type is a number. Here is the calculator: (Total # of claims/Total # of hours worked)*200,000. This is a target goal, therefore having a number slightly below the goal would be best.

KPM #10	DATA CENTER - Percentage of time systems are available.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Data Center- Systems Availability					
Actual	99.94%	99.93%	99.93%	99.90%	99.96%
Target	99.90%	99.90%	99.90%	99.90%	99.90%

How Are We Doing

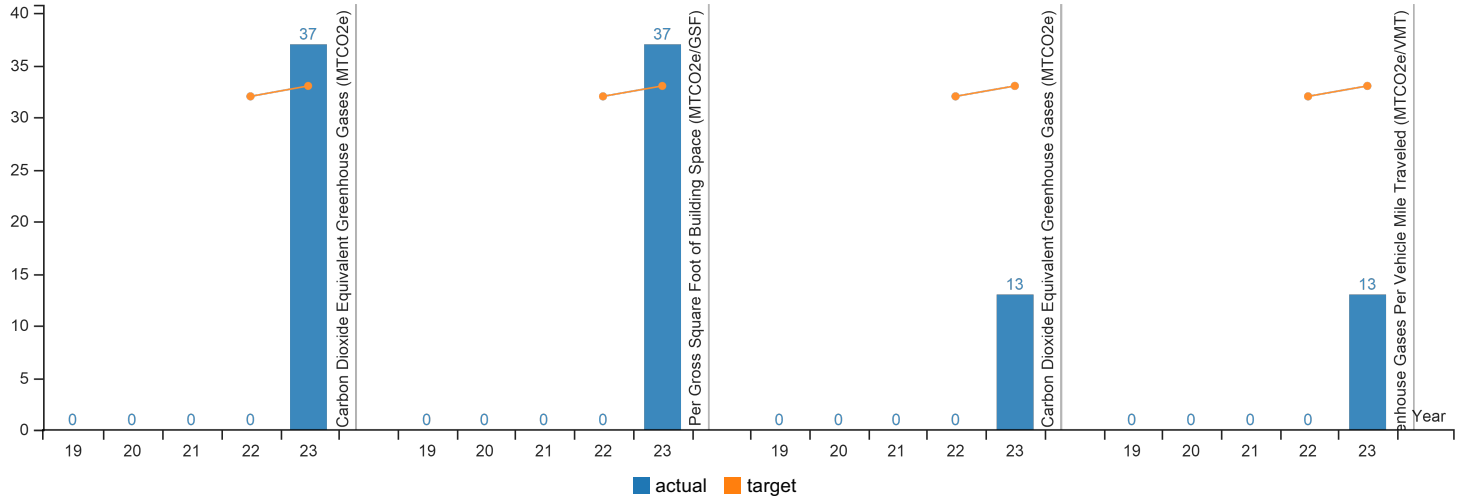
The availability of 99.96% for FY 2023 has met the target.

Factors Affecting Results

Data Center Services (DCS) continues to meet its performance target. DCS continues to mature and change its operations based on best practices and evolving industry trends including:

- Close management and replacement of aged technology through a lifecycle and asset management program that help avoid system outages
- Management and monitoring of compute, network and storage capacity to ensure systems have the resources needed and contention for resources is addressed prior to an issue
- Increased repeatability and consistency through automation tools used in its service lines
- Identification and elimination of single points of failure within system architecture to enable resiliency and availability
- Investments in monitoring and alerts with tolerance thresholds for system administrators to respond and eliminate potential service outages
- Continued regulatory compliance and security adherence through regular software updates and patches that help reduce exposure to system by bad actors

KPM #11	GREENHOUSE GAS (GHG) EMISSIONS - Total GHG emissions and intensity from buildings and fleet.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2019	2020	2021	2022	2023
Buildings- Total Metric Tons Annually of Carbon Dioxide Equivalent Greenhouse Gases (MTCO2e)					
Actual				0%	37%
Target				32%	33%
Buildings- Metric Tons of Carbon Dioxide Equivalent Greenhouse Gases Per Gross Square Foot of Building Space (MTCO2e/GSF)					
Actual				0%	37%
Target				32%	33%
Fleet- Total Metric Tons Annually of Carbon Dioxide Equivalent Greenhouse Gases (MTCO2e)					
Actual				0%	13%
Target				32%	33%
Fleet- Metric Tons of Carbon Dioxide Equivalent Greenhouse Gases Per Vehicle Mile Traveled (MTCO2e/VMT)					
Actual				0%	13%
Target				32%	33%

How Are We Doing

In calendar year 2022, energy use in DAS buildings generated a calculated 17,035 metric tons of carbon dioxide equivalent GHG emissions (MTCO2e), or 0.0061300859 MTCO2e per square foot of building space. Fuel use in the DAS owned and managed fleet generated 21,204 MTCO2e, or 0.00045358886 MTCO2e per vehicle mile traveled.

The state of Oregon's GHG reduction goals for 2035 and 2050 reference 1990 as the baseline year. Since no agencies, including DAS, have building energy use or fleet records from 1990 sufficient to calculate a GHG baseline for that year, DAS has been unable to calculate an actual percentage reduction compared to targets. In 2022, DAS developed a climate action planning tool that allows agencies to set reduction targets with consideration of state GHG emission trends since 1990. DAS proposes to work with LFO/CFO to refine annual GHG targets for the next reporting cycle using the tool, and factor in overall statewide GHG trends from 1990 to the current reporting year.

For both buildings and fleets, there are data reporting lags, with data for a prior year generally available by the middle of the following year. Future reporting years will include data from the prior calendar year. This is due to the effort to collect, verify and process data across the fleet and building portfolio, and to calculate GHG emission factors for both fleet fuels consumed and building energy provided by utilities. Data for both fleets and buildings are collected and reported by calendar year in accordance with DAS GHG data reporting requirements, as well as the Oregon Department of Energy's SEED reporting for state building energy use. Building energy use is reported for all DAS-owned buildings over 5,000 square feet in accordance with SEED reporting requirements. This also applies to GHG emissions.

Factors Affecting Results

Covid and the resultant decrease in fleet vehicle use and building occupancy continued to have a significant impact during the 2021 reporting period due to building closures. Use of the DAS fleet by agencies continued to be significantly lower during the reporting period from pre-Covid operations. While buildings were significantly less occupied, lighting and heating/cooling were still necessary to continue operations in most buildings. DAS also continued operating with increased building ventilation to provide more fresh air to help reduce Covid impacts.

In DAS buildings, energy management efforts, including operational changes and capital projects, continued to drive down the energy use intensity (EUI) and resulting GHG emissions in many buildings. In some cases, however, such as the need for extended operations to respond to Covid, wildfires and other issues, EUI increased during the reporting period. DAS also acquired the North Valley Mall building in Wilsonville in 2020, which added both square footage and additional energy use to its portfolio.

INTERNAL AUDIT RESPONSE REPORT

2025-27 BUDGET NARRATIVE

AUDIT RESPONSE REPORT

Audit Title: Statewide Single Audit Report – Fiscal Year 2021

Division: Chief Operating Office

Audit Number: 2022-18 **Issue Date:** July 2022

DAS Management generally agrees with the recommendations as stated in the report.

Audit Recommendation:	**Response/Action Taken:**
We recommend program management strengthen its review process to include consideration of all requirements related to the allowability of expenditures and reimburse the federal agency for unallowable costs	Management Response: We partially agree with this recommendation. Our plan is to work with the legislature to shift the questioned expenses off of CRF and onto another revenue source. We would like to point out that this reimbursement process has concluded, and no further reimbursements will occur. In addition, the $3.9 million will not be sent back to the US Treasury pursuant to US Treasury Office of Inspector General FAQ 86b, which allows prime recipients to demonstrate that other eligible expenses incurred qualify as allowable rather than returning CRF initially charged to ineligible expenses. DAS has identified a pool of eligible expenses as part of the closeout of CRF, significantly exceeding this $3.9 million, and after further engagement with the Legislature will apply this $3.9 million to eligible expenses. The FAQs are dated March 2, 2021 and are publicly available on US Treasury OIG's website. **Update July 2023** Auditors noted in their schedule of prior year findings that corrective action had been taken by the department.

Audit Title: Statewide Single Audit Report – Fiscal Year 2022

Division: Chief Operating Office

Audit Number: 2023-21 **Issue Date:** July 2023

DAS Management generally agrees with the recommendations as stated in the report.

Audit Recommendation:	**Response/Action Taken:**
We recommend department management ensure all established system access internal control policies and procedures are followed when granting new access and control processes are monitored to ensure only authorized users can access and make changes to the state's financial and payroll system data.	Management Response: We agree with this recommendation. We have hired a new staff member to administer security for the statewide financial systems. As part of that employee's onboarding, we will emphasize adherence to existing system security policies and procedures, ensure proper training of the new employee occurs, and routinely perform monitoring to ensure only properly authorized access is granted. **Update April 2024** Auditors noted in their schedule of prior year findings that corrective action had been taken by the department.

Audit Title: Statewide Single Audit Report – Fiscal Year 2023

Division: Chief Operating Office

Audit Number: 2022-18 **Issue Date:** April 2024

DAS Management generally agrees with the recommendations as stated in the report.

Audit Recommendation:	**Response/Action Taken:**
We recommend the department: a. Ensure controls over payroll processing and configuration management are properly designed, implemented, identified, and documented. b. Complete stabilization efforts, including eliminating the errors in employee pay caused by configuration issues. c. Develop and communicate guidance to agency partners regarding expectations of agency level controls. d. Update all system documentation to reflect the Workday modules subscribed to by the department.	Management Response: We agree with this recommendation. The first several pay cycles in the new system contained errors in employee pay due to configuration issues. DAS worked with the employees and agency payroll offices to correct underpayments and to recoup overpayments. Operational stabilization efforts remain underway, and significant progress has been made to track and resolve the issue. IBM and Gartner recommendations are being implemented, and additional structure and rigor now exists around configuration changes and testing. We are working to resolve all the recommendations outlined above by December 31, 2024. The individual bullet items may be resolved more quickly.

We recommend department management implement controls to ensure access to Workday roles responsible for compensation and payroll functions are periodically monitored for ongoing appropriateness and alignment with assigned job duties	Management Response: We agree with this recommendation. We will make sure that future reviews of “high levels of access” are reviewed timely. We have resumed the quarterly reviews and are now on schedule. We have also modified staffing to ensure there are two individuals trained to conduct the scheduled reviews, therefore if we experience another staffing issue this position now has a backup to conduct the required reviews. We also recently enhanced the security role request process for our customers which increased the connection of the request, acknowledgement form, and approval process to assignment of the role in Workday for most of the roles that exist in Workday. August 2024 Update: This process has been improved and we consider the finding resolved. All agency role assignments are being requested through the security role request application and the acknowledgement of the security access document is built into the process.

Audit Title: Ongoing Workforce Crises and Disruption Demand Strategic Workforce Planning

Division: Chief Human Resource Office

Audit Number: 2024-07 **Issue Date: February 2024**

DAS Management generally agrees with the recommendations as stated in the report.

Audit Recommendation:	**Response/Action Taken:**
Develop a current statewide strategic workforce plan	Management Response: The Workforce Development Unit within the Chief Human Resource Office will begin developing an Enterprise Strategic Workforce Plan that aligns with Govern Kotek's Agency Accountability Expectations. Included within her expectations are several key initiatives that directly tie to workforce strategic planning including agency head performance reviews, quarterly check-ins, employee engagement and feedback surveys, Diversity, Equity and Inclusion, succession planning and new manager and employee development training. These initiatives as well as the highlighted states within the audit report will inform DAS' strategic workforce plan development and implementation. May 2024 Update: Planning efforts are underway for the statewide strategic workforce plan. DAS has hired a consultant to assist in developing the plan. Target for completion is October 2024.
Implement a process to capture and incorporate workforce competency data in the strategic workforce planning process	Management agreed to the recommendation. The Enterprise Values and Competencies continue to play a foundational role to the DAS Enterprise Strategic Workforce planning efforts. The Chief Human Resource Office has recently reviewed its organizational structure and realigned staffing to meet the operational needs of the division and state enterprise. A coordinated staffing model around data collection and analysis is currently being developed and will require collaboration and coordination with the Workday Team to develop robust data collection and reporting functionality. May 2024 update Das has not formally started this work. The agency will tie this effort to goals and performance measures in the strategic workforce plan.

Implement a recurring integrated process to ensure ongoing cycles of workforce planning both statewide and within agencies	Management agreed with this recommendation. Governor Kotek's Agency Accountability Expectations issued January 2023 has required agencies to think critically about their overall operations including strategic planning, succession planning, new employee and manager development, employee feedback and employee engagement. Workforce Development Enterprise Strategic Workforce Plan will establish a schedule for review and planning for the DAS Workforce Development Team and establish standardized best practices for review and planning at the agency level. May 2024 Update A recurring process will be implemented following the development of the initial state strategic workforce plan, anticipated in October 2024.
Implement an oversight process to monitor agency workforce strategic planning progress	Management agreed with this recommendation. Governor Kotek's Agency Accountability Expectations issued January 2023 required agencies to begin planning, documenting, and submitting information to the DAS Chief Human Resources Office and the Office of Strategic Initiatives and Enterprise Accountability in 2023. Agencies have actively been working in the following areas and have developed tracking and reporting mechanisms in coordination with DAS: Agencies were required to complete the first Employee Satisfaction Survey by Dec. 31, 2023, and submit their scores to DAS by Feb. 1, 2024. • Agencies were required to increase engagement between managers and employees during quarterly performance feedback. The enterprise has met the requirement at a rate of 90% completion or higher by June 1, 2023. Agencies were required to have a succession plan in place and submit their plan by Dec. 31, 2023, to the DAS Chief Human Resources Office Workforce Development Team. Agencies were required to have a Diversity, Equity, and Inclusion Plan (DEI Plan), updated every two years. Agencies submit their completed or initial plan by June 1, 2023. Agencies are required to monitor hiring practices to ensure that the average time to fill positions does not exceed more than 50 days. Quarterly reports have been developed and are provide to Office of Strategic Initiatives and Enterprise Accountability. The DAS Chief Human Resources Office Recruitment Team is also working on efforts to modernize our recruitment practices in support of agencies meeting the 50-day goal, ultimately improving hiring outcomes. Agencies are

	required to develop a New Employee Orientation program and demonstrate that 100% of their employees participate in their onboarding programs within 60 days of hire. Agencies were required to comply by Dec. 31, 2023. DAS Workforce Development Team in collaboration with the Workday Team has developed tracking systems to allow for reporting of agency compliance with this requirement to the DAS Office of Strategic Initiatives and Enterprise Accountability. The Classification and Compensation Team is currently working on a review of the Equal Pay Methodology enterprise-wide to determine salary upon hire and promotion. This evaluation process included listening sessions with Executive Branch leaders, human resources professionals and labor organizations to identify and address opportunities to narrow the wage gap consistent with Oregon law. This project is anticipated to be completed by summer 2024 and is anticipated to have a direct impact on agencies abilities to recruit and retain skilled employees across the enterprise. Additionally, DAS in partnership with Uplift Oregon has developed and launched a pilot Career Mobility Program. The program offers state employees a no-cost year of education and guided support. The goal of the program is for employees to develop the skills and credentials required to promote into classifications proven difficult for agencies to recruit and fill. The current pilot program launched October 2023, is focused on the accounting series and gained significant employee interest. We will assess the program at the conclusion of this year for possible continuation and expansion into other classifications or disciplines. The Workforce Development Enterprise Strategic Workforce Plan will establish ongoing standardized schedules and best practices for review and planning in alignment with the Governor's established Agency Accountability Expectations. The planning efforts will review baseline information provided by agencies to determine appropriate next steps to continue advancing the workforce. Additional resources, tools and supports for agency workforce efforts will be available through the DAS Chief Human Resources Office Workforce Development Team. May 2024 Update Same as above, the oversight and monitoring process will be developed as part of the statewide strategic workforce development plan and subsequent iterations.

Document current DAS Chief Human Resources Office workforce planning processes and identify steps to integrate that process with statewide budget and equity processes	Included in the Workforce Development Enterprise Strategic Workforce planning efforts will be an assessment of existing resources and additional resources needed to meet the plan goals and objectives. Workforce Development will make recommendations in collaboration with DAS's Office of Cultural Change and Chief Financial Officer's office. May 2024 Update Same as above, the oversight and monitoring process will be developed as part of the statewide strategic workforce development plan and subsequent iterations.

Audit Working Title: Statewide Financial Management Application Controls (SFMA) and Workday **Division: CFO**

Estimated Report Release Date: September 2024

Audit Objective:	Audit Scope:
The objective of the controls review is to provide our annual statewide financial audit teams with reasonable assurance over selected general and application computer controls governing SFMA and Workday. Work will focus on reviewing SFMA and Workday controls (manual and automated) relevant to an audit of financial statements and to determine if they have been implemented and are operating effectively.	Audit work to be performed at the Department of Administrative Services (DAS) for the year ending June 30, 2024,

2025-27 BUDGET NARRATIVE

Audit Working Title: Statewide Financial Management Application Controls (SFMA) **Division:** DCS, CSS

Estimated Report Release Date: September 2024

Audit Objective:	Audit Scope:
The objectives of this audit work are to determine whether selected internal controls governing Data Center Services and Cyber Security Services provide reasonable assurance over relevant financial reporting objectives; and to provide our statewide financial audit teams with reasonable assurance of the control environment of information technology general controls related to SFMA to determine if they have been implemented and are operating effectively.	Audit work to be performed at DCS and CSS for the year ending June 30, 2024 will, in part, allow us to achieve this objective. Most audit work at DCS and CSS will be completed by the end of August 2024.

2025-27 BUDGET NARRATIVE

Audit Working Title: Annual Comprehensive Financial Report (ACFR) **Division: CFO**

Estimated Report Release Date: December 2024

Audit Objective:	Audit Scope:
The objective of the audit is to express an opinion on whether the financial statements contained in the ACFR are fairly presented, in all material respects, in conformity with generally accepted accounting principles. Audit work to be performed at the department for the year ending June 30, 2024, will, in part, allow us to achieve this objective.	Work performed by DAS for the year ending June 30, 2024. Financial accounts will be selected determined to be material to the State of Oregon's financial statements.

Audit Working Title: State Data Center Operations and Controls **Division: EIS**

Estimated Report Release Date: Unknown

Audit Objective:	Audit Scope:
Audit objectives have yet to be finalized, but the SOS audit plan describes the preliminary objectives will be related to design and implementation of operating and security controls and minimizing risk to availability and security of the state's digital assets.	Undetermined

Audit Working Title: Statewide Contracting Practices **Division: CAO**

Estimated Report Release Date: Unknown

Audit Objective:	Audit Scope:
The audit objectives have yet to be finalized, but the audit team has described the general approach to be related to (1) progress toward achievement of legislative goals for the OregonBuys system, and (2) DAS opportunities to promote effective contract lifecycle management.	Undetermined

Audit Working Title: Mobile Communication Device Usage **Division: CAO/IT**

Estimated Report Release Date: Unknown

Audit Objective:	Audit Scope:
Audit objectives are yet to be finalized. Initial focus area is a performance audit of how the state can manage mobile communication devices more efficiently and effectively, using a data-analytics approach.	Undetermined

AFFIRMATIVE ACTION PLAN AND STATEWIDE REPORT

DAS
DEPARTMENT OF ADMINISTRATIVE SERVICES

Affirmative Action Plan 2025-2027

Including 2023-2025 Progress Report

Version 1

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Letter from Director Berri Leslie



At the Department of Administrative Services, we're working hard to make sure our commitment to affirmative action is more than a report on a shelf. Not only are we building an affirmative action plan that reflects our core values, we're connecting it to our agency strategic plan and enterprise-wide workforce development plan. The ideas and goals represented in this plan work in concert with other goals for the agency and the Executive Branch.

We believe that how we approach affirmative action not only impacts the level of diversity of our workforce but also sends a powerful message to every DAS team member about the value we place on their success.

In the 2025-27 biennium, the DAS Affirmative Action Plan will focus on recruitment and retention, and the plan includes actionable and measurable goals to gauge our success and effectiveness. We are also building plans around accountability and celebration for these goals. DAS leaders will be able to see their part in advancing our initiatives and see our shared success as a cause for celebration. Working to hold each other accountable for our success we will ensure that our current and future employees know how committed we are to creating an environment where they get to show up as themselves.

As part of moving the needle on our culture of inclusion, I will ask each DAS manager to pick one item from this report to focus on during the next year. Those items will be discussed at our quarterly performance meetings and will be used to measure our agency-wide progress. Improving our reputation as a welcoming and supportive agency for employees of all backgrounds will require intentional, incremental actions by everybody at DAS. We will enjoy doing that work together.

-Berri Leslie
State Chief Operating Officer
and DAS Director

Introduction

Department of Administrative Services Overview
The Department of Administrative Services (DAS) is the central administrative agency of Oregon state government. Our mission is to lead state agencies through collaboration in service of Oregonians. DAS' role includes effectively implementing the policy and financial decisions made by the Governor and the Oregon Legislature. The department also sets and monitors high standards of accountability to ensure that state government uses tax dollars productively. To fulfill its mission, DAS maintains a collaborative environment among agencies as it leads state government in service delivery. As part of this effort, DAS works with private enterprise, citizens and other government entities to develop an efficient service delivery system.

DAS comprises the following divisions and offices:

Chief Operating Office
Chief Operating Office (COO) manages all executive branch agencies, provides governmental and external communications, supports statewide efforts to improve state government and coordinates legislative activities. The Chief Operating Office includes SIEA and the Office of Economic Analysis.

Chief Financial Office
Chief Financial Office (CFO) establishes statewide financial policies and develops the Governor's Recommended Budget, assists executive branch agencies with budget development, oversees statewide accounting and financial reporting, provides business services internally to DAS, and manages capital financing and facilities planning.

Chief Human Resources Office
Chief Human Resource Office (CHRO) oversees state government human resources, assists prospective employees through the state's hiring process, and offers DAS and client agencies a variety of HR related services, operations and systems.

Chief Administrative Office
Chief Administrative Office (CAO) provides land acquisition and maintain leased owned properties for state government, mail distribution and printing, manages self-insurance and risk control and oversees state government financial systems.

State Chief Information Office
State Chief Information Office (OSCIO) reports directly to the Governor but works closely with DAS. The OSCIO enables agencies and partner jurisdictions to serve Oregonians through enterprise technology solutions. OSCIO provides enterprise

technology governance, leverages investments in shared services, ensures transparency, provides oversight, and delivers secure and innovative solutions.

Strategic Initiatives and Enterprise Accountability Office

Strategic Initiatives and Enterprise Accountability Office (SIEA) unites statewide solutions through team leadership, coordinates work teams with a goal of achieving transformative change while embedding DEIB practices, provides governmental and external communications and develops organization to meet current and future challenges. The SEIA office includes the Office of Cultural Change (OCC).

Plan Background

DAS embedded diversity, equity, inclusion and belonging (DEIB) in the DAS Strategic Plan. The planning and development process took many meetings, multiple surveys, and hours of conversation. DAS views affirmative action[1] as strategies and goals that advance efforts in DEIB through workforce development for underrepresented groups (e.g., recruitment and retention). We invite you to explore the 2024-2027 DAS Strategic Plan. Our strategic plan includes context and background around how we developed a new mission, vision and values that drive our day-to-day activities.

In alignment with the DAS Strategic Plan our Affirmative Action Plan (AAP) includes retention strategies and goals that promote DEIB within DAS. As we prioritize employee retention, our actions relate to growing an inclusive culture. We will be tracking actions led by the director, DEI Council, and supervisors.

We aim to have a diverse workforce, reflective of all persons within the state of Oregon and providing opportunities and supports for all social identities, including race, color, religion, sex, sexual orientation, national origin, marital status, age, disability and other Oregon protected classes[2].

[1] From U.S. Department of Labor - For federal contractors and subcontractors, affirmative action must be taken by covered employers to recruit and advance qualified minorities, women, persons with disabilities, and covered veterans. Affirmative actions include training programs, outreach efforts, and other positive steps. These procedures should be incorporated into the company's written personnel policies. Employers with written affirmative action programs must implement them, keep them on file and update them annually.

[2] From Oregon Bureau of Labor and Industries - A “protected class” is simply a shared characteristic that employers cannot use as a basis for employment decision under law. For example, an employer may not refuse to hire an applicant because of race, gender, or other protected class.

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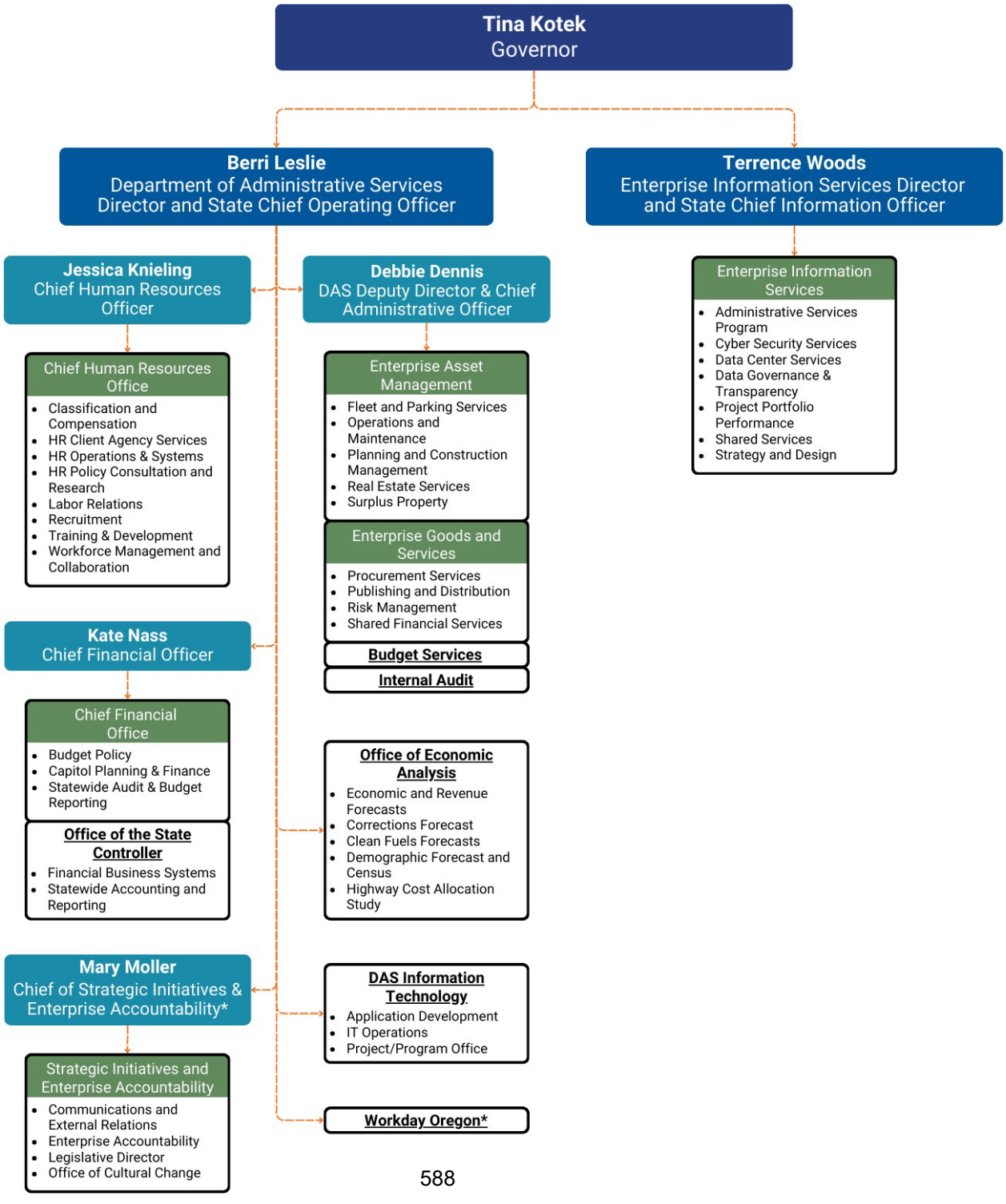
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DAS
DEPARTMENT OF ADMINISTRATIVE SERVICES

Department of Administrative Services
Organizational Chart



** Proposed New Divisio*

Updated August 202

2023-2025 Affirmative Action Progress Report

Current Progress
Progress tracking wasn't clearly defined in the 2023-2025 AAP. Next biennium, our strategies will have clearly defined action items and metrics for executive leaders, supervisors and non-supervisory employees. To advance affirmative action objectives, DAS recognizes that all employees must contribute.

Leadership Evaluation Report
Our next biennium strategies were developed in partnership with our agency director, CHRO team and the Office of Cultural Change. We aligned the outcomes of this plan with the DAS Strategic Plan which includes DEIB as a strategic objective.

Supervisors are required to identify one action from this plan to advance affirmative action goals. The action items will be discussed at employee quarterly performance meetings and will be used to measure our agency-wide progress.

A leadership evaluation report will be included in the next update of this plan and will include a progress report on how supervisors advance affirmative action.

2025-2027 Affirmative Action Plan

Our Approach to Advancing Affirmative Action Objectives
Affirmative action is an element under the umbrella of diversity, equity, inclusion and belonging (DEIB), and we build accountability to DEIB through capacity building, accountability and relationship building.

As DEIB is a value at the state, we believe every employee has a role and responsibility to advance equity and inclusion. Our efforts will be centered on building our group capacity so every state employee and agency champion equity.

Strategies and Goals
Strategic Objective 1: Recruitment | Build a More Diverse Workforce
Recruitment is a multidimensional function within HR that requires partnership with all areas of business. Similar to DEIB objectives, relationship building allows recruitment to advance affirmative action strategies and goals.

Goal 1: Strengthen relationships with communities that serve under-represented people.

- Actions:
  - Collaborate and share job opportunities with educational institutions and community organizations.
    - Metrics: Number of events/job fairs attended with under-represented communities. Offer monthly collaboration for job seekers who want human connection and assistance. Advertise all competitive postings on Partners in Diversity.
  - Provide accessible career resources and workshops for diverse learning styles and accessibility needs.
    - Metrics: The number of career resources offered.

Goal 2: Embed DEIB practices in recruitment policies and procedures.

- Actions:
  - Improve inclusive recruitment processes.
    - Metrics: Develop post-recruitment questionnaire and increase diversity of applicant pool.
  - Continue removing barriers for candidates.
    - Metrics: Evaluate post-recruitment questionnaire to identify barriers.

Goal 3: Strengthen recruiters DEIB knowledge, skills and abilities to reduce bias from every stage of the selection process.

- Actions:
  - Create partnership with DAS Workforce Development and Recruitment team to identify opportunities to create training and practice.
    - Metrics: Review and update DEIB training to all interview panelists and hiring managers on bias management.

- Offer DEIB training, learning opportunities and space for employees to practice and grow.
  - Metrics: Invite Office of Cultural Change quarterly to join staff meetings to provide training and learning opportunities related to DEIB.

Strategic Objective 2: Retention | Growing an Inclusive Culture[3]
Retention relates to the efforts an employer carries out to retain their workforce. Some people may look at retention as strategies and outcomes. The DAS retention data will be reviewed to inform strategies and goals.

Goal 1: Increase communications and transparency to enhance engagement and trust[4].
- Actions:
  - Create project plan for DAS DEI Council initiatives with council members to embed inclusive culture.
    - Metrics: Percentage to completion.
  - DAS Director continues sending Monday Message and participates in New Employee Orientation (NEO).
    - Metrics: Tracking soft data (depth of relationships, responses to messages, etc.).

Goal 2: Promote development opportunities with employee goals and agency needs[5].
- Actions:
  - Develop training plans specific for each division with division leadership.
    - Metrics: Percentage to completion and number of participants.
  - Offer cohort development opportunity to DAS employees.
    - Metrics: Number of participants interested and number of participants that complete the program.

Goal 3: Enhance celebration of employee achievements and recognize employee needs during life events[6].
- Actions:
  - Offer in-person celebrations (e.g. milestones and other achievements).
    - Metrics: Number of celebrations offered and participants.

[3] "Growing an Inclusive Culture" is a priority area under DAS Strategic Objective 2: Diversity, Equity, Inclusion and Belonging
[4] This is a goal listed under the priority area, "Growing an Inclusive Culture" from the DAS Strategic Plan
[5] This is a goal listed under the priority area "Development" in the Strategic Objective 3: Employee Success and Well-Being in the DAS Strategic Plan
[6] This is a goal listed under the priority area "Recognition" in the Strategic Objective 3: Employee Success and Well-Being in the DAS Strategic Plan

Roles for Implementation of Affirmative Action Plan

Executive Leadership and Supervisors

Supervisors play a crucial role in shaping workplace culture by setting the tone for behavior, communication, and productivity. They lead by example, reinforcing agency values and fostering a positive, inclusive environment. Effective supervisors provide support, recognize achievements and address issues promptly. Their leadership directly impacts team cohesion, job satisfaction and overall organizational success.

Supervisors are required to identify how they plan to advance affirmative action goals. Quarterly performance meetings will be used to measure agency wide progress.

Reflective questions for executives and supervisors to consider during their performance meetings:

- Am I familiar with our agency's affirmative action plan strategies and goals?
- What is my role in advancing the goals in the agency's affirmative action plan?
- How am I tracking efforts and how do I know my efforts are working?

All Employees

Agency employees play a vital role in the workplace by contributing to productivity, innovation and team dynamics. They bring diverse skills and perspectives, collaborate on tasks and support colleagues. Employees help shape the workplace culture through their interactions, attitudes and agency values. Their feedback and suggestions can lead to improvements and positive changes within the organization.

Reflective questions for employees to consider during their performance meetings:

- What contributions do I offer my team?
- How do I support my colleagues and how do they support me?
- What is my agency currently doing to create a positive culture? What are some things my agency can do to promote a positive culture? What are some things my agency should stop doing?

DAS Workforce Data Tables

The following tables show DAS workforce (including Enterprise Information Services) by Equal Employment Opportunity Commission (EEOC) race or ethnicity categories.

By Job Category

As of June 30, 2023	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	1.0%	1	1.6%	9	0.0%	0	0.0%	0	5.6%	3	0.0%	0	1.4%	13
Asian (United States of America)	2.5%	2	2.1%	2	6.9%	39	0.0%	0	3.3%	3	1.9%	1	0.0%	0	5.2%	47
Black or African American (United States of America)	1.3%	1	4.2%	4	1.4%	8	0.0%	0	0.0%	0	1.9%	1	0.0%	0	1.5%	14
Hispanic or Latino (United States of America)	8.8%	7	3.1%	3	5.4%	31	0.0%	0	26.1%	24	11.1%	6	7.7%	1	8.0%	72
I do not wish to answer. (United States of America)	2.5%	2	2.1%	2	3.2%	18	0.0%	0	2.2%	2	0.0%	0	7.7%	1	2.8%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.7%	4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.4%	4
Two or More Races (United States of America)	7.5%	6	6.3%	6	3.5%	20	0.0%	0	1.1%	1	3.7%	2	7.7%	1	4.0%	36
White (United States of America)	77.5%	62	81.3%	78	77.3%	440	100.0%	1	67.4%	62	75.9%	41	76.9%	10	76.7%	694
Total	100.0%	80	100.0%	96	100.0%	569	100.0%	1	100.0%	92	100.0%	54	100.0%	13	100.0%	905

As of June 30, 2024	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	0.9%	1	1.5%	9	0.0%	0	0.0%	0	5.5%	3	0.0%	0	1.4%	13
Asian (United States of America)	4.1%	4	2.8%	3	6.9%	41	0.0%	0	3.4%	3	1.8%	1	0.0%	0	5.5%	52
Black or African American (United States of America)	1.0%	1	5.7%	6	1.9%	11	0.0%	0	1.1%	1	1.8%	1	0.0%	0	2.1%	20
Hispanic or Latino (United States of America)	8.2%	8	4.7%	5	5.7%	34	0.0%	0	28.7%	25	7.3%	4	7.7%	1	8.1%	77
I do not wish to answer. (United States of America)	0.0%	0	1.9%	2	3.9%	23	0.0%	0	2.3%	2	0.0%	0	7.7%	1	2.9%	28
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.3%	2	0.0%	0	1.1%	1	1.8%	1	0.0%	0	0.4%	4
Two or More Races (United States of America)	4.1%	4	2.8%	3	4.1%	24	0.0%	0	1.1%	1	5.5%	3	0.0%	0	3.7%	35
White (United States of America)	82.7%	81	81.1%	86	75.7%	448	100.0%	2	62.1%	54	76.4%	42	84.6%	11	76.0%	724
Total	100.0%	98	100.0%	106	100.0%	592	100.0%	2	100.0%	87	100.0%	55	100.0%	13	100.0%	953

By Generation

As of June 30, 2023	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 -		Millennials (1981 - 1996)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.8%	2	1.4%	6	4.8%	1	1.7%	4	1.4%	13
Asian (United States of America)	5.5%	13	4.8%	20	23.8%	5	3.9%	9	5.2%	47
Black or African American (United States of America)	1.3%	3	1.9%	8	0.0%	0	1.3%	3	1.5%	14
Hispanic or Latino (United States of America)	7.6%	18	6.5%	27	14.3%	3	10.5%	24	8.0%	72
I do not wish to answer. (United States of America)	3.4%	8	1.7%	7	9.5%	2	3.5%	8	2.8%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.5%	2	0.0%	0	0.9%	2	0.4%	4
Two or More Races (United States of America)	2.9%	7	4.1%	17	4.8%	1	5.2%	12	4.1%	37
White (United States of America)	78.6%	187	79.1%	330	42.9%	9	72.9%	167	76.6%	693
Total	100.0%	238	100.0%	417	100.0%	21	100.0%	229	100.0%	905

As of June 30, 2024	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 -		Millennials (1981 - 1996)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.0%	2	1.3%	6	3.6%	1	1.5%	4	1.4%	13
Asian (United States of America)	6.7%	14	4.5%	20	17.9%	5	4.9%	13	5.5%	52
Black or African American (United States of America)	1.4%	3	2.2%	10	3.6%	1	2.2%	6	2.1%	20
Hispanic or Latino (United States of America)	8.1%	17	6.5%	29	10.7%	3	10.4%	28	8.1%	77
I do not wish to answer. (United States of America)	3.8%	8	2.2%	10	7.1%	2	3.0%	8	2.9%	28
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	1.5%	4	0.4%	4
Two or More Races (United States of America)	3.3%	7	3.4%	15	0.0%	0	4.9%	13	3.7%	35
White (United States of America)	75.7%	159	79.9%	357	57.1%	16	71.6%	192	76.0%	724
Total	100.0%	210	100.0%	447	100.0%	28	100.0%	268	100.0%	953

By Gender[7]

As of June 30, 2023	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.3%	5	1.6%	8	1.4%	13
Asian (United States of America)	4.8%	19	5.5%	28	5.2%	47
Black or African American (United States of America)	1.3%	5	1.8%	9	1.5%	14
Hispanic or Latino (United States of America)	7.6%	30	8.2%	42	8.0%	72
I do not wish to answer. (United States of America)	2.3%	9	3.1%	16	2.8%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.3%	1	0.6%	3	0.4%	4
Two or More Races (United States of America)	5.3%	21	3.1%	16	4.1%	37
White (United States of America)	77.1%	303	76.2%	390	76.6%	693
Total	100.0%	393	100.0%	512	100.0%	905

As of June 30, 2024	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	5	1.5%	8	1.4%	13
Asian (United States of America)	5.5%	23	5.4%	29	5.5%	52
Black or African American (United States of America)	2.2%	9	2.0%	11	2.1%	20
Hispanic or Latino (United States of America)	8.0%	33	8.2%	44	8.1%	77
I do not wish to answer. (United States of America)	1.7%	7	3.9%	21	2.9%	28
Native Hawaiian or Other Pacific Islander (United States of America)	0.2%	1	0.6%	3	0.4%	4
Two or More Races (United States of America)	4.1%	17	3.3%	18	3.7%	35
White (United States of America)	77.1%	320	75.1%	404	76.0%	724
Total	100.0%	415	100.0%	538	100.0%	953

[7] DAS received concerns regarding the reporting of binary options and is in conversation with key business groups to include non-binary options.

By Disability Reporting

As of June 30, 2023	No Reported Disability		Reported Disability		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.5%	13	0.0%	0	1.4%	13
Asian (United States of America)	5.0%	44	10.3%	3	5.2%	47
Black or African American (United States of America)	1.6%	14	0.0%	0	1.5%	14
Hispanic or Latino (United States of America)	8.0%	70	6.9%	2	8.0%	72
I do not wish to answer. (United States of America)	2.9%	25	0.0%	0	2.8%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	4	0.0%	0	0.4%	4
Two or More Races (United States of America)	3.7%	32	17.2%	5	4.1%	37
White (United States of America)	76.9%	674	65.5%	19	76.6%	693
Total	100.0%	876	100.0%	29	100.0%	905

As of June 30, 2024	No Reported Disability		Reported Disability		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.4%	13	0.0%	0	1.4%	13
Asian (United States of America)	5.3%	49	10.3%	3	5.5%	52
Black or African American (United States of America)	2.2%	20	0.0%	0	2.1%	20
Hispanic or Latino (United States of America)	8.1%	75	6.9%	2	8.1%	77
I do not wish to answer. (United States of America)	3.0%	28	0.0%	0	2.9%	28
Native Hawaiian or Other Pacific Islander (United States of America)	0.4%	4	0.0%	0	0.4%	4
Two or More Races (United States of America)	3.2%	30	17.2%	5	3.7%	35
White (United States of America)	76.3%	705	65.5%	19	76.0%	724
Total	100.0%	924	100.0%	29	100.0%	953

By Veteran Status

As of June 30, 2023	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.3%	11	2.2%	2	1.4%	13
Asian (United States of America)	5.2%	42	5.6%	5	5.2%	47
Black or African American (United States of America)	1.6%	13	1.1%	1	1.5%	14
Hispanic or Latino (United States of America)	7.9%	64	8.9%	8	8.0%	72
I do not wish to answer. (United States of America)	2.8%	23	2.2%	2	2.8%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.4%	3	1.1%	1	0.4%	4
Two or More Races (United States of America)	4.0%	33	4.4%	4	4.1%	37
White (United States of America)	76.8%	626	74.4%	67	76.6%	693
Total	100.0%	815	100.0%	90	100.0%	905

As of June 30, 2024	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.3%	11	2.2%	2	1.4%	13
Asian (United States of America)	5.4%	47	5.6%	5	5.5%	52
Black or African American (United States of America)	2.2%	19	1.1%	1	2.1%	20
Hispanic or Latino (United States of America)	8.1%	70	7.9%	7	8.1%	77
I do not wish to answer. (United States of America)	3.0%	26	2.2%	2	2.9%	28
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	4	0.0%	0	0.4%	4
Two or More Races (United States of America)	3.5%	30	5.6%	5	3.7%	35
White (United States of America)	76.0%	657	75.3%	67	76.0%	724
Total	100.0%	864	100.0%	89	100.0%	953

By Supervisor

As of June 30, 2023	Not a Supervisor		Yes a Supervisor		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.5%	12	1.0%	1	1.4%	13
Asian (United States of America)	5.4%	44	3.1%	3	5.2%	47
Black or African American (United States of America)	1.2%	10	4.1%	4	1.5%	14
Hispanic or Latino (United States of America)	8.5%	69	3.1%	3	8.0%	72
I do not wish to answer. (United States of America)	2.8%	23	2.1%	2	2.8%	25
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	4	0.0%	0	0.4%	4
Two or More Races (United States of America)	4.0%	32	5.2%	5	4.1%	37
White (United States of America)	76.0%	614	81.4%	79	76.6%	693
Total	100.0%	808	100.0%	97	100.0%	905

As of June 30, 2024	Not a Supervisor		Yes a Supervisor		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.4%	12	1.0%	1	1.4%	13
Asian (United States of America)	5.8%	49	2.9%	3	5.5%	52
Black or African American (United States of America)	1.6%	14	5.9%	6	2.1%	20
Hispanic or Latino (United States of America)	8.5%	72	4.9%	5	8.1%	77
I do not wish to answer. (United States of America)	3.1%	26	2.0%	2	2.9%	28
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	4	0.0%	0	0.4%	4
Two or More Races (United States of America)	3.9%	33	2.0%	2	3.7%	35
White (United States of America)	75.3%	641	81.4%	83	76.0%	724
Total	100.0%	851	100.0%	102	100.0%	953

By Promotions

July 1, 2022 to June 30, 2023		
Race/Ethnicity	**No (Not Supervisory)**	**Count**
Asian (United States of America)	3	3
Black or African American (United States of America)	3	3
Hispanic or Latino (United States of America)	4	4
I do not wish to answer. (United States of America)	2	2
Two or More Races (United States of America)	5	5
White (United States of America)	67	67
Total	84	84

July 1, 2023 to June 30, 2024		
Race/Ethnicity	**No (Not Supervisory)**	**Count**
Asian (United States of America)	3	3
Black or African American (United States of America)	1	1
Hispanic or Latino (United States of America)	6	6
I do not wish to answer. (United States of America)	0	0
Two or More Races (United States of America)	6	6
White (United States of America)	65	65
Total	81	81

July 1, 2022 to June 30, 2023			
Race/Ethnicity	**Female**	**Male**	**Count**
Asian (United States of America)	1	2	3
Black or African American (United States of America)	0	3	3
Hispanic or Latino (United States of America)	2	2	4
I do not wish to answer. (United States of America)	1	1	2
Two or More Races (United States of America)	3	2	5
White (United States of America)	31	36	67
Total	38	46	84

July 1, 2023 to June 30, 2024			
Race/Ethnicity	**Female**	**Male**	**Count**
Asian (United States of America)	2	1	3
Black or African American (United States of America)	0	1	1
Hispanic or Latino (United States of America)	3	3	6
I do not wish to answer. (United States of America)	0	0	0
Two or More Races (United States of America)	3	3	6
White (United States of America)	34	31	65
Total	42	39	81

By New Hires

July 1, 2022 to June 30, 2023	Administrative		Officials and		Professionals		Service		Skilled Craft		Technicians		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	22.2%	2	0.0%	0	8.0%	4	0.0%	0	9.1%	1	0.0%	0	7.1%	7
Black or African American (United States of America)	0.0%	0	12.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.0%	1
Hispanic or Latino (United States of America)	22.2%	2	0.0%	0	4.0%	2	16.7%	3	9.1%	1	0.0%	0	8.1%	8
I do not wish to answer. (United States of America)	11.1%	1	0.0%	0	4.0%	2	0.0%	0	9.1%	1	33.3%	1	5.1%	5
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	4.0%	2	0.0%	0	0.0%	0	0.0%	0	2.0%	2
Two or More Races (United States of America)	0.0%	0	12.5%	1	4.0%	2	5.6%	1	0.0%	0	33.3%	1	5.1%	5
White (United States of America)	44.4%	4	75.0%	6	76.0%	38	77.8%	14	72.7%	8	33.3%	1	71.7%	71
Total	100.0%	9	100.0%	8	100.0%	50	100.0%	18	100.0%	11	100.0%	3	100.0%	99

Gender

July 1, 2022 to June 30, 2023	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	4.5%	2	9.1%	5	7.1%	7
Black or African American (United States of America)	0.0%	0	1.8%	1	1.0%	1
Hispanic or Latino (United States of America)	11.4%	5	5.5%	3	8.1%	8
I do not wish to answer. (United States of America)	6.8%	3	3.6%	2	5.1%	5
Native Hawaiian or Other Pacific Islander (United States of America)	2.3%	1	1.8%	1	2.0%	2
Two or More Races (United States of America)	6.8%	3	3.6%	2	5.1%	5
White (United States of America)	68.2%	30	74.5%	41	71.7%	71
Total	100.0%	44	100.0%	55	100.0%	99

By New Hires

Disability Reporting

July 1, 2022 to June 30, 2023	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	6.1%	6	100.0%	1	7.1%	7
Black or African American (United States of America)	1.0%	1	0.0%	0	1.0%	1
Hispanic or Latino (United States of America)	8.2%	8	0.0%	0	8.1%	8
I do not wish to answer. (United States of America)	5.1%	5	0.0%	0	5.1%	5
Native Hawaiian or Other Pacific Islander (United States of America)	2.0%	2	0.0%	0	2.0%	2
Two or More Races (United States of America)	5.1%	5	0.0%	0	5.1%	5
White (United States of America)	72.4%	71	0.0%	0	71.7%	71
Total	100.0%	98	100.0%	1	100.0%	99

Veteran Status

July 1, 2022 to June 30, 2023	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
Asian (United States of America)	5.4%	5	28.6%	2	7.1%	7
Black or African American (United States of America)	1.1%	1	0.0%	0	1.0%	1
Hispanic or Latino (United States of America)	7.6%	7	14.3%	1	8.1%	8
I do not wish to answer. (United States of America)	5.4%	5	0.0%	0	5.1%	5
Native Hawaiian or Other Pacific Islander (United States of America)	2.2%	2	0.0%	0	2.0%	2
Two or More Races (United States of America)	5.4%	5	0.0%	0	5.1%	5
White (United States of America)	72.8%	67	57.1%	4	71.7%	71
Total	100.0%	92	100.0%	7	100.0%	99

By New Hires

Job Category

July 1, 2023 to June 30, 2024	Administrative		Officials and		Professionals		Protective Service		Service		Skilled Craft		Technicians		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	11.9%	5	0.0%	0	0.0%	0	5.9%	1	0.0%	0	0.0%	0	4.1%	6
Asian (United States of America)	4.2%	1	11.9%	5	8.7%	4	0.0%	0	0.0%	0	7.1%	1	0.0%	0	7.5%	11
Black or African American (United States of America)	0.0%	0	9.5%	4	4.3%	2	0.0%	0	5.9%	1	0.0%	0	0.0%	0	4.8%	7
Hispanic or Latino (United States of America)	16.7%	4	9.5%	4	10.9%	5	0.0%	0	17.6%	3	0.0%	0	0.0%	0	10.9%	16
I do not wish to answer. (United States of America)	0.0%	0	2.4%	1	15.2%	7	0.0%	0	0.0%	0	0.0%	0	0.0%	0	5.4%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	5.9%	1	7.1%	1	0.0%	0	1.4%	2
Two or More Races (United States of America)	0.0%	0	7.1%	3	4.3%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.4%	5
White (United States of America)	79.2%	19	47.6%	20	56.5%	26	100.0%	2	64.7%	11	85.7%	12	100.0%	2	62.6%	92
Total	100.0%	24	100.0%	42	100.0%	46	100.0%	2	100.0%	17	100.0%	14	100.0%	2	100.0%	147

Gender

July 1, 2023 to June 30, 2024	Female		Male		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	6.2%	4	2.4%	2	4.1%	6
Asian (United States of America)	7.7%	5	7.3%	6	7.5%	11
Black or African American (United States of America)	7.7%	5	2.4%	2	4.8%	7
Hispanic or Latino (United States of America)	9.2%	6	12.2%	10	10.9%	16
I do not wish to answer. (United States of America)	4.6%	3	6.1%	5	5.4%	8
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	2.4%	2	1.4%	2
Two or More Races (United States of America)	3.1%	2	3.7%	3	3.4%	5
White (United States of America)	61.5%	40	63.4%	52	62.6%	92
Total	100.0%	65	100.0%	82	100.0%	147

By New Hires

Disabilty Reporting

July 1, 2023 to June 30, 2024	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	4.1%	6	0.0%	0	4.1%	6
Asian (United States of America)	7.5%	11	0.0%	0	7.5%	11
Black or African American (United States of America)	4.8%	7	0.0%	0	4.8%	7
Hispanic or Latino (United States of America)	11.0%	16	0.0%	0	10.9%	16
I do not wish to answer. (United States of America)	5.5%	8	0.0%	0	5.4%	8
Native Hawaiian or Other Pacific Islander (United States of America)	1.4%	2	0.0%	0	1.4%	2
Two or More Races (United States of America)	3.4%	5	0.0%	0	3.4%	5
White (United States of America)	62.3%	91	100.0%	1	62.6%	92
Total	100.0%	146	100.0%	1	100.0%	147

Veteran Status

July 1, 2023 to June 30, 2024	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	3.6%	5	10.0%	1	4.1%	6
Asian (United States of America)	8.0%	11	0.0%	0	7.5%	11
Black or African American (United States of America)	5.1%	7	0.0%	0	4.8%	7
Hispanic or Latino (United States of America)	11.7%	16	0.0%	0	10.9%	16
I do not wish to answer. (United States of America)	5.8%	8	0.0%	0	5.4%	8
Native Hawaiian or Other Pacific Islander (United States of America)	1.5%	2	0.0%	0	1.4%	2
Two or More Races (United States of America)	2.9%	4	10.0%	1	3.4%	5
White (United States of America)	61.3%	84	80.0%	8	62.6%	92
Total	100.0%	137	100.0%	10	100.0%	147

Supporting Affirmative Action

Succession Plan

Succession planning is when a workforce assess current and future needs by identifying critical positions and develop competencies (knowledge, skills, and abilities) to meet needs. It's one of the Governor's expectation for each agency to have an updated succession plan and to revisit the plan at least once a year.

Managers will identify critical and extremely critical positions to create a mitigation plan. These positions and plans must be submitted to the DAS HR director no later than November of each year. The DAS HR director reviews each submission and writes a final plan for submittal in December.

Office of Procurement Equity

The Office of Procurement Equity aims to highlight the significance of procurement equity and its economic and community impacts in Oregon. The office focuses on understanding disparities in public procurement and deploys strategies to mitigate inequalities. The goals include promoting the benefits of procurement equity, particularly for businesses and local communities.

Findings indicate significant racial, ethnic and gender disparities in contract awards, with minority-owned and women-owned businesses receiving fewer contracts than their non-minority and male-owned counterparts. Small and veteran-owned businesses also struggle to compete with larger corporations. Key barriers include limited access to information, unequal access to networks and capacity constraints, such as, financial limitations and resource deficiencies.

To address these issues, the office will implement several strategies:

1. Enhance outreach and communication to better inform underrepresented businesses about procurement opportunities.
2. Capacity building programs, including mentorship and resources to help these businesses compete more effectively.
3. Inclusive practices that encourage public entities to diversify their supplier base by supporting minority-owned, women-owned, veteran-owned and small businesses.
4. Monitor and report systems to track progress to ensure accountability meets procurement equity goals.

Core processes include data storytelling, building and maintaining relationships, and developing policies and procedures to ensure equity in procurement services. These efforts aim to create a more equitable procurement environment in Oregon to benefit the state's economy and communities.

Contracts and Procurement

DAS's specific spend with COBID certified firms for the last year is being gathered and will be added to this plan when received. From 2017-2022 DAS has about a 22% utilization rate of COBID firms.

Complaint Process

A report of discrimination, workplace harassment, sexual harassment, workplace intimidation or sexual assault is considered a complaint. A complaint can be made orally or in writing.

Anyone who is subject to or aware of discrimination, workplace harassment, workplace intimidation, sexual harassment, sexual assault or employment agreements with prohibited provisions should report the behavior to the agency's designated individual[8].

The DAS designated individual is the Affirmative Action Representative:
Amber Daniels, 971-283-6346, amber.m.daniels@das.oregon.gov.

Options for Reporting:

The state HR policy 50-010-01 outline types of prohibited conduct and procedures for reporting and investigating.

Individuals making a report of discrimination, workplace harassment, workplace intimidation, sexual harassment or sexual assault may also report the behavior to their immediate supervisor, another manager, the agency board or commission human resources section, executive director, chair or DAS CHRO.

Any supervisor, manager, agency board or commission human resources section, executive director or chair receiving a complaint should promptly notify the agency's designated individual or alternate.

When a report of prohibited discrimination, workplace harassment, sexual harassment, workplace intimidation or sexual assault, the designated individual or alternate will provide a copy of the Discrimination and Harassment Free Workplace policy to the employee. The designated individual will maintain appropriate records of all complaints. A complaint may be made orally or in writing.

[8] Designated individual: An individual designated by the agency who is responsible for receiving reports of discrimination, harassment or sexual assault

Appendix

Appendix 1: Job Category Definitions

Officials – Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment, and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors, and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers, and weighers), and kindred workers.

Protective Service: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a New Careers concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemaker aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other

paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service – Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Appendix 2: Definitions of EEO-4 Race and Ethnicity Categories[9]

Hispanic or Latino - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

White (Not Hispanic or Latino) - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Black or African American (Not Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Asian (Not Hispanic or Latino) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

American Indian or Alaska Native (Not Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Two or More Races (Not Hispanic or Latino) - All persons who identify with more than one of the above five races (White, Black or African American, Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native).

[9] DAS data collection process follows EEOC instructions for state and local governments, and while it doesn't capture the full diversity of people's background, we are currently limited to these options. DAS continues to have conversation with key business teams at the agency to uplift this concern.

Appendix 3: Policies, Processes, and Resources

State Policies and Resources:

- Affirmative Action Policy *(ORS 182.100)*
- Policy of affirmative action and fair and equal employment opportunities and advancement *(ORS 243.305)*
- Unlawful Discrimination in Employment, Public Accommodations and Real Property Transactions; Administrative and Civil Enforcement *(ORS 659A.012, 659A.015)*
- Statewide Diversity, Equity, and Inclusion Action Plan
- Executive Order 22-11
- ADA and Reasonable Accommodation Policy *(Statewide policy 50.020.10)*
- Discrimination and Harassment Free Workplace *(Statewide policy 50.010.01)*
- Duties of Administrator (*ORS 240.145*)
- Rules Applicable to Management Services (*ORS 240.250*)
- Recruitment and Selection (*Statewide policy 40.010.02*)
- Veterans Preference in Public Employment *(ORS 408.230)*
- Equal Opportunity and Affirmative Action Rule *(105.040.0001)*

Federal Policies and Resources:

- 2023 EEO-4 Data Collection Instruction Booklet (eeocdata.org)
- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963
- Title VII of the Civil Rights Act of 1964
    - National Origin Discrimination
    - Discrimination
    - Race/Color Discrimination
    - Religious Discrimination
    - Sex-Based Discrimination
    - Sexual Harassment
- Retaliation Title VII of Civil Agency Affirmative Action Policy
- Executive Order 11246 (OFCCP regulations)

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

10700- DEPARTMENT OF ADMINISTRATIVE SERVICES

2025-27 ORBITS AND ORPICS REPORTS

BSU003A

Administrative Svcs, Dept of

Summary Cross Reference Listing and Packages

2025-27 Biennium

Agency Number: 10700

BAM Analyst: UNASSIGNED

Budget Coordinator: Smith, Kalene - (503)378-2580

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
030-00-00-00000	Chief Operating Office	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
030-00-00-00000	Chief Operating Office	021	0	Phase-in	Essential Packages
030-00-00-00000	Chief Operating Office	022	0	Phase-out Pgm & One-time Costs	Essential Packages
030-00-00-00000	Chief Operating Office	031	0	Standard Inflation	Essential Packages
030-00-00-00000	Chief Operating Office	032	0	Above Standard Inflation	Essential Packages
030-00-00-00000	Chief Operating Office	033	0	Exceptional Inflation	Essential Packages
030-00-00-00000	Chief Operating Office	040	0	Mandated Caseload	Essential Packages
030-00-00-00000	Chief Operating Office	050	0	Fundshifts	Essential Packages
030-00-00-00000	Chief Operating Office	060	0	Technical Adjustments	Essential Packages
030-00-00-00000	Chief Operating Office	070	0	Revenue Shortfalls	Policy Packages
030-00-00-00000	Chief Operating Office	081	0	May 2024 Emergency Board	Policy Packages
030-00-00-00000	Chief Operating Office	155	0	Workday Reorganization and Stabilization	Policy Packages
030-00-00-00000	Chief Operating Office	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
032-00-00-00000	DAS IT	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
032-00-00-00000	DAS IT	021	0	Phase-in	Essential Packages
032-00-00-00000	DAS IT	022	0	Phase-out Pgm & One-time Costs	Essential Packages
032-00-00-00000	DAS IT	031	0	Standard Inflation	Essential Packages
032-00-00-00000	DAS IT	032	0	Above Standard Inflation	Essential Packages
032-00-00-00000	DAS IT	033	0	Exceptional Inflation	Essential Packages
032-00-00-00000	DAS IT	040	0	Mandated Caseload	Essential Packages
032-00-00-00000	DAS IT	050	0	Fundshifts	Essential Packages
032-00-00-00000	DAS IT	060	0	Technical Adjustments	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
032-00-00-00000	DAS IT	070	0	Revenue Shortfalls	Policy Packages
032-00-00-00000	DAS IT	081	0	May 2024 Emergency Board	Policy Packages
032-00-00-00000	DAS IT	110	0	Establish Modern Data Hub / DAS Data Warehouse	Policy Packages
032-00-00-00000	DAS IT	112	0	Service Desk Support	Policy Packages
032-00-00-00000	DAS IT	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	021	0	Phase-in	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	022	0	Phase-out Pgm & One-time Costs	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	031	0	Standard Inflation	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	032	0	Above Standard Inflation	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	033	0	Exceptional Inflation	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	040	0	Mandated Caseload	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	050	0	Fundshifts	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	060	0	Technical Adjustments	Essential Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	070	0	Revenue Shortfalls	Policy Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	081	0	May 2024 Emergency Board	Policy Packages
034-00-00-00000	Strategic Initiatives and Ent. Accountability	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
035-00-00-00000	Chief Financial Office	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
035-00-00-00000	Chief Financial Office	021	0	Phase-in	Essential Packages
035-00-00-00000	Chief Financial Office	022	0	Phase-out Pgm & One-time Costs	Essential Packages
035-00-00-00000	Chief Financial Office	031	0	Standard Inflation	Essential Packages
035-00-00-00000	Chief Financial Office	032	0	Above Standard Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
035-00-00-00000	Chief Financial Office	033	0	Exceptional Inflation	Essential Packages
035-00-00-00000	Chief Financial Office	040	0	Mandated Caseload	Essential Packages
035-00-00-00000	Chief Financial Office	050	0	Fundshifts	Essential Packages
035-00-00-00000	Chief Financial Office	060	0	Technical Adjustments	Essential Packages
035-00-00-00000	Chief Financial Office	070	0	Revenue Shortfalls	Policy Packages
035-00-00-00000	Chief Financial Office	081	0	May 2024 Emergency Board	Policy Packages
035-00-00-00000	Chief Financial Office	120	0	SARS ACFR Development Tool	Policy Packages
035-00-00-00000	Chief Financial Office	121	0	SARS Covid Fiscal Relief Team	Policy Packages
035-00-00-00000	Chief Financial Office	155	0	Workday Reorganization and Stabilization	Policy Packages
035-00-00-00000	Chief Financial Office	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	021	0	Phase-in	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	022	0	Phase-out Pgm & One-time Costs	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	031	0	Standard Inflation	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	032	0	Above Standard Inflation	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	033	0	Exceptional Inflation	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	040	0	Mandated Caseload	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	050	0	Fundshifts	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	060	0	Technical Adjustments	Essential Packages
042-00-00-00000	Enterprise Information Services (EIS)	070	0	Revenue Shortfalls	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	081	0	May 2024 Emergency Board	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	161	0	Geospatial Imagery Funding and Data Program	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
042-00-00-00000	Enterprise Information Services (EIS)	163	0	Network Security Lifecycle	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	164	0	Planning Secure Cloud	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	165	0	Network Security Modernization Program	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	166	0	Cyber Security Operations Center Modernization	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	167	0	Security Managed Services	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	168	0	WEB Application Firewall (WAF)	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	169	0	Statewide Interoperability Program	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	500	0	HH- Coordinated Data Governance	Policy Packages
042-00-00-00000	Enterprise Information Services (EIS)	501	0	HH- Coordinated Data Infrastructure	Policy Packages
045-00-00-00000	Chief Human Resource Office	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
045-00-00-00000	Chief Human Resource Office	021	0	Phase-in	Essential Packages
045-00-00-00000	Chief Human Resource Office	022	0	Phase-out Pgm & One-time Costs	Essential Packages
045-00-00-00000	Chief Human Resource Office	031	0	Standard Inflation	Essential Packages
045-00-00-00000	Chief Human Resource Office	032	0	Above Standard Inflation	Essential Packages
045-00-00-00000	Chief Human Resource Office	033	0	Exceptional Inflation	Essential Packages
045-00-00-00000	Chief Human Resource Office	040	0	Mandated Caseload	Essential Packages
045-00-00-00000	Chief Human Resource Office	050	0	Fundshifts	Essential Packages
045-00-00-00000	Chief Human Resource Office	060	0	Technical Adjustments	Essential Packages
045-00-00-00000	Chief Human Resource Office	070	0	Revenue Shortfalls	Policy Packages
045-00-00-00000	Chief Human Resource Office	081	0	May 2024 Emergency Board	Policy Packages
045-00-00-00000	Chief Human Resource Office	130	0	Support Service demand for client agencies	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
045-00-00-00000	Chief Human Resource Office	132	0	CHRO Recruitment	Policy Packages
045-00-00-00000	Chief Human Resource Office	155	0	Workday Reorganization and Stabilization	Policy Packages
045-00-00-00000	Chief Human Resource Office	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
052-00-00-00000	EIS – Data Center Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
052-00-00-00000	EIS – Data Center Services	021	0	Phase-in	Essential Packages
052-00-00-00000	EIS – Data Center Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
052-00-00-00000	EIS – Data Center Services	031	0	Standard Inflation	Essential Packages
052-00-00-00000	EIS – Data Center Services	032	0	Above Standard Inflation	Essential Packages
052-00-00-00000	EIS – Data Center Services	033	0	Exceptional Inflation	Essential Packages
052-00-00-00000	EIS – Data Center Services	040	0	Mandated Caseload	Essential Packages
052-00-00-00000	EIS – Data Center Services	050	0	Fundshifts	Essential Packages
052-00-00-00000	EIS – Data Center Services	060	0	Technical Adjustments	Essential Packages
052-00-00-00000	EIS – Data Center Services	070	0	Revenue Shortfalls	Policy Packages
052-00-00-00000	EIS – Data Center Services	081	0	May 2024 Emergency Board	Policy Packages
052-00-00-00000	EIS – Data Center Services	165	0	Network Security Modernization Program	Policy Packages
052-00-00-00000	EIS – Data Center Services	170	0	Data Center Lifecycle	Policy Packages
052-00-00-00000	EIS – Data Center Services	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
055-00-00-00000	Workday	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
055-00-00-00000	Workday	021	0	Phase-in	Essential Packages
055-00-00-00000	Workday	022	0	Phase-out Pgm & One-time Costs	Essential Packages
055-00-00-00000	Workday	031	0	Standard Inflation	Essential Packages
055-00-00-00000	Workday	032	0	Above Standard Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
055-00-00-00000	Workday	033	0	Exceptional Inflation	Essential Packages
055-00-00-00000	Workday	040	0	Mandated Caseload	Essential Packages
055-00-00-00000	Workday	050	0	Fundshifts	Essential Packages
055-00-00-00000	Workday	060	0	Technical Adjustments	Essential Packages
055-00-00-00000	Workday	070	0	Revenue Shortfalls	Policy Packages
055-00-00-00000	Workday	081	0	May 2024 Emergency Board	Policy Packages
055-00-00-00000	Workday	155	0	Workday Reorganization and Stabilization	Policy Packages
055-00-00-00000	Workday	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
060-00-00-00000	Enterprise Asset Management	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
060-00-00-00000	Enterprise Asset Management	021	0	Phase-in	Essential Packages
060-00-00-00000	Enterprise Asset Management	022	0	Phase-out Pgm & One-time Costs	Essential Packages
060-00-00-00000	Enterprise Asset Management	031	0	Standard Inflation	Essential Packages
060-00-00-00000	Enterprise Asset Management	032	0	Above Standard Inflation	Essential Packages
060-00-00-00000	Enterprise Asset Management	033	0	Exceptional Inflation	Essential Packages
060-00-00-00000	Enterprise Asset Management	040	0	Mandated Caseload	Essential Packages
060-00-00-00000	Enterprise Asset Management	050	0	Fundshifts	Essential Packages
060-00-00-00000	Enterprise Asset Management	060	0	Technical Adjustments	Essential Packages
060-00-00-00000	Enterprise Asset Management	070	0	Revenue Shortfalls	Policy Packages
060-00-00-00000	Enterprise Asset Management	081	0	May 2024 Emergency Board	Policy Packages
060-00-00-00000	Enterprise Asset Management	140	0	Facility Conditions & Capital Planning System	Policy Packages
060-00-00-00000	Enterprise Asset Management	141	0	New Program Support EV Infrastructure/Sustainability	Policy Packages
060-00-00-00000	Enterprise Asset Management	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
060-00-00-00000	Enterprise Asset Management	502	0	HH- State Land For Housing	Policy Packages
065-00-00-00000	Enterprise Goods & Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
065-00-00-00000	Enterprise Goods & Services	021	0	Phase-in	Essential Packages
065-00-00-00000	Enterprise Goods & Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
065-00-00-00000	Enterprise Goods & Services	031	0	Standard Inflation	Essential Packages
065-00-00-00000	Enterprise Goods & Services	032	0	Above Standard Inflation	Essential Packages
065-00-00-00000	Enterprise Goods & Services	033	0	Exceptional Inflation	Essential Packages
065-00-00-00000	Enterprise Goods & Services	040	0	Mandated Caseload	Essential Packages
065-00-00-00000	Enterprise Goods & Services	050	0	Fundshifts	Essential Packages
065-00-00-00000	Enterprise Goods & Services	060	0	Technical Adjustments	Essential Packages
065-00-00-00000	Enterprise Goods & Services	070	0	Revenue Shortfalls	Policy Packages
065-00-00-00000	Enterprise Goods & Services	081	0	May 2024 Emergency Board	Policy Packages
065-00-00-00000	Enterprise Goods & Services	130	0	Support Service demand for client agencies	Policy Packages
065-00-00-00000	Enterprise Goods & Services	150	0	Risk Charge Increase 2025-2027	Policy Packages
065-00-00-00000	Enterprise Goods & Services	151	0	Risk Operations Support	Policy Packages
065-00-00-00000	Enterprise Goods & Services	152	0	Wrongful Convictions	Policy Packages
065-00-00-00000	Enterprise Goods & Services	155	0	Workday Reorganization and Stabilization	Policy Packages
065-00-00-00000	Enterprise Goods & Services	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
070-00-00-00000	Enterprise Human Resouce Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	021	0	Phase-in	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	031	0	Standard Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
070-00-00-00000	Enterprise Human Resouce Services	032	0	Above Standard Inflation	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	033	0	Exceptional Inflation	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	040	0	Mandated Caseload	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	050	0	Fundshifts	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	060	0	Technical Adjustments	Essential Packages
070-00-00-00000	Enterprise Human Resouce Services	070	0	Revenue Shortfalls	Policy Packages
070-00-00-00000	Enterprise Human Resouce Services	081	0	May 2024 Emergency Board	Policy Packages
070-00-00-00000	Enterprise Human Resouce Services	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
075-00-00-00000	Budget Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
075-00-00-00000	Budget Services	021	0	Phase-in	Essential Packages
075-00-00-00000	Budget Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
075-00-00-00000	Budget Services	031	0	Standard Inflation	Essential Packages
075-00-00-00000	Budget Services	032	0	Above Standard Inflation	Essential Packages
075-00-00-00000	Budget Services	033	0	Exceptional Inflation	Essential Packages
075-00-00-00000	Budget Services	040	0	Mandated Caseload	Essential Packages
075-00-00-00000	Budget Services	050	0	Fundshifts	Essential Packages
075-00-00-00000	Budget Services	060	0	Technical Adjustments	Essential Packages
075-00-00-00000	Budget Services	070	0	Revenue Shortfalls	Policy Packages
075-00-00-00000	Budget Services	081	0	May 2024 Emergency Board	Policy Packages
075-00-00-00000	Budget Services	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
088-00-00-00000	Capital Improvements	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
088-00-00-00000	Capital Improvements	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
088-00-00-00000	Capital Improvements	022	0	Phase-out Pgm & One-time Costs	Essential Packages
088-00-00-00000	Capital Improvements	031	0	Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	032	0	Above Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	033	0	Exceptional Inflation	Essential Packages
088-00-00-00000	Capital Improvements	040	0	Mandated Caseload	Essential Packages
088-00-00-00000	Capital Improvements	050	0	Fundshifts	Essential Packages
088-00-00-00000	Capital Improvements	060	0	Technical Adjustments	Essential Packages
088-00-00-00000	Capital Improvements	070	0	Revenue Shortfalls	Policy Packages
088-00-00-00000	Capital Improvements	081	0	May 2024 Emergency Board	Policy Packages
088-00-00-00000	Capital Improvements	180	0	Various Projects Including Sustainability	Policy Packages
088-00-00-00000	Capital Improvements	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
089-00-00-00000	Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
089-00-00-00000	Capital Construction	021	0	Phase-in	Essential Packages
089-00-00-00000	Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
089-00-00-00000	Capital Construction	031	0	Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	032	0	Above Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	033	0	Exceptional Inflation	Essential Packages
089-00-00-00000	Capital Construction	040	0	Mandated Caseload	Essential Packages
089-00-00-00000	Capital Construction	050	0	Fundshifts	Essential Packages
089-00-00-00000	Capital Construction	060	0	Technical Adjustments	Essential Packages
089-00-00-00000	Capital Construction	070	0	Revenue Shortfalls	Policy Packages
089-00-00-00000	Capital Construction	081	0	May 2024 Emergency Board	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
089-00-00-00000	Capital Construction	181	0	Various Deferred Maintenance Projects	Policy Packages
089-00-00-00000	Capital Construction	182	0	Building Automation Systems	Policy Packages
089-00-00-00000	Capital Construction	183	0	Portfolio Repositioning	Policy Packages
089-00-00-00000	Capital Construction	185	0	PSOB Restack project	Policy Packages
089-00-00-00000	Capital Construction	186	0	Parking Lot Improvement/EV Charging Station Expansion	Policy Packages
089-00-00-00000	Capital Construction	187	0	L&I Interior/Seismic Renovation	Policy Packages
089-00-00-00000	Capital Construction	188	0	Parking Lot improvement	Policy Packages
089-00-00-00000	Capital Construction	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
090-00-00-00000	Miscellaneous Revenues	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
090-00-00-00000	Miscellaneous Revenues	021	0	Phase-in	Essential Packages
090-00-00-00000	Miscellaneous Revenues	022	0	Phase-out Pgm & One-time Costs	Essential Packages
090-00-00-00000	Miscellaneous Revenues	031	0	Standard Inflation	Essential Packages
090-00-00-00000	Miscellaneous Revenues	032	0	Above Standard Inflation	Essential Packages
090-00-00-00000	Miscellaneous Revenues	033	0	Exceptional Inflation	Essential Packages
090-00-00-00000	Miscellaneous Revenues	040	0	Mandated Caseload	Essential Packages
090-00-00-00000	Miscellaneous Revenues	050	0	Fundshifts	Essential Packages
090-00-00-00000	Miscellaneous Revenues	060	0	Technical Adjustments	Essential Packages
090-00-00-00000	Miscellaneous Revenues	070	0	Revenue Shortfalls	Policy Packages
090-00-00-00000	Miscellaneous Revenues	081	0	May 2024 Emergency Board	Policy Packages
090-00-00-00000	Miscellaneous Revenues	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
091-00-00-00000	Mass Transit Distribution (NL)	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	021	0	Phase-in	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
091-00-00-00000	Mass Transit Distribution (NL)	022	0	Phase-out Pgm & One-time Costs	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	031	0	Standard Inflation	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	032	0	Above Standard Inflation	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	033	0	Exceptional Inflation	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	040	0	Mandated Caseload	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	050	0	Fundshifts	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	060	0	Technical Adjustments	Essential Packages
091-00-00-00000	Mass Transit Distribution (NL)	070	0	Revenue Shortfalls	Policy Packages
091-00-00-00000	Mass Transit Distribution (NL)	081	0	May 2024 Emergency Board	Policy Packages
091-00-00-00000	Mass Transit Distribution (NL)	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
092-00-00-00000	Tobacco Settlement	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
092-00-00-00000	Tobacco Settlement	021	0	Phase-in	Essential Packages
092-00-00-00000	Tobacco Settlement	022	0	Phase-out Pgm & One-time Costs	Essential Packages
092-00-00-00000	Tobacco Settlement	031	0	Standard Inflation	Essential Packages
092-00-00-00000	Tobacco Settlement	032	0	Above Standard Inflation	Essential Packages
092-00-00-00000	Tobacco Settlement	033	0	Exceptional Inflation	Essential Packages
092-00-00-00000	Tobacco Settlement	040	0	Mandated Caseload	Essential Packages
092-00-00-00000	Tobacco Settlement	050	0	Fundshifts	Essential Packages
092-00-00-00000	Tobacco Settlement	060	0	Technical Adjustments	Essential Packages
092-00-00-00000	Tobacco Settlement	070	0	Revenue Shortfalls	Policy Packages
092-00-00-00000	Tobacco Settlement	081	0	May 2024 Emergency Board	Policy Packages
092-00-00-00000	Tobacco Settlement	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
093-00-00-00000	DAS Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
093-00-00-00000	DAS Debt Service	021	0	Phase-in	Essential Packages
093-00-00-00000	DAS Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
093-00-00-00000	DAS Debt Service	031	0	Standard Inflation	Essential Packages
093-00-00-00000	DAS Debt Service	032	0	Above Standard Inflation	Essential Packages
093-00-00-00000	DAS Debt Service	033	0	Exceptional Inflation	Essential Packages
093-00-00-00000	DAS Debt Service	040	0	Mandated Caseload	Essential Packages
093-00-00-00000	DAS Debt Service	050	0	Fundshifts	Essential Packages
093-00-00-00000	DAS Debt Service	060	0	Technical Adjustments	Essential Packages
093-00-00-00000	DAS Debt Service	070	0	Revenue Shortfalls	Policy Packages
093-00-00-00000	DAS Debt Service	081	0	May 2024 Emergency Board	Policy Packages
093-00-00-00000	DAS Debt Service	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
094-00-00-00000	Bonds	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
094-00-00-00000	Bonds	021	0	Phase-in	Essential Packages
094-00-00-00000	Bonds	022	0	Phase-out Pgm & One-time Costs	Essential Packages
094-00-00-00000	Bonds	031	0	Standard Inflation	Essential Packages
094-00-00-00000	Bonds	032	0	Above Standard Inflation	Essential Packages
094-00-00-00000	Bonds	033	0	Exceptional Inflation	Essential Packages
094-00-00-00000	Bonds	040	0	Mandated Caseload	Essential Packages
094-00-00-00000	Bonds	050	0	Fundshifts	Essential Packages
094-00-00-00000	Bonds	060	0	Technical Adjustments	Essential Packages
094-00-00-00000	Bonds	070	0	Revenue Shortfalls	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
094-00-00-00000	Bonds	081	0	May 2024 Emergency Board	Policy Packages
094-00-00-00000	Bonds	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
095-00-00-00000	Statewide Lottery Distribution	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	021	0	Phase-in	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	022	0	Phase-out Pgm & One-time Costs	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	031	0	Standard Inflation	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	032	0	Above Standard Inflation	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	033	0	Exceptional Inflation	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	040	0	Mandated Caseload	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	050	0	Fundshifts	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	060	0	Technical Adjustments	Essential Packages
095-00-00-00000	Statewide Lottery Distribution	070	0	Revenue Shortfalls	Policy Packages
095-00-00-00000	Statewide Lottery Distribution	081	0	May 2024 Emergency Board	Policy Packages
095-00-00-00000	Statewide Lottery Distribution	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
096-00-00-00000	Education Stability Fund	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
096-00-00-00000	Education Stability Fund	021	0	Phase-in	Essential Packages
096-00-00-00000	Education Stability Fund	022	0	Phase-out Pgm & One-time Costs	Essential Packages
096-00-00-00000	Education Stability Fund	031	0	Standard Inflation	Essential Packages
096-00-00-00000	Education Stability Fund	032	0	Above Standard Inflation	Essential Packages
096-00-00-00000	Education Stability Fund	033	0	Exceptional Inflation	Essential Packages
096-00-00-00000	Education Stability Fund	040	0	Mandated Caseload	Essential Packages
096-00-00-00000	Education Stability Fund	050	0	Fundshifts	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
096-00-00-00000	Education Stability Fund	060	0	Technical Adjustments	Essential Packages
096-00-00-00000	Education Stability Fund	070	0	Revenue Shortfalls	Policy Packages
096-00-00-00000	Education Stability Fund	081	0	May 2024 Emergency Board	Policy Packages
096-00-00-00000	Education Stability Fund	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
097-00-00-00000	Oregon Education Fund	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
097-00-00-00000	Oregon Education Fund	021	0	Phase-in	Essential Packages
097-00-00-00000	Oregon Education Fund	022	0	Phase-out Pgm & One-time Costs	Essential Packages
097-00-00-00000	Oregon Education Fund	031	0	Standard Inflation	Essential Packages
097-00-00-00000	Oregon Education Fund	032	0	Above Standard Inflation	Essential Packages
097-00-00-00000	Oregon Education Fund	033	0	Exceptional Inflation	Essential Packages
097-00-00-00000	Oregon Education Fund	040	0	Mandated Caseload	Essential Packages
097-00-00-00000	Oregon Education Fund	050	0	Fundshifts	Essential Packages
097-00-00-00000	Oregon Education Fund	060	0	Technical Adjustments	Essential Packages
097-00-00-00000	Oregon Education Fund	070	0	Revenue Shortfalls	Policy Packages
097-00-00-00000	Oregon Education Fund	081	0	May 2024 Emergency Board	Policy Packages
097-00-00-00000	Oregon Education Fund	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
098-00-00-00000	Parks and Natural Resources Fund	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	021	0	Phase-in	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	022	0	Phase-out Pgm & One-time Costs	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	031	0	Standard Inflation	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	032	0	Above Standard Inflation	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	033	0	Exceptional Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
098-00-00-00000	Parks and Natural Resources Fund	040	0	Mandated Caseload	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	050	0	Fundshifts	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	060	0	Technical Adjustments	Essential Packages
098-00-00-00000	Parks and Natural Resources Fund	070	0	Revenue Shortfalls	Policy Packages
098-00-00-00000	Parks and Natural Resources Fund	081	0	May 2024 Emergency Board	Policy Packages
098-00-00-00000	Parks and Natural Resources Fund	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
099-00-00-00000	Special Governmental Payments	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
099-00-00-00000	Special Governmental Payments	021	0	Phase-in	Essential Packages
099-00-00-00000	Special Governmental Payments	022	0	Phase-out Pgm & One-time Costs	Essential Packages
099-00-00-00000	Special Governmental Payments	031	0	Standard Inflation	Essential Packages
099-00-00-00000	Special Governmental Payments	032	0	Above Standard Inflation	Essential Packages
099-00-00-00000	Special Governmental Payments	033	0	Exceptional Inflation	Essential Packages
099-00-00-00000	Special Governmental Payments	040	0	Mandated Caseload	Essential Packages
099-00-00-00000	Special Governmental Payments	050	0	Fundshifts	Essential Packages
099-00-00-00000	Special Governmental Payments	060	0	Technical Adjustments	Essential Packages
099-00-00-00000	Special Governmental Payments	070	0	Revenue Shortfalls	Policy Packages
099-00-00-00000	Special Governmental Payments	081	0	May 2024 Emergency Board	Policy Packages
099-00-00-00000	Special Governmental Payments	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
099-00-00-00000	Special Governmental Payments	200	0	Consulting & AG Expense for Mill Creek Corp	Policy Packages
099-00-00-00000	Special Governmental Payments	201	0	Oregon State Fair Funding Request	Policy Packages
100-00-00-00000	American Rescue Plan Act	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
100-00-00-00000	American Rescue Plan Act	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
100-00-00-00000	American Rescue Plan Act	022	0	Phase-out Pgm & One-time Costs	Essential Packages
100-00-00-00000	American Rescue Plan Act	031	0	Standard Inflation	Essential Packages
100-00-00-00000	American Rescue Plan Act	032	0	Above Standard Inflation	Essential Packages
100-00-00-00000	American Rescue Plan Act	033	0	Exceptional Inflation	Essential Packages
100-00-00-00000	American Rescue Plan Act	040	0	Mandated Caseload	Essential Packages
100-00-00-00000	American Rescue Plan Act	050	0	Fundshifts	Essential Packages
100-00-00-00000	American Rescue Plan Act	060	0	Technical Adjustments	Essential Packages
100-00-00-00000	American Rescue Plan Act	070	0	Revenue Shortfalls	Policy Packages
100-00-00-00000	American Rescue Plan Act	081	0	May 2024 Emergency Board	Policy Packages
100-00-00-00000	American Rescue Plan Act	190	0	Debt Service/COI Bund Funded Cap Projects	Policy Packages
100-00-00-00000	American Rescue Plan Act	202	0	ARPA Carryforward	Policy Packages
999-00-00-00000	Suspense	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
999-00-00-00000	Suspense	021	0	Phase-in	Essential Packages
999-00-00-00000	Suspense	022	0	Phase-out Pgm & One-time Costs	Essential Packages
999-00-00-00000	Suspense	031	0	Standard Inflation	Essential Packages
999-00-00-00000	Suspense	032	0	Above Standard Inflation	Essential Packages
999-00-00-00000	Suspense	033	0	Exceptional Inflation	Essential Packages
999-00-00-00000	Suspense	040	0	Mandated Caseload	Essential Packages
999-00-00-00000	Suspense	050	0	Fundshifts	Essential Packages
999-00-00-00000	Suspense	060	0	Technical Adjustments	Essential Packages
999-00-00-00000	Suspense	070	0	Revenue Shortfalls	Policy Packages
999-00-00-00000	Suspense	081	0	May 2024 Emergency Board	Policy Packages

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Policy Package List by Priority
2025-27 Biennium

Agency Number: 10700
BAM Analyst: UNASSIGNED
Budget Coordinator: Smith, Kalene - (503)378-2580

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	030-00-00-00000	Chief Operating Office
			032-00-00-00000	DAS IT
			034-00-00-00000	Strategic Initiatives and Ent. Accountability
			035-00-00-00000	Chief Financial Office
			042-00-00-00000	Enterprise Information Services (EIS)
			045-00-00-00000	Chief Human Resource Office
			052-00-00-00000	EIS – Data Center Services
			055-00-00-00000	Workday
			060-00-00-00000	Enterprise Asset Management
			065-00-00-00000	Enterprise Goods & Services
			070-00-00-00000	Enterprise Human Resouce Services
			075-00-00-00000	Budget Services
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			090-00-00-00000	Miscellaneous Revenues
			091-00-00-00000	Mass Transit Distribution (NL)
			092-00-00-00000	Tobacco Settlement
			093-00-00-00000	DAS Debt Service
			094-00-00-00000	Bonds
			095-00-00-00000	Statewide Lottery Distribution
			096-00-00-00000	Education Stability Fund
			097-00-00-00000	Oregon Education Fund
			098-00-00-00000	Parks and Natural Resources Fund

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	099-00-00-00000	Special Governmental Payments
			100-00-00-00000	American Rescue Plan Act
			999-00-00-00000	Suspense
	081	May 2024 Emergency Board	030-00-00-00000	Chief Operating Office
			032-00-00-00000	DAS IT
			034-00-00-00000	Strategic Initiatives and Ent. Accountability
			035-00-00-00000	Chief Financial Office
			042-00-00-00000	Enterprise Information Services (EIS)
			045-00-00-00000	Chief Human Resource Office
			052-00-00-00000	EIS – Data Center Services
			055-00-00-00000	Workday
			060-00-00-00000	Enterprise Asset Management
			065-00-00-00000	Enterprise Goods & Services
			070-00-00-00000	Enterprise Human Resouce Services
			075-00-00-00000	Budget Services
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			090-00-00-00000	Miscellaneous Revenues
			091-00-00-00000	Mass Transit Distribution (NL)
			092-00-00-00000	Tobacco Settlement
			093-00-00-00000	DAS Debt Service
			094-00-00-00000	Bonds
			095-00-00-00000	Statewide Lottery Distribution

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	081	May 2024 Emergency Board	096-00-00-00000	Education Stability Fund
			097-00-00-00000	Oregon Education Fund
			098-00-00-00000	Parks and Natural Resources Fund
			099-00-00-00000	Special Governmental Payments
			100-00-00-00000	American Rescue Plan Act
			999-00-00-00000	Suspense
	110	Establish Modern Data Hub / DAS Data Warel	032-00-00-00000	DAS IT
	112	Service Desk Support	032-00-00-00000	DAS IT
	120	SARS ACFR Development Tool	035-00-00-00000	Chief Financial Office
	121	SARS Covid Fiscal Relief Team	035-00-00-00000	Chief Financial Office
	130	Support Service demand for client agencies	045-00-00-00000	Chief Human Resource Office
			065-00-00-00000	Enterprise Goods & Services
	132	CHRO Recruitment	045-00-00-00000	Chief Human Resource Office
	140	Facility Conditions & Capital Planning System	060-00-00-00000	Enterprise Asset Management
	141	New Program Support EV Infrastructure/Susta	060-00-00-00000	Enterprise Asset Management
	150	Risk Charge Increase 2025-2027	065-00-00-00000	Enterprise Goods & Services
	151	Risk Operations Support	065-00-00-00000	Enterprise Goods & Services
	152	Wrongful Convictions	065-00-00-00000	Enterprise Goods & Services
	155	Workday Reorganization and Stabilization	030-00-00-00000	Chief Operating Office
			035-00-00-00000	Chief Financial Office
			045-00-00-00000	Chief Human Resource Office
			055-00-00-00000	Workday
			065-00-00-00000	Enterprise Goods & Services

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	161	Geospatial Imagery Funding and Data Prograı	042-00-00-00000	Enterprise Information Services (EIS)
	163	Network Security Lifecycle	042-00-00-00000	Enterprise Information Services (EIS)
	164	Planning Secure Cloud	042-00-00-00000	Enterprise Information Services (EIS)
	165	Network Security Modernization Program	042-00-00-00000	Enterprise Information Services (EIS)
			052-00-00-00000	EIS – Data Center Services
	166	Cyber Security Operations Center Modernizati	042-00-00-00000	Enterprise Information Services (EIS)
	167	Security Managed Services	042-00-00-00000	Enterprise Information Services (EIS)
	168	WEB Application Firewall (WAF)	042-00-00-00000	Enterprise Information Services (EIS)
	169	Statewide Interoperability Program	042-00-00-00000	Enterprise Information Services (EIS)
	170	Data Center Lifecycle	052-00-00-00000	EIS – Data Center Services
	180	Various Projects Including Sustainability	088-00-00-00000	Capital Improvements
	181	Various Deferred Maintenance Projects	089-00-00-00000	Capital Construction
	182	Building Automation Systems	089-00-00-00000	Capital Construction
	183	Portfolio Repositioning	089-00-00-00000	Capital Construction
	185	PSOB Restack project	089-00-00-00000	Capital Construction
	186	Parking Lot Improvement/EV Charging Statior	089-00-00-00000	Capital Construction
	187	L&I Interior/Seismic Renovation	089-00-00-00000	Capital Construction
	188	Parking Lot improvement	089-00-00-00000	Capital Construction
	190	Debt Service/COI Bund Funded Cap Projects	030-00-00-00000	Chief Operating Office
			032-00-00-00000	DAS IT
			034-00-00-00000	Strategic Initiatives and Ent. Accountability
			035-00-00-00000	Chief Financial Office
			042-00-00-00000	Enterprise Information Services (EIS)

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	190	Debt Service/COI Bund Funded Cap Projects	045-00-00-00000	Chief Human Resource Office
			052-00-00-00000	EIS – Data Center Services
			055-00-00-00000	Workday
			060-00-00-00000	Enterprise Asset Management
			065-00-00-00000	Enterprise Goods & Services
			070-00-00-00000	Enterprise Human Resouce Services
			075-00-00-00000	Budget Services
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			090-00-00-00000	Miscellaneous Revenues
			091-00-00-00000	Mass Transit Distribution (NL)
			092-00-00-00000	Tobacco Settlement
			093-00-00-00000	DAS Debt Service
			094-00-00-00000	Bonds
			095-00-00-00000	Statewide Lottery Distribution
			096-00-00-00000	Education Stability Fund
			097-00-00-00000	Oregon Education Fund
			098-00-00-00000	Parks and Natural Resources Fund
			099-00-00-00000	Special Governmental Payments
			100-00-00-00000	American Rescue Plan Act
	200	Consulting & AG Expense for Mill Creek Corp	099-00-00-00000	Special Governmental Payments
	201	Oregon State Fair Funding Request	099-00-00-00000	Special Governmental Payments
	202	ARPA Carryforward	100-00-00-00000	American Rescue Plan Act

Policy Package List by Priority
2025-27 Biennium

Agency Number: 10700
BAM Analyst: UNASSIGNED
Budget Coordinator: Smith, Kalene - (503)378-2580

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	500	HH- Coordinated Data Governance	042-00-00-00000	Enterprise Information Services (EIS)
	501	HH- Coordinated Data Infrastructure	042-00-00-00000	Enterprise Information Services (EIS)
	502	HH- State Land For Housing	060-00-00-00000	Enterprise Asset Management

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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						
4400 Lottery Funds Ltd	607,603,793	770,185,003	-	770,185,003	1,051,346,669	1,051,346,669
3010 Other Funds Cap Improve	957	-	-	-	-	-
3200 Other Funds Non-Ltd	78,505,396	120,014,800	-	120,014,800	(48,950,801)	(48,950,801)
3400 Other Funds Ltd	150,077,637	53,928,579	-	53,928,579	26,052,419	26,052,419
3430 Other Funds Debt Svc Ltd	496	-	-	-	-	-
6400 Federal Funds Ltd	65,476,928	-	-	-	-	-
All Funds	901,665,207	944,128,382	-	944,128,382	1,028,448,287	1,028,448,287
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	(3,000)	28,134,499	-	28,134,499	(74,515)	(74,515)
4430 Lottery Funds Debt Svc Ltd	3,000	164,860	-	164,860	-	-
3020 Other Funds Cap Construct	22,875,000	29,750,000	-	29,750,000	45,104,476	45,104,476
3200 Other Funds Non-Ltd	39,738,293	(53,346,723)	24,120,000	(29,226,723)	-	-
3400 Other Funds Ltd	-	(11,003,641)	-	(11,003,641)	5,225,877	5,225,877
6400 Federal Funds Ltd	69,016,439	-	-	-	-	-
All Funds	131,629,732	(6,301,005)	24,120,000	17,818,995	50,255,838	50,255,838
TOTAL BEGINNING BALANCE						
4400 Lottery Funds Ltd	607,600,793	798,319,502	-	798,319,502	1,051,272,154	1,051,272,154
4430 Lottery Funds Debt Svc Ltd	3,000	164,860	-	164,860	-	-
3010 Other Funds Cap Improve	957	-	-	-	-	-

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
3020 Other Funds Cap Construct	22,875,000	29,750,000	-	29,750,000	45,104,476	45,104,476
3200 Other Funds Non-Ltd	118,243,689	66,668,077	24,120,000	90,788,077	(48,950,801)	(48,950,801)
3400 Other Funds Ltd	150,077,637	42,924,938	-	42,924,938	31,278,296	31,278,296
3430 Other Funds Debt Svc Ltd	496	-	-	-	-	-
6400 Federal Funds Ltd	134,493,367	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$1,033,294,939**	**$937,827,377**	**$24,120,000**	**$961,947,377**	**$1,078,704,125**	**$1,078,704,125**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	662,644,193	113,782,009	182,667,693	296,449,702	296,465,718	9,051,550
8030 General Fund Debt Svc	7,828,488	5,409,290	150,000	5,559,290	2,832,316	2,832,316
All Funds	670,472,681	119,191,299	182,817,693	302,008,992	299,298,034	11,883,866
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	4,007,115	4,077,063	-	4,077,063	3,050,340	3,050,340
CHARGES FOR SERVICES						
0405 Central Service Charges						
3400 Other Funds Ltd	4,500,001	4,500,000	-	4,500,000	4,500,000	4,500,000
8800 General Fund Revenue	12,745,726	16,153,146	-	16,153,146	21,239,843	21,239,843
All Funds	17,245,727	20,653,146	-	20,653,146	25,739,843	25,739,843

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
0410 Charges for Services						
3200 Other Funds Non-Ltd	5,082,733	-	-	-	-	-
3400 Other Funds Ltd	286,847,273	233,735,823	-	233,735,823	262,707,414	262,707,414
All Funds	291,930,006	233,735,823	-	233,735,823	262,707,414	262,707,414
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	159,714,293	207,283,661	-	207,283,661	207,283,661	207,283,661
3400 Other Funds Ltd	272,510,582	371,260,121	-	371,260,121	480,931,816	480,931,816
All Funds	432,224,875	578,543,782	-	578,543,782	688,215,477	688,215,477
TOTAL CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	164,797,026	207,283,661	-	207,283,661	207,283,661	207,283,661
3400 Other Funds Ltd	563,857,856	609,495,944	-	609,495,944	748,139,230	748,139,230
8800 General Fund Revenue	12,745,726	16,153,146	-	16,153,146	21,239,843	21,239,843
TOTAL CHARGES FOR SERVICES	**$741,400,608**	**$832,932,751**	**-**	**$832,932,751**	**$976,662,734**	**$976,662,734**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	481	-	-	-	-	-
3400 Other Funds Ltd	18,104	-	-	-	-	-
All Funds	18,585	-	-	-	-	-
0510 Rents and Royalties						
3400 Other Funds Ltd	101,153,820	126,501,970	-	126,501,970	138,896,784	138,896,784

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 FINES, RENTS AND ROYALTIES						
3200 Other Funds Non-Ltd	481	-	-	-	-	-
3400 Other Funds Ltd	101,171,924	126,501,970	-	126,501,970	138,896,784	138,896,784
TOTAL FINES, RENTS AND ROYALTIES	**$101,172,405**	**$126,501,970**	**-**	**$126,501,970**	**$138,896,784**	**$138,896,784**
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	64,250,000	-	-	-	-	-
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	158,845,000	-	-	-	-	-
0565 Lottery Bonds						
3400 Other Funds Ltd	-	95,792,907	20,798,105	116,591,012	-	-
0570 Revenue Bonds						
3400 Other Funds Ltd	170,860,000	-	-	-	-	-
TOTAL BOND SALES						
3020 Other Funds Cap Construct	223,095,000	-	-	-	-	-
3400 Other Funds Ltd	170,860,000	95,792,907	20,798,105	116,591,012	-	-
TOTAL BOND SALES	**$393,955,000**	**$95,792,907**	**$20,798,105**	**$116,591,012**	**-**	**-**
INTEREST EARNINGS						
0605 Interest Income						
4400 Lottery Funds Ltd	49,217,460	75,732,015	19,337,234	95,069,249	77,323,069	77,323,069

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
4430 Lottery Funds Debt Svc Ltd	182,326	-	-	-	-	-
3020 Other Funds Cap Construct	4,342,157	-	-	-	-	-
3200 Other Funds Non-Ltd	2,865,989	4,400,000	-	4,400,000	4,400,000	4,400,000
3230 Other Funds Debt Svc Non-Ltd	4,437,757	-	-	-	-	-
3400 Other Funds Ltd	5,365,711	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	5,225,369	-	-	-	-	-
6400 Federal Funds Ltd	15,390,926	-	-	-	-	-
All Funds	87,027,695	80,132,015	19,337,234	99,469,249	81,723,069	81,723,069
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	3,874,372	12,201,594	-	12,201,594	6,471,068	6,471,068
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	51,881	-	-	-	-	-
OTHER						
0975 Other Revenues						
4400 Lottery Funds Ltd	(2,972)	-	-	-	-	-
3010 Other Funds Cap Improve	1,685	-	-	-	-	-
3020 Other Funds Cap Construct	20,992	-	-	-	-	-
3200 Other Funds Non-Ltd	162,586,975	103,348,841	-	103,348,841	106,741,747	106,741,747
3230 Other Funds Debt Svc Non-Ltd	-	7,328,750	-	7,328,750	-	-

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	24,136,380	589,605,733	63,383	589,669,116	21,670,940	21,670,940
3430 Other Funds Debt Svc Ltd	472,168,851	500,712,820	-	500,712,820	544,178,474	544,178,474
6400 Federal Funds Ltd	15,091,369	-	-	-	-	-
All Funds	674,003,280	1,200,996,144	63,383	1,201,059,527	672,591,161	672,591,161
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	2,896,535,568	283,242,214	7,478,406	290,720,620	288,095,763	108,794,185
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	626,202,230	636,211,049	3,474,678	639,685,727	545,657,432	545,657,432
4430 Lottery Funds Debt Svc Ltd	24,037,435	49,032,524	(1,470,412)	47,562,112	53,912,517	53,912,517
3010 Other Funds Cap Improve	5,017,028	4,954,969	-	4,954,969	5,685,852	5,685,852
3020 Other Funds Cap Construct	22,978,150	20,000,000	-	20,000,000	-	-
3230 Other Funds Debt Svc Non-Ltd	196,891	-	-	-	-	-
3400 Other Funds Ltd	377,442,624	151,808,056	-	151,808,056	139,610,209	139,610,209
3430 Other Funds Debt Svc Ltd	26,070,750	36,007,484	1,336,041	37,343,525	34,217,122	34,217,122
6400 Federal Funds Ltd	65,476,928	-	-	-	-	-
All Funds	1,147,422,036	898,014,082	3,340,307	901,354,389	779,083,132	779,083,132
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	12,251,878	12,690,367	-	12,690,367	9,019,701	9,019,701
1040 Transfer In Lottery Proceeds						

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 Lottery Funds Ltd	3,828,000	-	-	-	3,988,776	3,988,776
1060 Transfer from General Fund						
3020 Other Funds Cap Construct	10,000,000	-	-	-	-	-
3400 Other Funds Ltd	12,915,630	9,217,086	-	9,217,086	9,217,086	2,622,804
All Funds	22,915,630	9,217,086	-	9,217,086	9,217,086	2,622,804
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	139,921	191,778	-	191,778	199,833	199,833
1107 Tsfr From Administrative Svcs						
3230 Other Funds Debt Svc Non-Ltd	13,912,983	-	-	-	-	-
3400 Other Funds Ltd	24,859	-	-	-	-	-
All Funds	13,937,842	-	-	-	-	-
1121 Tsfr From Governor, Office of the						
4400 Lottery Funds Ltd	1,294,853	-	-	-	-	-
1123 Tsfr From OR Business Development						
4400 Lottery Funds Ltd	4,037,735	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	5,732,194	-	-	-	-	-
6400 Federal Funds Ltd	4,456,157	-	-	-	-	-
All Funds	14,226,086	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
6400 Federal Funds Ltd	314,578	-	-	-	-	-
1150 Tsfr From Revenue, Dept of						

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	80,090,800	26,750,322	-	26,750,322	27,550,764	27,550,764
1177 Tsfr From Lottery Comm						
4400 Lottery Funds Ltd	1,543,029,884	1,490,513,027	16,214,568	1,506,727,595	1,548,860,192	1,548,860,192
4430 Lottery Funds Debt Svc Ltd	272,049,044	342,481,317	(5,778,649)	336,702,668	412,734,715	412,734,715
All Funds	1,815,078,928	1,832,994,344	10,435,919	1,843,430,263	1,961,594,907	1,961,594,907
1198 Tsfr From Judicial Dept						
3400 Other Funds Ltd	1,060	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
4400 Lottery Funds Ltd	117,930	-	-	-	-	-
1258 Tsfr From Emergency Management, Dep						
3400 Other Funds Ltd	6,143,428	-	-	-	-	-
1274 Tsfr From Veterans' Affairs						
3230 Other Funds Debt Svc Non-Ltd	423,342	-	-	-	-	-
1415 Tsfr From Or Youth Authority						
3400 Other Funds Ltd	612	-	-	-	-	-
1440 Tsfr From Consumer/Bus Svcs						
6400 Federal Funds Ltd	4,702,295	-	-	-	-	-
1443 Tsfr From Oregon Health Authority						
3230 Other Funds Debt Svc Non-Ltd	1,158,413	-	-	-	-	-
3400 Other Funds Ltd	-	-	90,000,000	90,000,000	-	-
6400 Federal Funds Ltd	489,500	-	-	-	-	-

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	1,647,913	-	90,000,000	90,000,000	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	55,538	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3230 Other Funds Debt Svc Non-Ltd	1,014,080	-	-	-	-	-
6400 Federal Funds Ltd	100,363	-	-	-	-	-
All Funds	1,114,443	-	-	-	-	-
1634 Tsfr From Parks and Rec Dept						
4430 Lottery Funds Debt Svc Ltd	-	-	352,650	352,650	-	-
3230 Other Funds Debt Svc Non-Ltd	709,939	-	-	-	-	-
All Funds	709,939	-	352,650	352,650	-	-
1690 Tsfr From Water Resources Dept						
3230 Other Funds Debt Svc Non-Ltd	4,464,529	-	-	-	-	-
1730 Tsfr From Transportation, Dept						
3230 Other Funds Debt Svc Non-Ltd	432,724	-	-	-	-	-
3400 Other Funds Ltd	617	-	-	-	-	-
All Funds	433,341	-	-	-	-	-
1839 Tsfr From Labor and Ind, Bureau						
4400 Lottery Funds Ltd	112,355	-	112,355	112,355	-	-
1845 Tsfr From OLCC						
3400 Other Funds Ltd	80,996,203	89,863,135	(655,588)	89,207,547	74,180,843	74,180,843

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
1914 Tsfr From Housing and Com Svcs						
3230 Other Funds Debt Svc Non-Ltd	2,901,285	-	-	-	-	-
6400 Federal Funds Ltd	377,439	-	-	-	-	-
All Funds	3,278,724	-	-	-	-	-
TOTAL TRANSFERS IN						
4400 Lottery Funds Ltd	2,178,622,987	2,126,724,076	19,801,601	2,146,525,677	2,098,506,400	2,098,506,400
4430 Lottery Funds Debt Svc Ltd	296,086,479	391,513,841	(6,896,411)	384,617,430	466,647,232	466,647,232
3010 Other Funds Cap Improve	5,017,028	4,954,969	-	4,954,969	5,685,852	5,685,852
3020 Other Funds Cap Construct	32,978,150	20,000,000	-	20,000,000	-	-
3230 Other Funds Debt Svc Non-Ltd	30,946,380	-	-	-	-	-
3400 Other Funds Ltd	570,063,170	290,520,744	89,344,412	379,865,156	259,778,436	253,184,154
3430 Other Funds Debt Svc Ltd	26,070,750	36,007,484	1,336,041	37,343,525	34,217,122	34,217,122
6400 Federal Funds Ltd	75,917,260	-	-	-	-	-
TOTAL TRANSFERS IN	**$3,215,702,204**	**$2,869,721,114**	**$103,585,643**	**$2,973,306,757**	**$2,864,835,042**	**$2,858,240,760**
REVENUES						
8000 General Fund	662,644,193	113,782,009	182,667,693	296,449,702	296,465,718	9,051,550
8030 General Fund Debt Svc	7,828,488	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4400 Lottery Funds Ltd	2,227,837,475	2,202,456,091	39,138,835	2,241,594,926	2,175,829,469	2,175,829,469
4430 Lottery Funds Debt Svc Ltd	296,268,805	391,513,841	(6,896,411)	384,617,430	466,647,232	466,647,232
3010 Other Funds Cap Improve	5,018,713	4,954,969	-	4,954,969	5,685,852	5,685,852

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
3020 Other Funds Cap Construct	260,436,299	20,000,000	-	20,000,000	-	-
3200 Other Funds Non-Ltd	330,250,471	315,032,502	-	315,032,502	318,425,408	318,425,408
3230 Other Funds Debt Svc Non-Ltd	35,384,137	7,328,750	-	7,328,750	-	-
3400 Other Funds Ltd	1,443,388,409	1,728,195,955	110,205,900	1,838,401,855	1,178,006,798	1,171,412,516
3430 Other Funds Debt Svc Ltd	503,464,970	536,720,304	1,336,041	538,056,345	578,395,596	578,395,596
8800 General Fund Revenue	12,745,726	16,153,146	-	16,153,146	21,239,843	21,239,843
6400 Federal Funds Ltd	3,002,935,123	283,242,214	7,478,406	290,720,620	288,095,763	108,794,185
TOTAL REVENUES	**$8,788,202,809**	**$5,624,789,071**	**$334,080,464**	**$5,958,869,535**	**$5,331,623,995**	**$4,858,313,967**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(626,202,230)	(636,211,049)	(3,474,678)	(639,685,727)	(545,657,432)	(545,657,432)
4430 Lottery Funds Debt Svc Ltd	(23,174,087)	(49,032,524)	1,470,412	(47,562,112)	(53,912,517)	(53,912,517)
3020 Other Funds Cap Construct	(8,382,389)	-	-	-	-	-
3200 Other Funds Non-Ltd	(30,901,550)	(40,171,856)	-	(40,171,856)	(45,983,974)	(45,983,974)
3230 Other Funds Debt Svc Non-Ltd	(858,500)	-	-	-	-	-
3400 Other Funds Ltd	(153,846,688)	(172,598,653)	(1,336,041)	(173,934,694)	(156,762,836)	(156,762,836)
3430 Other Funds Debt Svc Ltd	(723,441)	-	-	-	-	-
All Funds	(844,088,885)	(898,014,082)	(3,340,307)	(901,354,389)	(802,316,759)	(802,316,759)
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(12,251,879)	(12,690,367)	-	(12,690,367)	(9,019,701)	(9,019,701)

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
2050 Transfer to Other						
3400 Other Funds Ltd	-	(12,941,034)	-	(12,941,034)	(13,196,664)	(13,196,664)
2060 Transfer to General Fund						
8800 General Fund Revenue	(12,745,726)	(16,153,146)	-	(16,153,146)	(21,239,843)	(21,239,843)
2070 Transfer to Cities						
3400 Other Funds Ltd	-	(104,517,302)	655,588	(103,861,714)	(89,030,214)	(89,030,214)
2080 Transfer to Counties						
4400 Lottery Funds Ltd	-	(59,982,296)	-	(59,982,296)	(66,256,311)	(66,256,311)
3400 Other Funds Ltd	-	(12,096,155)	-	(12,096,155)	(12,701,393)	(12,701,393)
6400 Federal Funds Ltd	-	(108,794,185)	-	(108,794,185)	(108,794,185)	(108,794,185)
All Funds	-	(180,872,636)	-	(180,872,636)	(187,751,889)	(187,751,889)
2104 Tsfr To Public Records Advocate, Office						
3400 Other Funds Ltd	-	(1,012,614)	-	(1,012,614)	(1,773,562)	(1,773,562)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(13,912,983)	-	-	-	-	-
2121 Tsfr To Governor, Office of the						
4400 Lottery Funds Ltd	(4,661,117)	(4,639,197)	(283,813)	(4,923,010)	(5,286,477)	(5,286,477)
3400 Other Funds Ltd	(1,660,000)	(1,392,039)	-	(1,392,039)	(1,549,716)	(1,549,716)
All Funds	(6,321,117)	(6,031,236)	(283,813)	(6,315,049)	(6,836,193)	(6,836,193)
2123 Tsfr To OR Business Development						
4400 Lottery Funds Ltd	(101,742,868)	(110,698,727)	(3,321,844)	(114,020,571)	(91,293,017)	(91,293,017)

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
4430 Lottery Funds Debt Svc Ltd	(43,851,420)	(49,547,114)	34,660	(49,512,454)	(66,293,285)	(66,293,285)
3400 Other Funds Ltd	(2,666,816)	(5,854,675)	-	(5,854,675)	(6,322,110)	(6,322,110)
All Funds	(148,261,104)	(166,100,516)	(3,287,184)	(169,387,700)	(163,908,412)	(163,908,412)
2137 Tsfr To Justice, Dept of						
3200 Other Funds Non-Ltd	(750,000)	(1,573,000)	-	(1,573,000)	(1,730,300)	(1,730,300)
2141 Tsfr To Lands, Dept of State						
3400 Other Funds Ltd	-	(18,763,236)	-	(18,763,236)	-	-
6400 Federal Funds Ltd	-	-	(500,000)	(500,000)	-	-
All Funds	-	(18,763,236)	(500,000)	(19,263,236)	-	-
2145 Tsfr To Leg Fiscal Officer						
3400 Other Funds Ltd	(4,500,001)	(4,500,000)	-	(4,500,000)	(4,500,000)	(4,500,000)
2156 Tsfr To Leg Admin Committee						
3400 Other Funds Ltd	(25,937)	-	-	-	-	-
2198 Tsfr To Judicial Dept						
3400 Other Funds Ltd	(3,509,824)	(3,656,988)	-	(3,656,988)	(4,468,410)	(4,468,410)
2213 Tsfr To Criminal Justice Comm						
4400 Lottery Funds Ltd	(578,865)	(603,177)	-	(603,177)	(628,510)	(628,510)
2248 Tsfr To Military Dept, Or						
3400 Other Funds Ltd	(3,245,392)	-	-	-	-	-
2274 Tsfr To Veterans' Affairs						
4400 Lottery Funds Ltd	(20,835,611)	(22,522,654)	(479,704)	(23,002,358)	(21,534,312)	(21,534,312)

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
4430 Lottery Funds Debt Svc Ltd	(250,246)	(548,870)	-	(548,870)	(551,000)	(551,000)
All Funds	(21,085,857)	(23,071,524)	(479,704)	(23,551,228)	(22,085,312)	(22,085,312)
2291 Tsfr To Corrections, Dept of						
3400 Other Funds Ltd	(1,032,350)	-	-	-	-	-
2330 Tsfr To Energy, Dept of						
4430 Lottery Funds Debt Svc Ltd	(3,013,841)	(1,416,320)	-	(1,416,320)	-	-
2443 Tsfr To Oregon Health Authority						
4400 Lottery Funds Ltd	(19,670,002)	(23,294,471)	(143,012)	(23,437,483)	(26,014,738)	(26,014,738)
4430 Lottery Funds Debt Svc Ltd	-	(6,186,773)	-	(6,186,773)	(16,513,581)	(16,513,581)
3200 Other Funds Non-Ltd	(113,169,000)	(135,840,666)	-	(135,840,666)	(114,900,000)	(114,900,000)
All Funds	(132,839,002)	(165,321,910)	(143,012)	(165,464,922)	(157,428,319)	(157,428,319)
2459 Tsfr To Public Emp Ret Sys						
4400 Lottery Funds Ltd	(15,335,236)	(28,186,388)	-	(28,186,388)	(45,010,271)	(45,010,271)
2525 Tsfr To HECC						
4400 Lottery Funds Ltd	(99,566,597)	(148,468,022)	(19,337,234)	(167,805,256)	(155,069,601)	(155,069,601)
4430 Lottery Funds Debt Svc Ltd	(44,010,885)	(44,554,121)	-	(44,554,121)	(47,162,988)	(47,162,988)
3200 Other Funds Non-Ltd	(30,760,756)	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	(7,328,750)	-	(7,328,750)	-	-
3400 Other Funds Ltd	(224,009)	-	-	-	-	-
All Funds	(174,562,247)	(200,350,893)	(19,337,234)	(219,688,127)	(202,232,589)	(202,232,589)
2543 Tsfr To State Library						

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	(7,109,410)	(7,634,890)	-	(7,634,890)	(10,378,818)	(10,378,818)
2581 Tsfr To Education, Dept of						
4400 Lottery Funds Ltd	(650,508,965)	(604,125,973)	(34,611,890)	(638,737,863)	(737,693,453)	(737,693,453)
4430 Lottery Funds Debt Svc Ltd	-	(3,227,390)	-	(3,227,390)	(8,693,643)	(8,693,643)
3200 Other Funds Non-Ltd	(3,344,000)	(3,659,334)	-	(3,659,334)	(3,100,000)	(3,100,000)
3400 Other Funds Ltd	(3,833)	-	-	-	-	-
All Funds	(653,856,798)	(611,012,697)	(34,611,890)	(645,624,587)	(749,487,096)	(749,487,096)
2629 Tsfr To Forestry, Dept of						
4430 Lottery Funds Debt Svc Ltd	(2,557,825)	(2,540,230)	-	(2,540,230)	(2,558,120)	(2,558,120)
2634 Tsfr To Parks and Rec Dept						
4400 Lottery Funds Ltd	(136,130,919)	(137,474,576)	(789,699)	(138,264,275)	(147,119,618)	(147,119,618)
4430 Lottery Funds Debt Svc Ltd	(3,116,122)	(3,949,140)	143,305	(3,805,835)	(5,467,397)	(5,467,397)
All Funds	(139,247,041)	(141,423,716)	(646,394)	(142,070,110)	(152,587,015)	(152,587,015)
2635 Tsfr To Fish/Wildlife, Dept of						
4430 Lottery Funds Debt Svc Ltd	-	-	-	-	(2,437,793)	(2,437,793)
2690 Tsfr To Water Resources Dept						
4430 Lottery Funds Debt Svc Ltd	(6,691,548)	(15,814,642)	1,754,019	(14,060,623)	(24,352,512)	(24,352,512)
2691 Tsfr To Watershd Enhance Bd						
4400 Lottery Funds Ltd	(136,130,920)	(137,474,576)	(789,700)	(138,264,276)	(147,119,618)	(147,119,618)
4430 Lottery Funds Debt Svc Ltd	-	-	-	-	(711,079)	(711,079)
3400 Other Funds Ltd	-	-	(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
All Funds	(136,130,920)	(137,474,576)	(5,789,700)	(143,264,276)	(147,830,697)	(147,830,697)
2730 Tsfr To Transportation, Dept						
4430 Lottery Funds Debt Svc Ltd	(120,687,246)	(135,257,275)	1,513,400	(133,743,875)	(143,579,808)	(143,579,808)
3230 Other Funds Debt Svc Non-Ltd	(1,513,400)	-	-	-	-	-
All Funds	(122,200,646)	(135,257,275)	1,513,400	(133,743,875)	(143,579,808)	(143,579,808)
2839 Tsfr To Labor and Ind, Bureau						
4400 Lottery Funds Ltd	(270,809)	(297,187)	(19,035)	(316,222)	(307,006)	(307,006)
2914 Tsfr To Housing and Com Svcs						
4430 Lottery Funds Debt Svc Ltd	(25,144,423)	(30,406,918)	862,853	(29,544,065)	(40,500,992)	(40,500,992)
3400 Other Funds Ltd	(33,216)	-	-	-	-	-
All Funds	(25,177,639)	(30,406,918)	862,853	(29,544,065)	(40,500,992)	(40,500,992)
TOTAL TRANSFERS OUT						
4400 Lottery Funds Ltd	(1,811,634,139)	(1,913,978,293)	(63,250,609)	(1,977,228,902)	(1,988,990,364)	(1,988,990,364)
4430 Lottery Funds Debt Svc Ltd	(272,497,643)	(342,481,317)	5,778,649	(336,702,668)	(412,734,715)	(412,734,715)
3020 Other Funds Cap Construct	(8,382,389)	-	-	-	-	-
3200 Other Funds Non-Ltd	(178,925,306)	(181,244,856)	-	(181,244,856)	(165,714,274)	(165,714,274)
3230 Other Funds Debt Svc Non-Ltd	(2,371,900)	(7,328,750)	-	(7,328,750)	-	-
3400 Other Funds Ltd	(204,022,338)	(357,657,953)	(5,680,453)	(363,338,406)	(309,703,424)	(309,703,424)
3430 Other Funds Debt Svc Ltd	(723,441)	-	-	-	-	-
8800 General Fund Revenue	(12,745,726)	(16,153,146)	-	(16,153,146)	(21,239,843)	(21,239,843)
6400 Federal Funds Ltd	-	(108,794,185)	(500,000)	(109,294,185)	(108,794,185)	(108,794,185)

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	**($2,491,302,882)**	**($2,927,638,500)**	**($63,652,413)**	**($2,991,290,913)**	**($3,007,176,805)**	**($3,007,176,805)**
AVAILABLE REVENUES						
8000 General Fund	662,644,193	113,782,009	182,667,693	296,449,702	296,465,718	9,051,550
8030 General Fund Debt Svc	7,828,488	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4400 Lottery Funds Ltd	1,023,804,129	1,086,797,300	(24,111,774)	1,062,685,526	1,238,111,259	1,238,111,259
4430 Lottery Funds Debt Svc Ltd	23,774,162	49,197,384	(1,117,762)	48,079,622	53,912,517	53,912,517
3010 Other Funds Cap Improve	5,019,670	4,954,969	-	4,954,969	5,685,852	5,685,852
3020 Other Funds Cap Construct	274,928,910	49,750,000	-	49,750,000	45,104,476	45,104,476
3200 Other Funds Non-Ltd	269,568,854	200,455,723	24,120,000	224,575,723	103,760,333	103,760,333
3230 Other Funds Debt Svc Non-Ltd	33,012,237	-	-	-	-	-
3400 Other Funds Ltd	1,389,443,708	1,413,462,940	104,525,447	1,517,988,387	899,581,670	892,987,388
3430 Other Funds Debt Svc Ltd	502,742,025	536,720,304	1,336,041	538,056,345	578,395,596	578,395,596
6400 Federal Funds Ltd	3,137,428,490	174,448,029	6,978,406	181,426,435	179,301,578	-
TOTAL AVAILABLE REVENUES	**$7,330,194,866**	**$3,634,977,948**	**$294,548,051**	**$3,929,525,999**	**$3,403,151,315**	**$2,929,841,287**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	568,757	310,277	35,418	345,695	330,963	330,963
3400 Other Funds Ltd	158,521,227	182,594,276	24,245,304	206,839,580	219,584,547	219,584,547

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	731,389	1,204,776	180,816	1,385,592	-	-
All Funds	159,821,373	184,109,329	24,461,538	208,570,867	219,915,510	219,915,510
3160 Temporary Appointments						
3400 Other Funds Ltd	1,498,126	1,310,124	-	1,310,124	1,310,124	1,365,150
3170 Overtime Payments						
3400 Other Funds Ltd	981,589	279,705	-	279,705	279,705	291,453
3180 Shift Differential						
3400 Other Funds Ltd	80,905	20,860	-	20,860	20,860	21,735
3190 All Other Differential						
8000 General Fund	354	-	-	-	-	-
3400 Other Funds Ltd	3,929,095	2,431,334	-	2,431,334	2,431,334	2,533,451
6400 Federal Funds Ltd	117	-	-	-	-	-
All Funds	3,929,566	2,431,334	-	2,431,334	2,431,334	2,533,451
TOTAL SALARIES & WAGES						
8000 General Fund	569,111	310,277	35,418	345,695	330,963	330,963
3400 Other Funds Ltd	165,010,942	186,636,299	24,245,304	210,881,603	223,626,570	223,796,336
6400 Federal Funds Ltd	731,506	1,204,776	180,816	1,385,592	-	-
TOTAL SALARIES & WAGES	**$166,311,559**	**$188,151,352**	**$24,461,538**	**$212,612,890**	**$223,957,533**	**$224,127,299**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

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	173	82	-	82	130	130
3400 Other Funds Ltd	48,544	51,507	557	52,064	70,043	70,043
6400 Federal Funds Ltd	173	265	-	265	-	-
All Funds	48,890	51,854	557	52,411	70,173	70,173
3220 Public Employees' Retire Cont						
8000 General Fund	82,643	55,602	-	55,602	69,635	69,635
3400 Other Funds Ltd	30,173,993	33,210,113	357,198	33,567,311	46,774,859	46,799,001
6400 Federal Funds Ltd	115,262	215,896	-	215,896	-	-
All Funds	30,371,898	33,481,611	357,198	33,838,809	46,844,494	46,868,636
3221 Pension Obligation Bond						
8000 General Fund	26,047	11,164	-	11,164	11,164	12,979
3400 Other Funds Ltd	8,986,215	9,419,895	-	9,419,895	9,419,895	8,714,517
6400 Federal Funds Ltd	35,459	-	-	-	-	-
All Funds	9,047,721	9,431,059	-	9,431,059	9,431,059	8,727,496
3230 Social Security Taxes						
8000 General Fund	43,108	23,695	-	23,695	25,275	25,275
3400 Other Funds Ltd	12,333,228	14,059,644	152,010	14,211,654	16,794,835	16,807,822
6400 Federal Funds Ltd	49,266	92,166	-	92,166	-	-
All Funds	12,425,602	14,175,505	152,010	14,327,515	16,820,110	16,833,097
3240 Unemployment Assessments						
8000 General Fund	616	-	-	-	-	-

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	15,023	37,484	-	37,484	37,484	39,058
All Funds	15,639	37,484	-	37,484	37,484	39,058
3241 Paid Family Medical Leave Insurance						
8000 General Fund	745	1,236	-	1,236	1,321	1,321
3400 Other Funds Ltd	196,120	718,805	7,831	726,636	869,044	869,503
6400 Federal Funds Ltd	1,045	4,818	-	4,818	-	-
All Funds	197,910	724,859	7,831	732,690	870,365	870,824
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	113	72	-	72	76	76
3400 Other Funds Ltd	35,099	44,709	486	45,195	40,858	40,858
6400 Federal Funds Ltd	122	230	-	230	-	-
All Funds	35,334	45,011	486	45,497	40,934	40,934
3260 Mass Transit Tax						
8000 General Fund	3,414	1,860	-	1,860	1,860	1,985
3400 Other Funds Ltd	993,488	1,125,716	11,959	1,137,675	1,137,675	1,342,779
All Funds	996,902	1,127,576	11,959	1,139,535	1,139,535	1,344,764
3270 Flexible Benefits						
8000 General Fund	104,281	61,994	-	61,994	76,992	76,992
3400 Other Funds Ltd	33,317,393	38,493,556	416,622	38,910,178	41,254,905	41,254,905
6400 Federal Funds Ltd	128,653	198,000	-	198,000	-	-
All Funds	33,550,327	38,753,550	416,622	39,170,172	41,331,897	41,331,897

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*
3280 Other OPE						
3400 Other Funds Ltd	24,436	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	261,140	155,705	-	155,705	186,453	188,393
3400 Other Funds Ltd	86,123,539	97,161,429	946,663	98,108,092	116,399,598	115,938,486
6400 Federal Funds Ltd	329,980	511,375	-	511,375	-	-
TOTAL OTHER PAYROLL EXPENSES	**$86,714,659**	**$97,828,509**	**$946,663**	**$98,775,172**	**$116,586,051**	**$116,126,879**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(16,548)
3400 Other Funds Ltd	-	(4,631,425)	-	(4,631,425)	(4,631,425)	(11,189,817)
All Funds	-	(4,631,425)	-	(4,631,425)	(4,631,425)	(11,206,365)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(13,853)	-	(13,853)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	-	-	-	-	(16,548)
3400 Other Funds Ltd	-	(4,645,278)	-	(4,645,278)	(4,631,425)	(11,189,817)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($4,645,278)**	**-**	**($4,645,278)**	**($4,631,425)**	**($11,206,365)**
TOTAL PERSONAL SERVICES						
8000 General Fund	830,251	465,982	35,418	501,400	517,416	502,808

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	251,134,481	279,152,450	25,191,967	304,344,417	335,394,743	328,545,005
6400 Federal Funds Ltd	1,061,486	1,716,151	180,816	1,896,967	-	-
TOTAL PERSONAL SERVICES	**$253,026,218**	**$281,334,583**	**$25,408,201**	**$306,742,784**	**$335,912,159**	**$329,047,813**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	949	2,070	-	2,070	2,070	2,157
3010 Other Funds Cap Improve	16,826	-	-	-	-	-
3200 Other Funds Non-Ltd	138	57	-	57	59	-
3400 Other Funds Ltd	195,958	601,051	9,934	610,985	610,985	603,870
6400 Federal Funds Ltd	192	5,730	-	5,730	5,730	-
All Funds	214,063	608,908	9,934	618,842	618,844	606,027
4125 Out of State Travel						
3400 Other Funds Ltd	68,975	149,285	-	149,285	149,285	127,330
4150 Employee Training						
8000 General Fund	3,675	1,805	-	1,805	1,805	1,881
3400 Other Funds Ltd	3,048,312	3,606,905	23,233	3,630,138	3,630,138	3,374,406
6400 Federal Funds Ltd	2,565	12,035	-	12,035	12,035	-
All Funds	3,054,552	3,620,745	23,233	3,643,978	3,643,978	3,376,287
4175 Office Expenses						
8000 General Fund	2,581	2,157	-	2,157	2,157	2,248

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
3010 Other Funds Cap Improve	1,028	-	-	-	-	-
3200 Other Funds Non-Ltd	-	52	-	52	54	-
3400 Other Funds Ltd	845,889	1,624,368	31,151	1,655,519	1,655,519	1,689,306
6400 Federal Funds Ltd	1,196	14,380	-	14,380	14,380	-
All Funds	850,694	1,640,957	31,151	1,672,108	1,672,110	1,691,554
4200 Telecommunications						
8000 General Fund	7,810	2,415	-	2,415	2,415	2,516
3400 Other Funds Ltd	13,861,352	24,592,889	34,876	24,627,765	24,627,765	25,431,226
6400 Federal Funds Ltd	5,908	16,100	-	16,100	16,100	-
All Funds	13,875,070	24,611,404	34,876	24,646,280	24,646,280	25,433,742
4225 State Gov. Service Charges						
3400 Other Funds Ltd	13,878,972	22,572,508	-	22,572,508	22,572,508	28,802,176
4250 Data Processing						
8000 General Fund	1,548	821	-	821	821	855
3400 Other Funds Ltd	33,579,422	38,704,431	10,927	38,715,358	38,715,358	34,954,765
6400 Federal Funds Ltd	577	5,470	-	5,470	5,470	-
All Funds	33,581,547	38,710,722	10,927	38,721,649	38,721,649	34,955,620
4275 Publicity and Publications						
8000 General Fund	495	-	-	-	-	-
3010 Other Funds Cap Improve	1,841	-	-	-	-	-
3020 Other Funds Cap Construct	296	-	-	-	-	-

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	441,850	389,731	-	389,731	389,731	406,824
All Funds	444,482	389,731	-	389,731	389,731	406,824
4300 Professional Services						
8000 General Fund	646,064	5,573	-	5,573	5,573	5,952
3010 Other Funds Cap Improve	1,056,090	-	-	-	-	-
3020 Other Funds Cap Construct	9,895,183	-	-	-	-	-
3200 Other Funds Non-Ltd	16,793,641	346,779	18,608,738	18,955,517	20,244,492	20,244,492
3400 Other Funds Ltd	12,854,845	14,252,617	-	14,252,617	14,252,617	13,251,983
6400 Federal Funds Ltd	46	-	-	-	-	-
All Funds	41,245,869	14,604,969	18,608,738	33,213,707	34,502,682	33,502,427
4315 IT Professional Services						
8000 General Fund	2,964,797	-	-	-	-	-
3400 Other Funds Ltd	40,997,081	50,732,952	-	50,732,952	50,732,952	47,447,042
6400 Federal Funds Ltd	10,286,612	3,553,113	-	3,553,113	3,553,113	-
All Funds	54,248,490	54,286,065	-	54,286,065	54,286,065	47,447,042
4325 Attorney General						
8000 General Fund	266,340	832,000	-	832,000	832,000	-
3010 Other Funds Cap Improve	150,511	-	-	-	-	-
3020 Other Funds Cap Construct	13,939	-	-	-	-	-
3400 Other Funds Ltd	27,858,842	24,926,271	-	24,926,271	24,926,271	30,675,308
6400 Federal Funds Ltd	54,268	150,000	-	150,000	150,000	-

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
All Funds	28,343,900	25,908,271	-	25,908,271	25,908,271	30,675,308
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	7,720	63,638	-	63,638	63,638	57,302
4400 Dues and Subscriptions						
8000 General Fund	-	590	-	590	590	615
3400 Other Funds Ltd	489,974	479,904	6,166	486,070	486,070	452,955
6400 Federal Funds Ltd	-	3,935	-	3,935	3,935	-
All Funds	489,974	484,429	6,166	490,595	490,595	453,570
4425 Facilities Rental and Taxes						
8000 General Fund	61,140	-	-	-	-	-
3400 Other Funds Ltd	21,094,172	15,253,145	3,282	15,256,427	15,256,427	24,533,868
6400 Federal Funds Ltd	988,618	-	-	-	-	-
All Funds	22,143,930	15,253,145	3,282	15,256,427	15,256,427	24,533,868
4450 Fuels and Utilities						
3010 Other Funds Cap Improve	2,541	-	-	-	-	-
3400 Other Funds Ltd	9,174,115	8,962,232	-	8,962,232	8,962,232	9,335,125
All Funds	9,176,656	8,962,232	-	8,962,232	8,962,232	9,335,125
4475 Facilities Maintenance						
3400 Other Funds Ltd	59,688	271,161	-	271,161	271,161	218,797
4575 Agency Program Related S and S						
8000 General Fund	1,215	-	-	-	-	-

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
3010 Other Funds Cap Improve	24,820	-	-	-	-	-
3200 Other Funds Non-Ltd	75,679,389	57,028,261	-	57,028,261	59,423,448	59,423,448
3400 Other Funds Ltd	33,454,793	30,416,857	-	30,416,857	30,416,857	27,536,168
All Funds	109,160,217	87,445,118	-	87,445,118	89,840,305	86,959,616
4625 Other COP Costs						
3400 Other Funds Ltd	-	50,000	-	50,000	50,000	50,000
4650 Other Services and Supplies						
8000 General Fund	193,792	4,312,543	-	4,312,543	4,312,543	13,070
3010 Other Funds Cap Improve	3,748,617	-	-	-	-	-
3020 Other Funds Cap Construct	159,840,582	-	-	-	-	-
3200 Other Funds Non-Ltd	70,963,214	61,401,016	55,826,213	117,227,229	122,150,773	122,150,886
3400 Other Funds Ltd	30,842,867	21,005,605	457,522	21,463,127	21,463,127	20,923,836
6400 Federal Funds Ltd	(6,233,612)	2,815	-	2,815	2,815	-
All Funds	259,355,460	86,721,979	56,283,735	143,005,714	147,929,258	143,087,792
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	504	-	504	504	525
3010 Other Funds Cap Improve	14,610	-	-	-	-	-
3400 Other Funds Ltd	426,893	619,910	5,266	625,176	625,176	471,628
6400 Federal Funds Ltd	-	3,360	-	3,360	3,360	-
All Funds	441,503	623,774	5,266	629,040	629,040	472,153
4715 IT Expendable Property						

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	19,308	2,110	-	2,110	2,110	2,199
3400 Other Funds Ltd	73,391,710	105,090,684	(277,972)	104,812,712	104,812,712	108,949,646
6400 Federal Funds Ltd	369,884	6,162,493	-	6,162,493	6,162,493	-
All Funds	73,780,902	111,255,287	(277,972)	110,977,315	110,977,315	108,951,845
TOTAL SERVICES & SUPPLIES						
8000 General Fund	4,169,714	5,162,588	-	5,162,588	5,162,588	32,018
3010 Other Funds Cap Improve	5,016,884	-	-	-	-	-
3020 Other Funds Cap Construct	169,750,000	-	-	-	-	-
3200 Other Funds Non-Ltd	163,436,382	118,776,165	74,434,951	193,211,116	201,818,826	201,818,826
3400 Other Funds Ltd	316,573,430	364,366,144	304,385	364,670,529	364,670,529	379,293,561
6400 Federal Funds Ltd	5,476,254	9,929,431	-	9,929,431	9,929,431	-
TOTAL SERVICES & SUPPLIES	**$664,422,664**	**$498,234,328**	**$74,739,336**	**$572,973,664**	**$581,581,374**	**$581,144,405**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	8,382,875	4,103,415	-	4,103,415	4,103,415	4,275,758
6400 Federal Funds Ltd	-	6,007,029	-	6,007,029	6,007,029	-
All Funds	8,382,875	10,110,444	-	10,110,444	10,110,444	4,275,758
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	216,966	59,717	-	59,717	59,717	62,225
5400 Automotive and Aircraft						

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	3,999,752	-	-	-	-	-
3400 Other Funds Ltd	13,383,018	26,666,258	-	26,666,258	26,666,258	20,095,641
All Funds	17,382,770	26,666,258	-	26,666,258	26,666,258	20,095,641
5550 Data Processing Software						
3400 Other Funds Ltd	24,295,963	2,246,190	300,000	2,546,190	2,546,190	2,653,130
5600 Data Processing Hardware						
3400 Other Funds Ltd	7,415,700	1,272,432	-	1,272,432	1,272,432	1,325,874
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	-	4,954,969	-	4,954,969	4,954,969	5,685,852
3020 Other Funds Cap Construct	-	49,750,000	-	49,750,000	-	-
3400 Other Funds Ltd	995,860	11,141,718	-	11,141,718	11,141,718	11,114,611
All Funds	995,860	65,846,687	-	65,846,687	16,096,687	16,800,463
TOTAL CAPITAL OUTLAY						
8000 General Fund	3,999,752	-	-	-	-	-
3010 Other Funds Cap Improve	-	4,954,969	-	4,954,969	4,954,969	5,685,852
3020 Other Funds Cap Construct	-	49,750,000	-	49,750,000	-	-
3400 Other Funds Ltd	54,690,382	45,489,730	300,000	45,789,730	45,789,730	39,527,239
6400 Federal Funds Ltd	-	6,007,029	-	6,007,029	6,007,029	-
TOTAL CAPITAL OUTLAY	**$58,690,134**	**$106,201,728**	**$300,000**	**$106,501,728**	**$56,751,728**	**$45,213,091**
SPECIAL PAYMENTS						

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
6015 Dist to Cities						
8000 General Fund	88,590,887	-	-	-	-	-
3400 Other Funds Ltd	8,077,816	-	-	-	-	-
6400 Federal Funds Ltd	257,915,257	-	-	-	-	-
All Funds	354,583,960	-	-	-	-	-
6020 Dist to Counties						
8000 General Fund	82,744,584	-	-	-	-	-
3400 Other Funds Ltd	10,731,377	-	-	-	-	-
6400 Federal Funds Ltd	18,774,172	-	-	-	-	-
All Funds	112,250,133	-	-	-	-	-
6025 Dist to Other Gov Unit						
8000 General Fund	190,684,978	2,265,299	-	2,265,299	2,265,299	2,360,442
3200 Other Funds Non-Ltd	27,091,177	24,716,507	-	24,716,507	24,716,507	24,716,507
3400 Other Funds Ltd	5,407,289	6,650,000	6,950,000	13,600,000	13,600,000	-
6400 Federal Funds Ltd	8,172,927	-	-	-	-	-
All Funds	231,356,371	33,631,806	6,950,000	40,581,806	40,581,806	27,076,949
6030 Dist to Non-Gov Units						
8000 General Fund	134,497,182	3,391,054	-	3,391,054	3,391,054	3,533,478
3400 Other Funds Ltd	40,158,763	2,708,864	-	2,708,864	2,708,864	2,822,636
6400 Federal Funds Ltd	28,261,034	-	-	-	-	-
All Funds	202,916,979	6,099,918	-	6,099,918	6,099,918	6,356,114

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
6040 Dist to Local School Districts						
8000 General Fund	125,980,000	-	-	-	-	-
3400 Other Funds Ltd	6,921,150	-	-	-	-	-
All Funds	132,901,150	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	22,915,630	9,217,086	-	9,217,086	9,217,086	2,622,804
6085 Other Special Payments						
8000 General Fund	-	93,280,000	182,632,275	275,912,275	275,912,275	-
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	3,828,000	3,988,776
3400 Other Funds Ltd	100,000	102,492,907	124,836,431	227,329,338	227,329,338	-
6400 Federal Funds Ltd	185,373,025	-	6,707,413	6,707,413	6,707,413	-
All Funds	189,301,025	199,600,907	314,176,119	513,777,026	513,777,026	3,988,776
6100 Spc Pmt to Human Svcs, Dept of						
6400 Federal Funds Ltd	46,460,000	-	-	-	-	-
6107 Spc Pmt to Administrative Svcs						
6400 Federal Funds Ltd	24,859	-	-	-	-	-
6123 Spc Pmt to OR Business Development						
6400 Federal Funds Ltd	322,197,981	156,795,418	-	156,795,418	156,795,418	-
6137 Spc Pmt to Justice, Dept of						
6400 Federal Funds Ltd	16,250,000	-	-	-	-	-
6150 Spc Pmt to Revenue, Dept of						

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	141,970,200	-	-	-	-	-
6198 Spc Pmt to Judicial Dept						
6400 Federal Funds Ltd	6,469,827	-	-	-	-	-
6250 Spc Pmt to Marine Bd, Or State						
6400 Federal Funds Ltd	1,000,000	-	-	-	-	-
6257 Spc Pmt to Police, Dept of State						
6400 Federal Funds Ltd	8,906,199	-	-	-	-	-
6259 Spc Pmt to Pub Safety Stds/Trng						
6400 Federal Funds Ltd	1,201,239	-	-	-	-	-
6291 Spc Pmt to Corrections, Dept of						
6400 Federal Funds Ltd	999,251,363	-	90,177	90,177	90,177	-
6340 Spc Pmt to Environmental Quality						
6400 Federal Funds Ltd	15,000,000	-	-	-	-	-
6415 Spc Pmt to Or Youth Authority						
6400 Federal Funds Ltd	105,448,068	-	-	-	-	-
6443 Spc Pmt to Oregon Health Authority						
6400 Federal Funds Ltd	447,323,800	-	-	-	-	-
6525 Spc Pmt to HECC						
6400 Federal Funds Ltd	123,136,812	-	-	-	-	-
6581 Spc Pmt to Education, Dept of						
6400 Federal Funds Ltd	7,000,000	-	-	-	-	-

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
6635 Spc Pmt to Fish/Wildlife, Dept of						
6400 Federal Funds Ltd	6,000,000	-	-	-	-	-
6690 Spc Pmt to Water Resources Dept						
6400 Federal Funds Ltd	20,500,000	-	-	-	-	-
6730 Spc Pmt to Transportation, Dept						
6400 Federal Funds Ltd	136,860,000	-	-	-	-	-
6839 Spc Pmt to Labor and Ind, Bureau						
6400 Federal Funds Ltd	1,100,000	-	-	-	-	-
6914 Spc Pmt to Housing and Com Svcs						
6400 Federal Funds Ltd	105,000,000	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	645,413,261	108,153,439	182,632,275	290,785,714	290,785,714	8,516,724
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	3,828,000	3,988,776
3200 Other Funds Non-Ltd	27,091,177	24,716,507	-	24,716,507	24,716,507	24,716,507
3400 Other Funds Ltd	71,396,395	111,851,771	131,786,431	243,638,202	243,638,202	2,822,636
6400 Federal Funds Ltd	3,009,596,763	156,795,418	6,797,590	163,593,008	163,593,008	-
TOTAL SPECIAL PAYMENTS	**$3,757,325,596**	**$405,345,135**	**$321,216,296**	**$726,561,431**	**$726,561,431**	**$40,044,643**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	7,291,589	5,070,010	150,000	5,220,010	2,475,000	2,475,000

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
4430 Lottery Funds Debt Svc Ltd	10,818,164	23,675,684	-	23,675,684	21,133,643	21,133,643
3430 Other Funds Debt Svc Ltd	341,421,411	426,088,387	1,336,041	427,424,428	519,485,000	519,485,000
All Funds	359,531,164	454,834,081	1,486,041	456,320,122	543,093,643	543,093,643
7150 Interest - Bonds						
8030 General Fund Debt Svc	939,494	339,280	-	339,280	357,316	357,316
4430 Lottery Funds Debt Svc Ltd	11,956,931	25,521,700	(1,470,412)	24,051,288	32,778,874	32,778,874
3430 Other Funds Debt Svc Ltd	144,553,454	110,631,917	-	110,631,917	58,910,596	58,910,596
All Funds	157,449,879	136,492,897	(1,470,412)	135,022,485	92,046,786	92,046,786
7350 Interest - Loans						
3400 Other Funds Ltd	654,668	-	-	-	-	-
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	8,231,083	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4430 Lottery Funds Debt Svc Ltd	22,775,095	49,197,384	(1,470,412)	47,726,972	53,912,517	53,912,517
3400 Other Funds Ltd	654,668	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	485,974,865	536,720,304	1,336,041	538,056,345	578,395,596	578,395,596
TOTAL DEBT SERVICE	**$517,635,711**	**$591,326,978**	**$15,629**	**$591,342,607**	**$635,140,429**	**$635,140,429**
EXPENDITURES						
8000 General Fund	654,412,978	113,782,009	182,667,693	296,449,702	296,465,718	9,051,550
8030 General Fund Debt Svc	8,231,083	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	3,828,000	3,988,776

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
4430 Lottery Funds Debt Svc Ltd	22,775,095	49,197,384	(1,470,412)	47,726,972	53,912,517	53,912,517
3010 Other Funds Cap Improve	5,016,884	4,954,969	-	4,954,969	4,954,969	5,685,852
3020 Other Funds Cap Construct	169,750,000	49,750,000	-	49,750,000	-	-
3200 Other Funds Non-Ltd	190,527,559	143,492,672	74,434,951	217,927,623	226,535,333	226,535,333
3400 Other Funds Ltd	694,449,356	800,860,095	157,582,783	958,442,878	989,493,204	750,188,441
3430 Other Funds Debt Svc Ltd	485,974,865	536,720,304	1,336,041	538,056,345	578,395,596	578,395,596
6400 Federal Funds Ltd	3,016,134,503	174,448,029	6,978,406	181,426,435	179,529,468	-
TOTAL EXPENDITURES	**$5,251,100,323**	**$1,882,442,752**	**$421,679,462**	**$2,304,122,214**	**$2,335,947,121**	**$1,630,590,381**
REVERSIONS						
9900 Reversions						
8000 General Fund	(8,231,215)	-	-	-	-	-
8030 General Fund Debt Svc	402,595	-	-	-	-	-
All Funds	(7,828,620)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4400 Lottery Funds Ltd	1,019,976,129	1,082,969,300	(24,111,774)	1,058,857,526	1,234,283,259	1,234,122,483
4430 Lottery Funds Debt Svc Ltd	999,067	-	352,650	352,650	-	-
3010 Other Funds Cap Improve	2,786	-	-	-	730,883	-
3020 Other Funds Cap Construct	105,178,910	-	-	-	45,104,476	45,104,476

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	79,041,295	56,963,051	(50,314,951)	6,648,100	(122,775,000)	(122,775,000)
3230 Other Funds Debt Svc Non-Ltd	33,012,237	-	-	-	-	-
3400 Other Funds Ltd	694,994,352	612,602,845	(53,057,336)	559,545,509	(89,911,534)	142,798,947
3430 Other Funds Debt Svc Ltd	16,767,160	-	-	-	-	-
6400 Federal Funds Ltd	121,293,987	-	-	-	(227,890)	-
TOTAL ENDING BALANCE	**$2,071,265,923**	**$1,752,535,196**	**($127,131,411)**	**$1,625,403,785**	**$1,067,204,194**	**$1,299,250,906**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	999	988	13	1,001	975	975
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	983.76	978.71	10.57	989.28	974.50	974.50

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						
3400 Other Funds Ltd	5,020,372	736,399	-	736,399	1,649,548	1,649,548
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	(1,233,300)	-	(1,233,300)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	5,020,372	(496,901)	-	(496,901)	1,649,548	1,649,548
TOTAL BEGINNING BALANCE	**$5,020,372**	**($496,901)**	**-**	**($496,901)**	**$1,649,548**	**$1,649,548**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	10,639,266	6,237,702	20,543	6,258,245	6,207,684	6,443,460
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	(545,919)	-	-	-	-	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	10,529,163	11,633,850	-	11,633,850	6,991,051	6,991,051
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	9,983,244	11,633,850	-	11,633,850	6,991,051	6,991,051
TOTAL CHARGES FOR SERVICES	**$9,983,244**	**$11,633,850**	**-**	**$11,633,850**	**$6,991,051**	**$6,991,051**

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
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	116,119	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	489,131	515,942	-	515,942	515,942	515,942
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	2,415,630	2,517,086	-	2,517,086	2,517,086	2,622,804
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	139,921	191,778	-	191,778	199,833	199,833
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	2,555,551	2,708,864	-	2,708,864	2,716,919	2,822,637
TOTAL TRANSFERS IN	**$2,555,551**	**$2,708,864**	**-**	**$2,708,864**	**$2,716,919**	**$2,822,637**
REVENUES						
8000 General Fund	10,639,266	6,237,702	20,543	6,258,245	6,207,684	6,443,460
3400 Other Funds Ltd	13,144,045	14,858,656	-	14,858,656	10,223,912	10,329,630
TOTAL REVENUES	**$23,783,311**	**$21,096,358**	**$20,543**	**$21,116,901**	**$16,431,596**	**$16,773,090**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						

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	(859,728)	(977,071)	-	(977,071)	(637,276)	(637,276)
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	(465,000)	(470,000)	-	(470,000)	(559,712)	(559,712)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(1,324,728)	(1,447,071)	-	(1,447,071)	(1,196,988)	(1,196,988)
TOTAL TRANSFERS OUT	**($1,324,728)**	**($1,447,071)**	**-**	**($1,447,071)**	**($1,196,988)**	**($1,196,988)**
AVAILABLE REVENUES						
8000 General Fund	10,639,266	6,237,702	20,543	6,258,245	6,207,684	6,443,460
3400 Other Funds Ltd	16,839,689	12,914,684	-	12,914,684	10,676,472	10,782,190
TOTAL AVAILABLE REVENUES	**$27,478,955**	**$19,152,386**	**$20,543**	**$19,172,929**	**$16,884,156**	**$17,225,650**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	568,757	211,223	20,543	231,766	181,083	181,083
3400 Other Funds Ltd	4,166,250	4,514,521	494,916	5,009,437	5,302,893	3,679,773
All Funds	4,735,007	4,725,744	515,459	5,241,203	5,483,976	3,860,856
3160 Temporary Appointments						
3400 Other Funds Ltd	145,505	-	-	-	-	-
3170 Overtime Payments						

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	2,305	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	354	-	-	-	-	-
3400 Other Funds Ltd	20,258	25,728	-	25,728	25,728	26,809
All Funds	20,612	25,728	-	25,728	25,728	26,809
TOTAL SALARIES & WAGES						
8000 General Fund	569,111	211,223	20,543	231,766	181,083	181,083
3400 Other Funds Ltd	4,334,318	4,540,249	494,916	5,035,165	5,328,621	3,706,582
TOTAL SALARIES & WAGES	**$4,903,429**	**$4,751,472**	**$515,459**	**$5,266,931**	**$5,509,704**	**$3,887,665**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	173	43	-	43	58	58
3400 Other Funds Ltd	682	1,016	-	1,016	1,310	806
All Funds	855	1,059	-	1,059	1,368	864
3220 Public Employees' Retire Cont						
8000 General Fund	82,643	37,852	-	37,852	38,100	38,100
3400 Other Funds Ltd	817,933	813,614	-	813,614	1,121,139	779,862
All Funds	900,576	851,466	-	851,466	1,159,239	817,962
3221 Pension Obligation Bond						
8000 General Fund	26,047	11,164	-	11,164	11,164	7,101

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	240,248	252,348	-	252,348	252,348	208,442
All Funds	266,295	263,512	-	263,512	263,512	215,543
3230 Social Security Taxes						
8000 General Fund	43,108	16,117	-	16,117	13,809	13,809
3400 Other Funds Ltd	306,466	325,515	-	325,515	373,904	249,817
All Funds	349,574	341,632	-	341,632	387,713	263,626
3240 Unemployment Assessments						
8000 General Fund	616	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	745	840	-	840	721	721
3400 Other Funds Ltd	5,734	16,344	-	16,344	19,139	12,650
All Funds	6,479	17,184	-	17,184	19,860	13,371
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	113	38	-	38	34	34
3400 Other Funds Ltd	708	882	-	882	764	470
All Funds	821	920	-	920	798	504
3260 Mass Transit Tax						
8000 General Fund	3,414	1,267	-	1,267	1,267	1,086
3400 Other Funds Ltd	26,005	27,085	-	27,085	27,085	31,978
All Funds	29,419	28,352	-	28,352	28,352	33,064
3270 Flexible Benefits						

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	104,281	32,294	-	32,294	34,584	34,584
3400 Other Funds Ltd	797,770	759,706	-	759,706	771,168	474,312
All Funds	902,051	792,000	-	792,000	805,752	508,896
3280 Other OPE						
3400 Other Funds Ltd	694	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	261,140	99,615	-	99,615	99,737	95,493
3400 Other Funds Ltd	2,196,240	2,196,510	-	2,196,510	2,566,857	1,758,337
TOTAL OTHER PAYROLL EXPENSES	**$2,457,380**	**$2,296,125**	**-**	**$2,296,125**	**$2,666,594**	**$1,853,830**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(9,054)
3400 Other Funds Ltd	-	(214,480)	-	(214,480)	(214,480)	(265,768)
All Funds	-	(214,480)	-	(214,480)	(214,480)	(274,822)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(105)	-	(105)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	-	-	-	-	(9,054)
3400 Other Funds Ltd	-	(214,585)	-	(214,585)	(214,480)	(265,768)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($214,585)**	**-**	**($214,585)**	**($214,480)**	**($274,822)**

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	830,251	310,838	20,543	331,381	280,820	267,522
3400 Other Funds Ltd	6,530,558	6,522,174	494,916	7,017,090	7,680,998	5,199,151
TOTAL PERSONAL SERVICES	**$7,360,809**	**$6,833,012**	**$515,459**	**$7,348,471**	**$7,961,818**	**$5,466,673**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	949	1,210	-	1,210	1,210	1,261
3400 Other Funds Ltd	10,164	24,855	-	24,855	24,855	18,071
All Funds	11,113	26,065	-	26,065	26,065	19,332
4125 Out of State Travel						
3400 Other Funds Ltd	2,059	-	-	-	-	-
4150 Employee Training						
8000 General Fund	3,675	-	-	-	-	-
3400 Other Funds Ltd	160,729	59,409	-	59,409	59,409	44,962
All Funds	164,404	59,409	-	59,409	59,409	44,962
4175 Office Expenses						
8000 General Fund	2,399	-	-	-	-	-
3400 Other Funds Ltd	7,690	40,662	-	40,662	40,662	18,352
All Funds	10,089	40,662	-	40,662	40,662	18,352
4200 Telecommunications						

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	7,810	-	-	-	-	-
3400 Other Funds Ltd	67,758	82,732	-	82,732	82,732	59,318
All Funds	75,568	82,732	-	82,732	82,732	59,318
4225 State Gov. Service Charges						
3400 Other Funds Ltd	865	-	-	-	-	-
4250 Data Processing						
8000 General Fund	1,055	-	-	-	-	-
3400 Other Funds Ltd	110,748	341,611	-	341,611	341,611	346,825
All Funds	111,803	341,611	-	341,611	341,611	346,825
4275 Publicity and Publications						
8000 General Fund	495	-	-	-	-	-
3400 Other Funds Ltd	17,618	27,785	-	27,785	27,785	28,951
All Funds	18,113	27,785	-	27,785	27,785	28,951
4300 Professional Services						
8000 General Fund	646,064	5,573	-	5,573	5,573	5,952
3400 Other Funds Ltd	815,908	808,660	-	808,660	808,660	863,649
All Funds	1,461,972	814,233	-	814,233	814,233	869,601
4325 Attorney General						
8000 General Fund	38,378	-	-	-	-	-
3400 Other Funds Ltd	142,486	279,563	-	279,563	279,563	344,589
All Funds	180,864	279,563	-	279,563	279,563	344,589

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	-	1,575	-	1,575	1,575	1,641
4400 Dues and Subscriptions						
3400 Other Funds Ltd	194,445	24,584	-	24,584	24,584	19,043
4425 Facilities Rental and Taxes						
8000 General Fund	61,140	-	-	-	-	-
3400 Other Funds Ltd	297,650	172,244	-	172,244	172,244	179,479
All Funds	358,790	172,244	-	172,244	172,244	179,479
4475 Facilities Maintenance						
3400 Other Funds Ltd	147	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	1,215	-	-	-	-	-
3400 Other Funds Ltd	16,667	-	-	-	-	-
All Funds	17,882	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	155,999	11,941	-	11,941	11,941	12,443
3400 Other Funds Ltd	207,017	199,980	-	199,980	199,980	207,919
All Funds	363,016	211,921	-	211,921	211,921	220,362
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	2,952	22,465	-	22,465	22,465	17,794
4715 IT Expendable Property						

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	16,425	-	-	-	-	-
3400 Other Funds Ltd	55,756	574,720	-	574,720	574,720	575,368
All Funds	72,181	574,720	-	574,720	574,720	575,368
TOTAL SERVICES & SUPPLIES						
8000 General Fund	935,604	18,724	-	18,724	18,724	19,656
3400 Other Funds Ltd	2,110,659	2,660,845	-	2,660,845	2,660,845	2,725,961
TOTAL SERVICES & SUPPLIES	**$3,046,263**	**$2,679,569**	**-**	**$2,679,569**	**$2,679,569**	**$2,745,617**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
8000 General Fund	3,504,370	3,391,054	-	3,391,054	3,391,054	3,533,478
3400 Other Funds Ltd	2,557,484	2,708,864	-	2,708,864	2,708,864	2,822,636
All Funds	6,061,854	6,099,918	-	6,099,918	6,099,918	6,356,114
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	2,415,630	2,517,086	-	2,517,086	2,517,086	2,622,804
TOTAL SPECIAL PAYMENTS						
8000 General Fund	5,920,000	5,908,140	-	5,908,140	5,908,140	6,156,282
3400 Other Funds Ltd	2,557,484	2,708,864	-	2,708,864	2,708,864	2,822,636
TOTAL SPECIAL PAYMENTS	**$8,477,484**	**$8,617,004**	**-**	**$8,617,004**	**$8,617,004**	**$8,978,918**
EXPENDITURES						
8000 General Fund	7,685,855	6,237,702	20,543	6,258,245	6,207,684	6,443,460

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	11,198,701	11,891,883	494,916	12,386,799	13,050,707	10,747,748
TOTAL EXPENDITURES	**$18,884,556**	**$18,129,585**	**$515,459**	**$18,645,044**	**$19,258,391**	**$17,191,208**
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,953,411)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	5,640,988	1,022,801	(494,916)	527,885	(2,374,235)	34,442
TOTAL ENDING BALANCE	**$5,640,988**	**$1,022,801**	**($494,916)**	**$527,885**	**($2,374,235)**	**$34,442**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	29	21	-	21	19	12
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	29.00	20.00	-	20.00	19.00	12.00

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	1,719,692	(555,200)	-	(555,200)	4,602,423	4,602,423
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,721,659	-	1,721,659	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	1,719,692	1,166,459	-	1,166,459	4,602,423	4,602,423
TOTAL BEGINNING BALANCE	**$1,719,692**	**$1,166,459**	**-**	**$1,166,459**	**$4,602,423**	**$4,602,423**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,164,668	1,183,949	-	1,183,949	1,103,275	1,103,275
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	146,834	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	1,021,000	-	1,021,000	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

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	16,055,424	17,833,734	-	17,833,734	20,573,381	20,573,381
REVENUES						
3400 Other Funds Ltd	17,366,926	20,038,683	-	20,038,683	21,676,656	21,676,656
AVAILABLE REVENUES						
3400 Other Funds Ltd	19,086,618	21,205,142	-	21,205,142	26,279,079	26,279,079
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	6,178,443	8,964,120	1,020,571	9,984,691	10,755,144	11,002,728
3160 Temporary Appointments						
3400 Other Funds Ltd	53,939	304,159	-	304,159	304,159	316,934
3170 Overtime Payments						
3400 Other Funds Ltd	4,729	46,793	-	46,793	46,793	48,758
3180 Shift Differential						
3400 Other Funds Ltd	14	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	86,780	150,970	-	150,970	150,970	157,311
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	6,323,905	9,466,042	1,020,571	10,486,613	11,257,066	11,525,731

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 SALARIES & WAGES	**$6,323,905**	**$9,466,042**	**$1,020,571**	**$10,486,613**	**$11,257,066**	**$11,525,731**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,795	2,491	-	2,491	3,384	3,456
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,111,286	1,641,808	-	1,641,808	2,304,494	2,358,334
3221 Pension Obligation Bond						
3400 Other Funds Ltd	337,645	432,907	-	432,907	432,907	429,520
3230 Social Security Taxes						
3400 Other Funds Ltd	469,654	715,386	-	715,386	851,880	872,433
3240 Unemployment Assessments						
3400 Other Funds Ltd	238	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	7,142	35,744	-	35,744	43,211	44,234
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,248	2,162	-	2,162	1,974	2,016
3260 Mass Transit Tax						
3400 Other Funds Ltd	37,703	56,796	-	56,796	56,796	67,668
3270 Flexible Benefits						
3400 Other Funds Ltd	1,253,762	1,861,200	-	1,861,200	1,993,176	2,035,584

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*
3280 Other OPE						
3400 Other Funds Ltd	971	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,221,444	4,748,494	-	4,748,494	5,687,822	5,813,245
TOTAL OTHER PAYROLL EXPENSES	**$3,221,444**	**$4,748,494**	**-**	**$4,748,494**	**$5,687,822**	**$5,813,245**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(425,153)	-	(425,153)	(425,153)	(650,456)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	9,545,349	13,789,383	1,020,571	14,809,954	16,519,735	16,688,520
TOTAL PERSONAL SERVICES	**$9,545,349**	**$13,789,383**	**$1,020,571**	**$14,809,954**	**$16,519,735**	**$16,688,520**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	6,269	16,130	-	16,130	16,130	11,886
4125 Out of State Travel						
3400 Other Funds Ltd	2,408	12,732	-	12,732	12,732	9,487
4150 Employee Training						
3400 Other Funds Ltd	33,687	148,671	-	148,671	148,671	84,364
4175 Office Expenses						
3400 Other Funds Ltd	21,848	40,659	-	40,659	40,659	37,243

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
4200 Telecommunications						
3400 Other Funds Ltd	183,373	175,521	-	175,521	175,521	190,192
4250 Data Processing						
3400 Other Funds Ltd	1,708,316	1,703,966	-	1,703,966	1,703,966	2,118,007
4275 Publicity and Publications						
3400 Other Funds Ltd	83	5,722	-	5,722	5,722	3,581
4300 Professional Services						
3400 Other Funds Ltd	3,663	2,291	-	2,291	2,291	20,947
4315 IT Professional Services						
3400 Other Funds Ltd	1,333,698	143,533	-	143,533	143,533	1,049,783
4325 Attorney General						
3400 Other Funds Ltd	1,936	499	-	499	499	2,316
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	3,145	-	3,145	3,145	132
4400 Dues and Subscriptions						
3400 Other Funds Ltd	90	10,478	-	10,478	10,478	1,228
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	609,250	128,250	-	128,250	128,250	593,387
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,020	5,022	-	5,022	5,022	1,711
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*
3400 Other Funds Ltd	12,653	6,313	-	6,313	6,313	14,265
4575 Agency Program Related S and S						
3400 Other Funds Ltd	148	13,345	-	13,345	13,345	1,061
4650 Other Services and Supplies						
3400 Other Funds Ltd	759,423	113,722	-	113,722	113,722	466,638
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	4,395	34,322	-	34,322	34,322	11,114
4715 IT Expendable Property						
3400 Other Funds Ltd	431,387	3,160,413	-	3,160,413	3,160,413	1,368,003
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,113,647	5,724,734	-	5,724,734	5,724,734	5,985,345
TOTAL SERVICES & SUPPLIES	**$5,113,647**	**$5,724,734**	**-**	**$5,724,734**	**$5,724,734**	**$5,985,345**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	11,794	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	23,171	13,469	-	13,469	13,469	14,035
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	34,965	13,469	-	13,469	13,469	14,035
TOTAL CAPITAL OUTLAY	**$34,965**	**$13,469**	**-**	**$13,469**	**$13,469**	**$14,035**

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						
3400 Other Funds Ltd	14,693,961	19,527,586	1,020,571	20,548,157	22,257,938	22,687,900
ENDING BALANCE						
3400 Other Funds Ltd	4,392,657	1,677,556	(1,020,571)	656,985	4,021,141	3,591,179
TOTAL ENDING BALANCE	**$4,392,657**	**$1,677,556**	**($1,020,571)**	**$656,985**	**$4,021,141**	**$3,591,179**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	41	47	-	47	47	48
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	40.63	47.00	-	47.00	47.00	48.00

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						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	-	-	-	-	8,200,519	8,200,519
REVENUES						
3400 Other Funds Ltd	-	-	-	-	8,200,519	8,200,519
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	-	-	-	(953,798)	(953,798)
AVAILABLE REVENUES						
3400 Other Funds Ltd	-	-	-	-	7,246,721	7,246,721
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	-	-	-	-	4,544,688
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	-	-	-	-	1,296
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	-	-	-	-	-	956,201

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*
3221 Pension Obligation Bond						
3400 Other Funds Ltd	-	-	-	-	-	44,177
3230 Social Security Taxes						
3400 Other Funds Ltd	-	-	-	-	-	330,675
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	-	17,082
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	-	-	-	-	756
3260 Mass Transit Tax						
3400 Other Funds Ltd	-	-	-	-	-	8,862
3270 Flexible Benefits						
3400 Other Funds Ltd	-	-	-	-	-	763,344
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	-	-	-	-	2,122,393
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**-**	**-**	**-**	**$2,122,393**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	-	-	-	-	(43,462)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	-	-	-	-	-	6,623,619

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	**-**	**-**	**-**	**-**	**-**	**$6,623,619**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	-	-	-	-	15,752
4150 Employee Training						
3400 Other Funds Ltd	-	-	-	-	-	45,377
4175 Office Expenses						
3400 Other Funds Ltd	-	-	-	-	-	51,055
4200 Telecommunications						
3400 Other Funds Ltd	-	-	-	-	-	53,000
4250 Data Processing						
3400 Other Funds Ltd	-	-	-	-	-	18,567
4275 Publicity and Publications						
3400 Other Funds Ltd	-	-	-	-	-	2,108
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	-	-	337,488
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	-	-	-	-	1,736
4400 Dues and Subscriptions						
3400 Other Funds Ltd	-	-	-	-	-	13,412

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
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	-	-	-	-	23,915
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	-	-	-	-	19,543
4715 IT Expendable Property						
3400 Other Funds Ltd	-	-	-	-	-	41,149
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	-	-	-	-	-	623,102
TOTAL SERVICES & SUPPLIES	**-**	**-**	**-**	**-**	**-**	**$623,102**
EXPENDITURES						
3400 Other Funds Ltd	-	-	-	-	-	7,246,721
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	7,246,721	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$7,246,721**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	-	-	-	18
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	-	-	-	-	-	18.00

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	4,214,545	400,816	-	400,816	4,974,137	4,974,137
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,423,434	-	1,423,434	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	4,214,545	1,824,250	-	1,824,250	4,974,137	4,974,137
TOTAL BEGINNING BALANCE	**$4,214,545**	**$1,824,250**	**-**	**$1,824,250**	**$4,974,137**	**$4,974,137**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	167,008	14,875	181,883	248,460	247,648
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	-	-	-	6,847,071	6,847,071
0415 Admin and Service Charges						
3400 Other Funds Ltd	17,651,459	20,906,312	-	20,906,312	34,405,454	34,405,454
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	17,651,459	20,906,312	-	20,906,312	41,252,525	41,252,525
TOTAL CHARGES FOR SERVICES	**$17,651,459**	**$20,906,312**	**-**	**$20,906,312**	**$41,252,525**	**$41,252,525**

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
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	138,089	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(27,947)	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	1,949,061	1,944,041	180,816	2,124,857	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	33,706	-	-	-	1,872,607	1,872,607
1107 Tsfr From Administrative Svcs						
3400 Other Funds Ltd	24,859	-	-	-	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	58,565	-	-	-	1,872,607	1,872,607
TOTAL TRANSFERS IN	**$58,565**	**-**	**-**	**-**	**$1,872,607**	**$1,872,607**
REVENUES						
8000 General Fund	-	167,008	14,875	181,883	248,460	247,648
3400 Other Funds Ltd	17,820,166	20,906,312	-	20,906,312	43,125,132	43,125,132

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	1,949,061	1,944,041	180,816	2,124,857	-	-
TOTAL REVENUES	**$19,769,227**	**$23,017,361**	**$195,691**	**$23,213,052**	**$43,373,592**	**$43,372,780**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,833,562)	(2,047,367)	-	(2,047,367)	(6,118,292)	(6,118,292)
AVAILABLE REVENUES						
8000 General Fund	-	167,008	14,875	181,883	248,460	247,648
3400 Other Funds Ltd	20,201,149	20,683,195	-	20,683,195	41,980,977	41,980,977
6400 Federal Funds Ltd	1,949,061	1,944,041	180,816	2,124,857	-	-
TOTAL AVAILABLE REVENUES	**$22,150,210**	**$22,794,244**	**$195,691**	**$22,989,935**	**$42,229,437**	**$42,228,625**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	99,054	14,875	113,929	149,880	149,880
3400 Other Funds Ltd	8,843,140	9,753,792	1,373,403	11,127,195	12,138,192	20,633,112
6400 Federal Funds Ltd	655,252	1,204,776	180,816	1,385,592	-	-
All Funds	9,498,392	11,057,622	1,569,094	12,626,716	12,288,072	20,782,992
3160 Temporary Appointments						
3400 Other Funds Ltd	188,304	6,415	-	6,415	6,415	69,498

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
3170 Overtime Payments						
3400 Other Funds Ltd	63,898	8,663	-	8,663	8,663	9,027
3180 Shift Differential						
3400 Other Funds Ltd	12	35	-	35	35	95
3190 All Other Differential						
3400 Other Funds Ltd	50,599	29,466	-	29,466	29,466	37,976
6400 Federal Funds Ltd	117	-	-	-	-	-
All Funds	50,716	29,466	-	29,466	29,466	37,976
TOTAL SALARIES & WAGES						
8000 General Fund	-	99,054	14,875	113,929	149,880	149,880
3400 Other Funds Ltd	9,145,953	9,798,371	1,373,403	11,171,774	12,182,771	20,749,708
6400 Federal Funds Ltd	655,369	1,204,776	180,816	1,385,592	-	-
TOTAL SALARIES & WAGES	**$9,801,322**	**$11,102,201**	**$1,569,094**	**$12,671,295**	**$12,332,651**	**$20,899,588**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	39	-	39	72	72
3400 Other Funds Ltd	1,978	2,226	39	2,265	3,096	5,760
6400 Federal Funds Ltd	173	265	-	265	-	-
All Funds	2,151	2,530	39	2,569	3,168	5,832
3220 Public Employees' Retire Cont						

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	-	17,750	-	17,750	31,535	31,535
3400 Other Funds Ltd	1,691,941	1,754,503	42,577	1,797,080	2,561,645	4,350,851
6400 Federal Funds Ltd	115,262	215,896	-	215,896	-	-
All Funds	1,807,203	1,988,149	42,577	2,030,726	2,593,180	4,382,386
3221 Pension Obligation Bond						
8000 General Fund	-	-	-	-	-	5,878
3400 Other Funds Ltd	500,502	542,328	-	542,328	542,328	772,865
6400 Federal Funds Ltd	35,459	-	-	-	-	-
All Funds	535,961	542,328	-	542,328	542,328	778,743
3230 Social Security Taxes						
8000 General Fund	-	7,578	-	7,578	11,466	11,466
3400 Other Funds Ltd	680,803	729,384	18,176	747,560	906,169	1,559,380
6400 Federal Funds Ltd	49,266	92,166	-	92,166	-	-
All Funds	730,069	829,128	18,176	847,304	917,635	1,570,846
3240 Unemployment Assessments						
3400 Other Funds Ltd	2,145	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	396	-	396	600	600
3400 Other Funds Ltd	11,542	36,712	950	37,662	47,036	80,906
6400 Federal Funds Ltd	1,045	4,818	-	4,818	-	-
All Funds	12,587	41,926	950	42,876	47,636	81,506

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
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	34	-	34	42	42
3400 Other Funds Ltd	1,641	1,932	34	1,966	1,806	3,360
6400 Federal Funds Ltd	122	230	-	230	-	-
All Funds	1,763	2,196	34	2,230	1,848	3,402
3260 Mass Transit Tax						
8000 General Fund	-	593	-	593	593	899
3400 Other Funds Ltd	55,322	58,791	1,426	60,217	60,217	127,572
All Funds	55,322	59,384	1,426	60,810	60,810	128,471
3270 Flexible Benefits						
8000 General Fund	-	29,700	-	29,700	42,408	42,408
3400 Other Funds Ltd	1,492,160	1,663,200	29,700	1,692,900	1,823,544	3,392,640
6400 Federal Funds Ltd	128,653	198,000	-	198,000	-	-
All Funds	1,620,813	1,890,900	29,700	1,920,600	1,865,952	3,435,048
3280 Other OPE						
3400 Other Funds Ltd	1,173	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	-	56,090	-	56,090	86,716	92,900
3400 Other Funds Ltd	4,439,207	4,789,076	92,902	4,881,978	5,945,841	10,293,334
6400 Federal Funds Ltd	329,980	511,375	-	511,375	-	-

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	**$4,769,187**	**$5,356,541**	**$92,902**	**$5,449,443**	**$6,032,557**	**$10,386,234**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	-	-	-	-	(7,494)
3400 Other Funds Ltd	-	(513,460)	-	(513,460)	(513,460)	(1,037,762)
All Funds	-	(513,460)	-	(513,460)	(513,460)	(1,045,256)
TOTAL PERSONAL SERVICES						
8000 General Fund	-	155,144	14,875	170,019	236,596	235,286
3400 Other Funds Ltd	13,585,160	14,073,987	1,466,305	15,540,292	17,615,152	30,005,280
6400 Federal Funds Ltd	985,349	1,716,151	180,816	1,896,967	-	-
TOTAL PERSONAL SERVICES	**$14,570,509**	**$15,945,282**	**$1,661,996**	**$17,607,278**	**$17,851,748**	**$30,240,566**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	860	-	860	860	896
3400 Other Funds Ltd	5,572	18,340	897	19,237	19,237	40,329
6400 Federal Funds Ltd	192	5,730	-	5,730	5,730	-
All Funds	5,764	24,930	897	25,827	25,827	41,225
4125 Out of State Travel						
3400 Other Funds Ltd	4,877	-	-	-	-	-
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
8000 General Fund	-	1,805	-	1,805	1,805	1,881
3400 Other Funds Ltd	145,344	91,234	1,885	93,119	93,119	170,778
6400 Federal Funds Ltd	2,403	12,035	-	12,035	12,035	-
All Funds	147,747	105,074	1,885	106,959	106,959	172,659
4175 Office Expenses						
8000 General Fund	-	2,157	-	2,157	2,157	2,248
3400 Other Funds Ltd	12,900	82,137	2,252	84,389	84,389	563,725
6400 Federal Funds Ltd	1,196	14,380	-	14,380	14,380	-
All Funds	14,096	98,674	2,252	100,926	100,926	565,973
4200 Telecommunications						
8000 General Fund	-	2,415	-	2,415	2,415	2,516
3400 Other Funds Ltd	76,585	127,063	2,522	129,585	129,585	226,893
6400 Federal Funds Ltd	5,908	16,100	-	16,100	16,100	-
All Funds	82,493	145,578	2,522	148,100	148,100	229,409
4225 State Gov. Service Charges						
3400 Other Funds Ltd	10,317	-	-	-	-	-
4250 Data Processing						
8000 General Fund	-	821	-	821	821	855
3400 Other Funds Ltd	118,841	313,688	857	314,545	314,545	2,576,209
6400 Federal Funds Ltd	577	5,470	-	5,470	5,470	-
All Funds	119,418	319,979	857	320,836	320,836	2,577,064

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
4275 Publicity and Publications						
3400 Other Funds Ltd	5,863	21,166	-	21,166	21,166	154,483
4300 Professional Services						
3400 Other Funds Ltd	172,013	3,092,265	-	3,092,265	3,092,265	639,966
6400 Federal Funds Ltd	46	-	-	-	-	-
All Funds	172,059	3,092,265	-	3,092,265	3,092,265	639,966
4315 IT Professional Services						
3400 Other Funds Ltd	-	168,676	-	168,676	168,676	4,711,300
6400 Federal Funds Ltd	2,396	-	-	-	-	-
All Funds	2,396	168,676	-	168,676	168,676	4,711,300
4325 Attorney General						
3400 Other Funds Ltd	93,398	56,493	-	56,493	56,493	118,200
6400 Federal Funds Ltd	52,138	150,000	-	150,000	150,000	-
All Funds	145,536	206,493	-	206,493	206,493	118,200
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,217	10,413	-	10,413	10,413	11,843
4400 Dues and Subscriptions						
8000 General Fund	-	590	-	590	590	615
3400 Other Funds Ltd	11,720	23,418	617	24,035	24,035	39,106
6400 Federal Funds Ltd	-	3,935	-	3,935	3,935	-
All Funds	11,720	27,943	617	28,560	28,560	39,721

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	399,429	409,988	-	409,988	409,988	710,627
6400 Federal Funds Ltd	45,281	-	-	-	-	-
All Funds	444,710	409,988	-	409,988	409,988	710,627
4450 Fuels and Utilities						
3400 Other Funds Ltd	-	5,101	-	5,101	5,101	5,316
4650 Other Services and Supplies						
8000 General Fund	-	602	-	602	602	627
3400 Other Funds Ltd	319,324	35,911	441	36,352	36,352	359,756
6400 Federal Funds Ltd	33,231	2,815	-	2,815	2,815	-
All Funds	352,555	39,328	441	39,769	39,769	360,383
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	504	-	504	504	525
3400 Other Funds Ltd	7,265	53,464	527	53,991	53,991	91,730
6400 Federal Funds Ltd	-	3,360	-	3,360	3,360	-
All Funds	7,265	57,328	527	57,855	57,855	92,255
4715 IT Expendable Property						
8000 General Fund	-	2,110	-	2,110	2,110	2,199
3400 Other Funds Ltd	121,910	60,932	2,203	63,135	63,135	135,299
6400 Federal Funds Ltd	15,823	14,065	-	14,065	14,065	-
All Funds	137,733	77,107	2,203	79,310	79,310	137,498

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	-	11,864	-	11,864	11,864	12,362
3400 Other Funds Ltd	1,506,575	4,570,289	12,201	4,582,490	4,582,490	10,555,560
6400 Federal Funds Ltd	159,191	227,890	-	227,890	227,890	-
TOTAL SERVICES & SUPPLIES	**$1,665,766**	**$4,810,043**	**$12,201**	**$4,822,244**	**$4,822,244**	**$10,567,922**
EXPENDITURES						
8000 General Fund	-	167,008	14,875	181,883	248,460	247,648
3400 Other Funds Ltd	15,091,735	18,644,276	1,478,506	20,122,782	22,197,642	40,560,840
6400 Federal Funds Ltd	1,144,540	1,944,041	180,816	2,124,857	227,890	-
TOTAL EXPENDITURES	**$16,236,275**	**$20,755,325**	**$1,674,197**	**$22,429,522**	**$22,673,992**	**$40,808,488**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	5,109,414	2,038,919	(1,478,506)	560,413	19,783,335	1,420,137
6400 Federal Funds Ltd	804,521	-	-	-	(227,890)	-
TOTAL ENDING BALANCE	**$5,913,935**	**$2,038,919**	**($1,478,506)**	**$560,413**	**$19,555,445**	**$1,420,137**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	49	48	1	49	44	81
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	49.00	47.75	0.75	48.50	44.00	81.00

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	16,744,306	5,824,088	-	5,824,088	1,890,143	1,890,143
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	(10,469,564)	-	(10,469,564)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	16,744,306	(4,645,476)	-	(4,645,476)	1,890,143	1,890,143
TOTAL BEGINNING BALANCE	**$16,744,306**	**($4,645,476)**	**-**	**($4,645,476)**	**$1,890,143**	**$1,890,143**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,345,000	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	5,944,149	6,401,736	-	6,401,736	-	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	121,712,549	169,093,908	-	169,093,908	224,149,721	224,149,721
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	127,656,698	175,495,644	-	175,495,644	224,149,721	224,149,721
TOTAL CHARGES FOR SERVICES	**$127,656,698**	**$175,495,644**	**-**	**$175,495,644**	**$224,149,721**	**$224,149,721**

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*
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	1,309,683	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	2,596,172	3,301,677	-	3,301,677	5,472,367	5,472,367
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	15,708,570	-	15,708,570	15,708,570	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	405,247	-	-	-	-	-
REVENUES						
8000 General Fund	3,345,000	-	-	-	-	-
3400 Other Funds Ltd	131,967,800	178,797,321	-	178,797,321	229,622,088	229,622,088
6400 Federal Funds Ltd	-	15,708,570	-	15,708,570	15,708,570	-
TOTAL REVENUES	**$135,312,800**	**$194,505,891**	**-**	**$194,505,891**	**$245,330,658**	**$229,622,088**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(5,270,239)	(6,418,205)	-	(6,418,205)	(7,432,062)	(7,432,062)

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						
8000 General Fund	3,345,000	-	-	-	-	-
3400 Other Funds Ltd	143,441,867	167,733,640	-	167,733,640	224,080,169	224,080,169
6400 Federal Funds Ltd	-	15,708,570	-	15,708,570	15,708,570	-
TOTAL AVAILABLE REVENUES	**$146,786,867**	**$183,442,210**	**-**	**$183,442,210**	**$239,788,739**	**$224,080,169**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	29,166,279	34,440,024	4,309,165	38,749,189	41,708,232	41,708,232
3160 Temporary Appointments						
3400 Other Funds Ltd	44,335	403,597	-	403,597	403,597	420,548
3170 Overtime Payments						
3400 Other Funds Ltd	12,016	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	1	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	457,035	841,890	-	841,890	841,890	877,249
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	29,679,666	35,685,511	4,309,165	39,994,676	42,953,719	43,006,029

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 SALARIES & WAGES	**$29,679,666**	**$35,685,511**	**$4,309,165**	**$39,994,676**	**$42,953,719**	**$43,006,029**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	6,425	7,526	106	7,632	10,224	10,224
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	5,374,841	6,322,522	65,073	6,387,595	8,952,549	8,959,988
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,596,671	1,833,122	-	1,833,122	1,833,122	1,668,609
3230 Social Security Taxes						
3400 Other Funds Ltd	2,161,564	2,618,477	27,779	2,646,256	3,136,605	3,140,607
3240 Unemployment Assessments						
3400 Other Funds Ltd	362	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	34,497	130,506	1,453	131,959	160,556	160,698
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	4,743	6,532	92	6,624	5,964	5,964
3260 Mass Transit Tax						
3400 Other Funds Ltd	176,592	214,267	2,179	216,446	216,446	258,037
3270 Flexible Benefits						
3400 Other Funds Ltd	4,781,132	5,623,200	79,200	5,702,400	6,021,936	6,021,936

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
3280 Other OPE						
3400 Other Funds Ltd	3,349	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	14,140,176	16,756,152	175,882	16,932,034	20,337,402	20,226,063
TOTAL OTHER PAYROLL EXPENSES	**$14,140,176**	**$16,756,152**	**$175,882**	**$16,932,034**	**$20,337,402**	**$20,226,063**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(341,172)	-	(341,172)	(341,172)	(2,147,686)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	32,408	-	32,408	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(308,764)	-	(308,764)	(341,172)	(2,147,686)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($308,764)**	**-**	**($308,764)**	**($341,172)**	**($2,147,686)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	43,819,842	52,132,899	4,485,047	56,617,946	62,949,949	61,084,406
TOTAL PERSONAL SERVICES	**$43,819,842**	**$52,132,899**	**$4,485,047**	**$56,617,946**	**$62,949,949**	**$61,084,406**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	19,430	50,291	2,392	52,683	52,683	53,212
4125 Out of State 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	17,755	43	-	43	43	45
4150 Employee Training						
3400 Other Funds Ltd	1,456,779	1,728,859	5,026	1,733,885	1,733,885	1,799,521
4175 Office Expenses						
8000 General Fund	182	-	-	-	-	-
3400 Other Funds Ltd	40,676	126,326	6,006	132,332	132,332	131,896
All Funds	40,858	126,326	6,006	132,332	132,332	131,896
4200 Telecommunications						
3400 Other Funds Ltd	4,591,952	13,569,555	6,724	13,576,279	13,576,279	14,139,772
4225 State Gov. Service Charges						
3400 Other Funds Ltd	542	-	-	-	-	-
4250 Data Processing						
8000 General Fund	493	-	-	-	-	-
3400 Other Funds Ltd	4,967,106	4,042,119	2,284	4,044,403	4,044,403	4,211,988
All Funds	4,967,599	4,042,119	2,284	4,044,403	4,044,403	4,211,988
4275 Publicity and Publications						
3400 Other Funds Ltd	7,747	4,283	-	4,283	4,283	4,462
4300 Professional Services						
3400 Other Funds Ltd	62,088	334,133	-	334,133	334,133	356,854
4315 IT Professional Services						
8000 General Fund	2,964,797	-	-	-	-	-

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	16,966,452	17,049,311	-	17,049,311	17,049,311	15,994,633
6400 Federal Funds Ltd	-	3,553,113	-	3,553,113	3,553,113	-
All Funds	19,931,249	20,602,424	-	20,602,424	20,602,424	15,994,633
4325 Attorney General						
8000 General Fund	8,494	-	-	-	-	-
3400 Other Funds Ltd	196,024	431,765	-	431,765	431,765	532,194
All Funds	204,518	431,765	-	431,765	431,765	532,194
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	380	359	-	359	359	374
4400 Dues and Subscriptions						
3400 Other Funds Ltd	3,007	126,169	1,644	127,813	127,813	131,541
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,022,901	793,403	-	793,403	793,403	826,726
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,802	9	-	9	9	9
4575 Agency Program Related S and S						
3400 Other Funds Ltd	21,631	188	-	188	188	196
4650 Other Services and Supplies						
8000 General Fund	37,793	-	-	-	-	-
3400 Other Funds Ltd	1,224,212	1,096,312	1,176	1,097,488	1,097,488	1,142,410
All Funds	1,262,005	1,096,312	1,176	1,097,488	1,097,488	1,142,410

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	3,025	13,630	1,404	15,034	15,034	14,264
4715 IT Expendable Property						
8000 General Fund	2,883	-	-	-	-	-
3400 Other Funds Ltd	46,417,100	63,980,520	5,874	63,986,394	63,986,394	66,337,445
6400 Federal Funds Ltd	-	6,148,428	-	6,148,428	6,148,428	-
All Funds	46,419,983	70,128,948	5,874	70,134,822	70,134,822	66,337,445
TOTAL SERVICES & SUPPLIES						
8000 General Fund	3,014,642	-	-	-	-	-
3400 Other Funds Ltd	77,020,609	103,347,275	32,530	103,379,805	103,379,805	105,677,542
6400 Federal Funds Ltd	-	9,701,541	-	9,701,541	9,701,541	-
TOTAL SERVICES & SUPPLIES	**$80,035,251**	**$113,048,816**	**$32,530**	**$113,081,346**	**$113,081,346**	**$105,677,542**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	966,463	1,340,389	-	1,340,389	1,340,389	1,396,685
6400 Federal Funds Ltd	-	6,007,029	-	6,007,029	6,007,029	-
All Funds	966,463	7,347,418	-	7,347,418	7,347,418	1,396,685
5550 Data Processing Software						
3400 Other Funds Ltd	2,522,869	2,000,000	300,000	2,300,000	2,300,000	2,396,600
5600 Data Processing Hardware						

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	62,125	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	3,551,457	3,340,389	300,000	3,640,389	3,640,389	3,793,285
6400 Federal Funds Ltd	-	6,007,029	-	6,007,029	6,007,029	-
TOTAL CAPITAL OUTLAY	**$3,551,457**	**$9,347,418**	**$300,000**	**$9,647,418**	**$9,647,418**	**$3,793,285**
DEBT SERVICE						
7350 Interest - Loans						
3400 Other Funds Ltd	515,114	-	-	-	-	-
EXPENDITURES						
8000 General Fund	3,014,642	-	-	-	-	-
3400 Other Funds Ltd	124,907,022	158,820,563	4,817,577	163,638,140	169,970,143	170,555,233
6400 Federal Funds Ltd	-	15,708,570	-	15,708,570	15,708,570	-
TOTAL EXPENDITURES	**$127,921,664**	**$174,529,133**	**$4,817,577**	**$179,346,710**	**$185,678,713**	**$170,555,233**
REVERSIONS						
9900 Reversions						
8000 General Fund	(330,358)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	18,534,845	8,913,077	(4,817,577)	4,095,500	54,110,026	53,524,936
6400 Federal Funds Ltd	-	-	-	-	-	-

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	**$18,534,845**	**$8,913,077**	**($4,817,577)**	**$4,095,500**	**$54,110,026**	**$53,524,936**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	141	142	2	144	142	142
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	140.50	142.00	2.00	144.00	142.00	142.00

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	3,826,011	2,991,810	-	2,991,810	1,585,198	1,585,198
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	(2,414,834)	-	(2,414,834)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	3,826,011	576,976	-	576,976	1,585,198	1,585,198
TOTAL BEGINNING BALANCE	**$3,826,011**	**$576,976**	**-**	**$576,976**	**$1,585,198**	**$1,585,198**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	2,063,697	2,338,475	-	2,338,475	2,501,375	2,501,375
0415 Admin and Service Charges						
3400 Other Funds Ltd	37,891,875	48,749,820	-	48,749,820	30,914,134	30,914,134
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	39,955,572	51,088,295	-	51,088,295	33,415,509	33,415,509
TOTAL CHARGES FOR SERVICES	**$39,955,572**	**$51,088,295**	**-**	**$51,088,295**	**$33,415,509**	**$33,415,509**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	166,742	-	-	-	-	-

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						
3400 Other Funds Ltd	-	-	63,383	63,383	282,393	282,393
REVENUES						
3400 Other Funds Ltd	40,122,314	51,088,295	63,383	51,151,678	33,697,902	33,697,902
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(2,698,536)	(3,628,613)	-	(3,628,613)	(2,484,105)	(2,484,105)
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	(1,195,000)	(922,039)	-	(922,039)	(990,004)	(990,004)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(3,893,536)	(4,550,652)	-	(4,550,652)	(3,474,109)	(3,474,109)
TOTAL TRANSFERS OUT	**($3,893,536)**	**($4,550,652)**	**-**	**($4,550,652)**	**($3,474,109)**	**($3,474,109)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	40,054,789	47,114,619	63,383	47,178,002	31,808,991	31,808,991
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	14,796,142	18,042,912	3,065,089	21,108,001	22,755,018	21,000,114

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	150,178	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	17,926	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	2	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	170,681	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	15,134,929	18,042,912	3,065,089	21,108,001	22,755,018	21,000,114
TOTAL SALARIES & WAGES	**$15,134,929**	**$18,042,912**	**$3,065,089**	**$21,108,001**	**$22,755,018**	**$21,000,114**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,880	4,445	247	4,692	6,408	5,976
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,885,618	3,233,112	175,456	3,408,568	4,787,415	4,418,184
3221 Pension Obligation Bond						
3400 Other Funds Ltd	849,044	913,467	-	913,467	913,467	842,668
3230 Social Security Taxes						
3400 Other Funds Ltd	1,148,801	1,351,573	74,427	1,426,000	1,706,943	1,585,188

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	(12)	9,423	-	9,423	9,423	9,819
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	19,054	69,157	3,773	72,930	88,828	82,615
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,968	3,858	215	4,073	3,738	3,486
3260 Mass Transit Tax						
3400 Other Funds Ltd	92,954	109,119	5,875	114,994	114,994	127,667
3270 Flexible Benefits						
3400 Other Funds Ltd	2,925,996	3,321,450	183,972	3,505,422	3,774,312	3,519,864
3280 Other OPE						
3400 Other Funds Ltd	1,880	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	7,930,183	9,015,604	443,965	9,459,569	11,405,528	10,595,467
TOTAL OTHER PAYROLL EXPENSES	**$7,930,183**	**$9,015,604**	**$443,965**	**$9,459,569**	**$11,405,528**	**$10,595,467**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(189,540)	-	(189,540)	(189,540)	(1,055,714)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	2,349	-	2,349	-	-

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 P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(187,191)	-	(187,191)	(189,540)	(1,055,714)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($187,191)**	**-**	**($187,191)**	**($189,540)**	**($1,055,714)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	23,065,112	26,871,325	3,509,054	30,380,379	33,971,006	30,539,867
TOTAL PERSONAL SERVICES	**$23,065,112**	**$26,871,325**	**$3,509,054**	**$30,380,379**	**$33,971,006**	**$30,539,867**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	2,781	65,154	3,463	68,617	68,617	66,622
4125 Out of State Travel						
3400 Other Funds Ltd	2,158	-	-	-	-	-
4150 Employee Training						
3400 Other Funds Ltd	517,651	613,595	9,265	622,860	622,860	627,486
4175 Office Expenses						
3400 Other Funds Ltd	33,561	183,982	11,631	195,613	195,613	188,811
4200 Telecommunications						
3400 Other Funds Ltd	146,896	201,078	13,022	214,100	214,100	210,436
4225 State Gov. Service Charges						
3400 Other Funds Ltd	270	-	-	-	-	-
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
3400 Other Funds Ltd	283,513	448,823	3,503	452,326	452,326	466,460
4275 Publicity and Publications						
3400 Other Funds Ltd	160,479	62,655	-	62,655	62,655	63,178
4300 Professional Services						
3400 Other Funds Ltd	1,909,780	3,149,966	-	3,149,966	3,149,966	3,026,675
4315 IT Professional Services						
3400 Other Funds Ltd	835,652	9,540,684	-	9,540,684	9,540,684	10,189,451
4325 Attorney General						
3400 Other Funds Ltd	1,180,770	595,626	-	595,626	595,626	734,168
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	22,863	-	22,863	22,863	22,086
4400 Dues and Subscriptions						
3400 Other Funds Ltd	143,625	101,359	822	102,181	102,181	102,924
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	527,662	784,125	3,282	787,407	787,407	820,478
4575 Agency Program Related S and S						
3400 Other Funds Ltd	15,605	10,599	-	10,599	10,599	11,044
4650 Other Services and Supplies						
3400 Other Funds Ltd	623,740	315,579	42,732	358,311	358,311	356,500
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	1,058	69,615	702	70,317	70,317	62,151

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						
3400 Other Funds Ltd	5,516,666	540,561	2,937	543,498	543,498	560,420
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	11,901,867	16,706,264	91,359	16,797,623	16,797,623	17,508,890
TOTAL SERVICES & SUPPLIES	**$11,901,867**	**$16,706,264**	**$91,359**	**$16,797,623**	**$16,797,623**	**$17,508,890**
EXPENDITURES						
3400 Other Funds Ltd	34,966,979	43,577,589	3,600,413	47,178,002	50,768,629	48,048,757
ENDING BALANCE						
3400 Other Funds Ltd	5,087,810	3,537,030	(3,537,030)	-	(18,959,638)	(16,239,766)
TOTAL ENDING BALANCE	**$5,087,810**	**$3,537,030**	**($3,537,030)**	**-**	**($18,959,638)**	**($16,239,766)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	87	84	5	89	89	83
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	81.25	83.88	4.67	88.55	89.00	83.00

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	52,986,455	18,689,047	-	18,689,047	(3,137,644)	(3,137,644)
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,347,986	-	1,347,986	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	52,986,455	20,037,033	-	20,037,033	(3,137,644)	(3,137,644)
TOTAL BEGINNING BALANCE	**$52,986,455**	**$20,037,033**	**-**	**$20,037,033**	**($3,137,644)**	**($3,137,644)**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	116,017,098	89,039,798	-	89,039,798	111,433,418	111,433,418
0415 Admin and Service Charges						
3400 Other Funds Ltd	61,251,708	69,113,993	-	69,113,993	102,121,192	102,121,192
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	177,268,806	158,153,791	-	158,153,791	213,554,610	213,554,610
TOTAL CHARGES FOR SERVICES	**$177,268,806**	**$158,153,791**	**-**	**$158,153,791**	**$213,554,610**	**$213,554,610**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	26,935	4,325,458	-	4,325,458	2,496,949	2,496,949

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						
3400 Other Funds Ltd	39,121,132	28,128,802	-	28,128,802	28,368,638	28,368,638
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	9,588,552	3,753,382	-	3,753,382	5,128,480	5,128,480
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	48,709,684	31,882,184	-	31,882,184	33,497,118	33,497,118
TOTAL TRANSFERS IN	**$48,709,684**	**$31,882,184**	**-**	**$31,882,184**	**$33,497,118**	**$33,497,118**
REVENUES						
3400 Other Funds Ltd	226,005,425	194,361,433	-	194,361,433	249,548,677	249,548,677
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(25,498,550)	(35,154,752)	-	(35,154,752)	(36,121,454)	(36,121,454)
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(9,588,552)	(3,753,382)	-	(3,753,382)	(5,128,479)	(5,128,479)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(35,087,102)	(38,908,134)	-	(38,908,134)	(41,249,933)	(41,249,933)
TOTAL TRANSFERS OUT	**($35,087,102)**	**($38,908,134)**	**-**	**($38,908,134)**	**($41,249,933)**	**($41,249,933)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	243,904,778	175,490,332	-	175,490,332	205,161,100	205,161,100

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						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	30,447,887	32,581,876	3,520,015	36,101,891	38,256,576	38,256,576
3160 Temporary Appointments						
3400 Other Funds Ltd	232,236	231,628	-	231,628	231,628	241,356
3170 Overtime Payments						
3400 Other Funds Ltd	97,672	64,341	-	64,341	64,341	67,044
3180 Shift Differential						
3400 Other Funds Ltd	34,330	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	2,149,597	1,058,709	-	1,058,709	1,058,709	1,103,177
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	32,961,722	33,936,554	3,520,015	37,456,569	39,611,254	39,668,153
TOTAL SALARIES & WAGES	**$32,961,722**	**$33,936,554**	**$3,520,015**	**$37,456,569**	**$39,611,254**	**$39,668,153**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	8,097	7,891	-	7,891	10,521	10,521
3220 Public Employees' Retire Cont						

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	6,124,725	6,039,948	-	6,039,948	8,285,487	8,295,413
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,807,990	1,788,630	-	1,788,630	1,788,630	1,544,277
3230 Social Security Taxes						
3400 Other Funds Ltd	2,476,056	2,579,450	-	2,579,450	3,007,735	3,012,087
3240 Unemployment Assessments						
3400 Other Funds Ltd	3,980	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	38,659	132,863	-	132,863	156,048	156,237
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	5,500	6,847	-	6,847	6,137	6,137
3260 Mass Transit Tax						
3400 Other Funds Ltd	197,343	208,663	-	208,663	208,663	238,010
3270 Flexible Benefits						
3400 Other Funds Ltd	5,837,296	5,895,450	-	5,895,450	6,196,869	6,196,869
3280 Other OPE						
3400 Other Funds Ltd	3,661	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	16,503,307	16,659,742	-	16,659,742	19,660,090	19,459,551
TOTAL OTHER PAYROLL EXPENSES	**$16,503,307**	**$16,659,742**	**-**	**$16,659,742**	**$19,660,090**	**$19,459,551**

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	-	(379,080)	-	(379,080)	(379,080)	(1,980,563)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	49,465,029	50,217,216	3,520,015	53,737,231	58,892,264	57,147,141
TOTAL PERSONAL SERVICES	**$49,465,029**	**$50,217,216**	**$3,520,015**	**$53,737,231**	**$58,892,264**	**$57,147,141**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	68,556	184,283	-	184,283	184,283	188,425
4125 Out of State Travel						
3400 Other Funds Ltd	22,148	78,671	-	78,671	78,671	81,974
4150 Employee Training						
3400 Other Funds Ltd	376,574	451,465	-	451,465	451,465	299,921
4175 Office Expenses						
3400 Other Funds Ltd	75,418	203,177	-	203,177	203,177	299,428
4200 Telecommunications						
3400 Other Funds Ltd	7,537,876	9,154,332	-	9,154,332	9,154,332	9,450,085
4250 Data Processing						
3400 Other Funds Ltd	22,894,398	27,852,072	-	27,852,072	27,852,072	23,929,198
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
3400 Other Funds Ltd	5,121	50,044	-	50,044	50,044	52,146
4300 Professional Services						
3400 Other Funds Ltd	25,221	4,092	-	4,092	4,092	4,356
4315 IT Professional Services						
3400 Other Funds Ltd	9,504,066	12,619,064	-	12,619,064	12,619,064	14,436,713
4325 Attorney General						
3400 Other Funds Ltd	42,522	67,510	-	67,510	67,510	83,213
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	441	17,239	-	17,239	17,239	17,258
4400 Dues and Subscriptions						
3400 Other Funds Ltd	12,862	37,100	-	37,100	37,100	32,476
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	8,872,845	6,751,384	-	6,751,384	6,751,384	7,034,809
4450 Fuels and Utilities						
3400 Other Funds Ltd	5,193	6,982	-	6,982	6,982	7,275
4475 Facilities Maintenance						
3400 Other Funds Ltd	17	-	-	-	-	2,534
4575 Agency Program Related S and S						
3400 Other Funds Ltd	762	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	4,053,316	4,379,655	-	4,379,655	4,379,655	2,511,531

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	353,429	136,084	-	136,084	136,084	141,800
4715 IT Expendable Property						
3400 Other Funds Ltd	19,952,367	36,451,003	(300,000)	36,151,003	36,151,003	39,582,587
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	73,803,132	98,444,157	(300,000)	98,144,157	98,144,157	98,155,729
TOTAL SERVICES & SUPPLIES	**$73,803,132**	**$98,444,157**	**($300,000)**	**$98,144,157**	**$98,144,157**	**$98,155,729**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	7,416,412	2,763,026	-	2,763,026	2,763,026	2,879,073
5550 Data Processing Software						
3400 Other Funds Ltd	17,780,092	246,190	-	246,190	246,190	256,530
5600 Data Processing Hardware						
3400 Other Funds Ltd	7,330,404	1,258,963	-	1,258,963	1,258,963	1,311,839
5900 Other Capital Outlay						
3400 Other Funds Ltd	995,860	11,141,718	-	11,141,718	11,141,718	11,114,611
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	33,522,768	15,409,897	-	15,409,897	15,409,897	15,562,053
TOTAL CAPITAL OUTLAY	**$33,522,768**	**$15,409,897**	**-**	**$15,409,897**	**$15,409,897**	**$15,562,053**
DEBT SERVICE						

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*
7350 Interest - Loans						
3400 Other Funds Ltd	139,554	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	156,930,483	164,071,270	3,220,015	167,291,285	172,446,318	170,864,923
ENDING BALANCE						
3400 Other Funds Ltd	86,974,295	11,419,062	(3,220,015)	8,199,047	32,714,782	34,296,177
TOTAL ENDING BALANCE	**$86,974,295**	**$11,419,062**	**($3,220,015)**	**$8,199,047**	**$32,714,782**	**$34,296,177**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	153	149	-	149	146	146
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	153.00	148.88	-	148.88	146.00	146.00

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	-	-	-	-	863,597	863,597
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	-	-	-	-	31,940,820	31,940,820
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	-	-	-	7,164,216	7,164,216
REVENUES						
3400 Other Funds Ltd	-	-	-	-	39,105,036	39,105,036
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	-	-	-	(2,500,077)	(2,500,077)
AVAILABLE REVENUES						
3400 Other Funds Ltd	-	-	-	-	37,468,556	37,468,556
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	37,468,556	37,468,556

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	32,652,734	8,844,460	-	8,844,460	8,623,610	8,623,610
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	3,492,876	-	3,492,876	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	32,652,734	12,337,336	-	12,337,336	8,623,610	8,623,610
TOTAL BEGINNING BALANCE	**$32,652,734**	**$12,337,336**	**-**	**$12,337,336**	**$8,623,610**	**$8,623,610**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	4,000,000	300,000	-	300,000	300,000	-
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	4,007,115	4,077,063	-	4,077,063	3,050,340	3,050,340
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	54,422,663	63,102,814	-	63,102,814	63,888,768	63,888,768
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,898,529	6,133,509	-	6,133,509	11,764,010	11,764,010

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 CHARGES FOR SERVICES						
3400 Other Funds Ltd	57,321,192	69,236,323	-	69,236,323	75,652,778	75,652,778
TOTAL CHARGES FOR SERVICES	**$57,321,192**	**$69,236,323**	**-**	**$69,236,323**	**$75,652,778**	**$75,652,778**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	18,104	-	-	-	-	-
0510 Rents and Royalties						
3400 Other Funds Ltd	101,153,820	126,501,970	-	126,501,970	138,896,784	138,896,784
TOTAL FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	101,171,924	126,501,970	-	126,501,970	138,896,784	138,896,784
TOTAL FINES, RENTS AND ROYALTIES	**$101,171,924**	**$126,501,970**	**-**	**$126,501,970**	**$138,896,784**	**$138,896,784**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	827,933	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	164,161	-	-	-	-	-
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	51,881	-	-	-	-	-

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						
3400 Other Funds Ltd	2,025,148	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	239,815,690	4,637,313	-	4,637,313	4,583,359	4,583,359
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	2,663,326	3,851,756	-	3,851,756	2,819,354	2,819,354
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	242,479,016	8,489,069	-	8,489,069	7,402,713	7,402,713
TOTAL TRANSFERS IN	**$242,479,016**	**$8,489,069**	**-**	**$8,489,069**	**$7,402,713**	**$7,402,713**
REVENUES						
8000 General Fund	4,000,000	300,000	-	300,000	300,000	-
3400 Other Funds Ltd	408,048,370	208,304,425	-	208,304,425	225,002,615	225,002,615
TOTAL REVENUES	**$412,048,370**	**$208,604,425**	**-**	**$208,604,425**	**$225,302,615**	**$225,002,615**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(74,790,043)	(75,026,201)	(1,336,041)	(76,362,242)	(79,751,110)	(79,751,110)
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(2,663,327)	(3,851,756)	-	(3,851,756)	(2,819,355)	(2,819,355)

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
2050 Transfer to Other						
3400 Other Funds Ltd	-	(12,941,034)	-	(12,941,034)	(13,196,664)	(13,196,664)
2248 Tsfr To Military Dept, Or						
3400 Other Funds Ltd	(3,245,392)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(80,698,762)	(91,818,991)	(1,336,041)	(93,155,032)	(95,767,129)	(95,767,129)
TOTAL TRANSFERS OUT	**($80,698,762)**	**($91,818,991)**	**($1,336,041)**	**($93,155,032)**	**($95,767,129)**	**($95,767,129)**
AVAILABLE REVENUES						
8000 General Fund	4,000,000	300,000	-	300,000	300,000	-
3400 Other Funds Ltd	360,002,342	128,822,770	(1,336,041)	127,486,729	137,859,096	137,859,096
TOTAL AVAILABLE REVENUES	**$364,002,342**	**$129,122,770**	**($1,336,041)**	**$127,786,729**	**$138,159,096**	**$137,859,096**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	24,598,897	28,524,102	3,771,789	32,295,891	34,072,212	33,663,132
3160 Temporary Appointments						
3400 Other Funds Ltd	161,102	118,626	-	118,626	118,626	123,609
3170 Overtime Payments						
3400 Other Funds Ltd	161,771	134,426	-	134,426	134,426	140,072

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
3180 Shift Differential						
3400 Other Funds Ltd	20,726	20,757	-	20,757	20,757	21,629
3190 All Other Differential						
3400 Other Funds Ltd	467,182	312,764	-	312,764	312,764	325,900
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	25,409,678	29,110,675	3,771,789	32,882,464	34,658,785	34,274,342
TOTAL SALARIES & WAGES	**$25,409,678**	**$29,110,675**	**$3,771,789**	**$32,882,464**	**$34,658,785**	**$34,274,342**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	10,887	10,986	-	10,986	15,228	15,012
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	4,539,482	5,195,392	-	5,195,392	7,267,240	7,185,304
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,374,466	1,483,091	-	1,483,091	1,483,091	1,354,779
3230 Social Security Taxes						
3400 Other Funds Ltd	1,917,011	2,220,734	-	2,220,734	2,637,642	2,608,232
3240 Unemployment Assessments						
3400 Other Funds Ltd	5,074	14,557	-	14,557	14,557	15,168
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	29,557	115,170	-	115,170	137,262	135,705

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*
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	7,163	9,539	-	9,539	8,883	8,757
3260 Mass Transit Tax						
3400 Other Funds Ltd	151,236	174,664	-	174,664	174,664	208,101
3270 Flexible Benefits						
3400 Other Funds Ltd	6,935,964	8,212,050	-	8,212,050	8,969,292	8,842,068
3280 Other OPE						
3400 Other Funds Ltd	4,820	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	14,975,660	17,436,183	-	17,436,183	20,707,859	20,373,126
TOTAL OTHER PAYROLL EXPENSES	**$14,975,660**	**$17,436,183**	**-**	**$17,436,183**	**$20,707,859**	**$20,373,126**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(606,528)	-	(606,528)	(606,528)	(1,722,910)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(48,505)	-	(48,505)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(655,033)	-	(655,033)	(606,528)	(1,722,910)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($655,033)**	**-**	**($655,033)**	**($606,528)**	**($1,722,910)**
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	40,385,338	45,891,825	3,771,789	49,663,614	54,760,116	52,924,558
TOTAL PERSONAL SERVICES	**$40,385,338**	**$45,891,825**	**$3,771,789**	**$49,663,614**	**$54,760,116**	**$52,924,558**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	43,715	178,678	-	178,678	178,678	184,006
4125 Out of State Travel						
3400 Other Funds Ltd	9,876	27,662	-	27,662	27,662	28,823
4150 Employee Training						
3400 Other Funds Ltd	159,558	123,415	-	123,415	123,415	124,216
4175 Office Expenses						
3400 Other Funds Ltd	122,836	178,969	-	178,969	178,969	177,477
4200 Telecommunications						
3400 Other Funds Ltd	682,239	639,619	-	639,619	639,619	656,398
4225 State Gov. Service Charges						
3400 Other Funds Ltd	274	-	-	-	-	-
4250 Data Processing						
3400 Other Funds Ltd	734,651	835,240	-	835,240	835,240	863,137
4275 Publicity and Publications						
3400 Other Funds Ltd	31,654	46,383	-	46,383	46,383	48,330
4300 Professional 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	1,254,209	215,384	-	215,384	215,384	230,030
4315 IT Professional Services						
3400 Other Funds Ltd	19,004	103,823	-	103,823	103,823	110,883
4325 Attorney General						
3400 Other Funds Ltd	138,506	404,578	-	404,578	404,578	498,682
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	2,142	-	2,142	2,142	2,232
4400 Dues and Subscriptions						
3400 Other Funds Ltd	91,839	84,867	-	84,867	84,867	85,965
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	2,354,611	4,099,043	-	4,099,043	4,099,043	4,271,203
4450 Fuels and Utilities						
3400 Other Funds Ltd	9,155,763	8,945,127	-	8,945,127	8,945,127	9,320,823
4475 Facilities Maintenance						
3400 Other Funds Ltd	6,585	190,700	-	190,700	190,700	198,709
4575 Agency Program Related S and S						
3400 Other Funds Ltd	22,648,951	18,821,298	-	18,821,298	18,821,298	22,611,792
4650 Other Services and Supplies						
8000 General Fund	-	300,000	-	300,000	300,000	-
3400 Other Funds Ltd	10,587,647	12,639,137	-	12,639,137	12,639,137	12,912,505
All Funds	10,587,647	12,939,137	-	12,939,137	12,939,137	12,912,505

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	10,853	38,469	-	38,469	38,469	37,276
4715 IT Expendable Property						
3400 Other Funds Ltd	309,730	156,232	-	156,232	156,232	153,982
TOTAL SERVICES & SUPPLIES						
8000 General Fund	-	300,000	-	300,000	300,000	-
3400 Other Funds Ltd	48,362,501	47,730,766	-	47,730,766	47,730,766	52,516,469
TOTAL SERVICES & SUPPLIES	**$48,362,501**	**$48,030,766**	**-**	**$48,030,766**	**$48,030,766**	**$52,516,469**
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	189,837	59,717	-	59,717	59,717	62,225
5400 Automotive and Aircraft						
8000 General Fund	3,999,752	-	-	-	-	-
3400 Other Funds Ltd	13,383,018	26,666,258	-	26,666,258	26,666,258	20,095,641
All Funds	17,382,770	26,666,258	-	26,666,258	26,666,258	20,095,641
5550 Data Processing Software						
3400 Other Funds Ltd	14,742	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	3,999,752	-	-	-	-	-
3400 Other Funds Ltd	13,587,597	26,725,975	-	26,725,975	26,725,975	20,157,866

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 CAPITAL OUTLAY	**$17,587,349**	**$26,725,975**	**-**	**$26,725,975**	**$26,725,975**	**$20,157,866**
EXPENDITURES						
8000 General Fund	3,999,752	300,000	-	300,000	300,000	-
3400 Other Funds Ltd	102,335,436	120,348,566	3,771,789	124,120,355	129,216,857	125,598,893
TOTAL EXPENDITURES	**$106,335,188**	**$120,648,566**	**$3,771,789**	**$124,420,355**	**$129,516,857**	**$125,598,893**
REVERSIONS						
9900 Reversions						
8000 General Fund	(248)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	257,666,906	8,474,204	(5,107,830)	3,366,374	8,642,239	12,260,203
TOTAL ENDING BALANCE	**$257,666,906**	**$8,474,204**	**($5,107,830)**	**$3,366,374**	**$8,642,239**	**$12,260,203**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	202	212	-	212	212	209
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	201.50	207.38	-	207.38	211.50	208.50

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	46,772,009	89,519,641	-	89,519,641	(67,386,143)	(67,386,143)
3400 Other Funds Ltd	21,120,558	14,872,278	-	14,872,278	3,551,746	3,551,746
All Funds	67,892,567	104,391,919	-	104,391,919	(63,834,397)	(63,834,397)
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	39,738,293	(65,296,584)	24,120,000	(41,176,584)	-	-
3400 Other Funds Ltd	-	(9,841,809)	-	(9,841,809)	-	-
All Funds	39,738,293	(75,138,393)	24,120,000	(51,018,393)	-	-
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	86,510,302	24,223,057	24,120,000	48,343,057	(67,386,143)	(67,386,143)
3400 Other Funds Ltd	21,120,558	5,030,469	-	5,030,469	3,551,746	3,551,746
TOTAL BEGINNING BALANCE	**$107,630,860**	**$29,253,526**	**$24,120,000**	**$53,373,526**	**($63,834,397)**	**($63,834,397)**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	4,832,000	-	4,832,000	4,832,000	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3200 Other Funds Non-Ltd	5,082,733	-	-	-	-	-

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	107,780,917	71,669,051	-	71,669,051	76,933,507	76,933,507
All Funds	112,863,650	71,669,051	-	71,669,051	76,933,507	76,933,507
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	132,567,155	182,567,154	-	182,567,154	182,567,154	182,567,154
3400 Other Funds Ltd	7,304,014	27,469,562	-	27,469,562	7,502,015	7,502,015
All Funds	139,871,169	210,036,716	-	210,036,716	190,069,169	190,069,169
TOTAL CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	137,649,888	182,567,154	-	182,567,154	182,567,154	182,567,154
3400 Other Funds Ltd	115,084,931	99,138,613	-	99,138,613	84,435,522	84,435,522
TOTAL CHARGES FOR SERVICES	**$252,734,819**	**$281,705,767**	**-**	**$281,705,767**	**$267,002,676**	**$267,002,676**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3200 Other Funds Non-Ltd	481	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	2,865,989	4,400,000	-	4,400,000	4,400,000	4,400,000
3400 Other Funds Ltd	(203,102)	-	-	-	-	-
All Funds	2,662,887	4,400,000	-	4,400,000	4,400,000	4,400,000
SALES INCOME						
0705 Sales 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	3,609,606	5,251,594	-	5,251,594	6,471,068	6,471,068
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	1,081,702	-	-	-	-	-
3400 Other Funds Ltd	3,477,478	-	-	-	-	-
All Funds	4,559,180	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	56,557,921	78,445,963	-	78,445,963	58,487,170	58,487,170
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	-	5,085,229	-	5,085,229	1,071,867	1,071,867
1258 Tsfr From Emergency Management, Dep						
3400 Other Funds Ltd	6,143,428	-	-	-	-	-
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	-	90,000,000	90,000,000	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	62,701,349	83,531,192	90,000,000	173,531,192	59,559,037	59,559,037
TOTAL TRANSFERS IN	**$62,701,349**	**$83,531,192**	**$90,000,000**	**$173,531,192**	**$59,559,037**	**$59,559,037**
REVENUES						
8000 General Fund	-	4,832,000	-	4,832,000	4,832,000	-

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	141,598,060	186,967,154	-	186,967,154	186,967,154	186,967,154
3400 Other Funds Ltd	184,670,262	187,921,399	90,000,000	277,921,399	150,465,627	150,465,627
TOTAL REVENUES	**$326,268,322**	**$379,720,553**	**$90,000,000**	**$469,720,553**	**$342,264,781**	**$337,432,781**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(30,901,550)	(40,171,856)	-	(40,171,856)	(45,983,974)	(45,983,974)
3400 Other Funds Ltd	(41,718,477)	(49,346,444)	-	(49,346,444)	(20,764,662)	(20,764,662)
All Funds	(72,620,027)	(89,518,300)	-	(89,518,300)	(66,748,636)	(66,748,636)
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	-	(5,085,229)	-	(5,085,229)	(1,071,867)	(1,071,867)
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(30,901,550)	(40,171,856)	-	(40,171,856)	(45,983,974)	(45,983,974)
3400 Other Funds Ltd	(41,718,477)	(54,431,673)	-	(54,431,673)	(21,836,529)	(21,836,529)
TOTAL TRANSFERS OUT	**($72,620,027)**	**($94,603,529)**	**-**	**($94,603,529)**	**($67,820,503)**	**($67,820,503)**
AVAILABLE REVENUES						
8000 General Fund	-	4,832,000	-	4,832,000	4,832,000	-
3200 Other Funds Non-Ltd	197,206,812	171,018,355	24,120,000	195,138,355	73,597,037	73,597,037
3400 Other Funds Ltd	164,072,343	138,520,195	90,000,000	228,520,195	132,180,844	132,180,844
TOTAL AVAILABLE REVENUES	**$361,279,155**	**$314,370,550**	**$114,120,000**	**$428,490,550**	**$210,609,881**	**$205,777,881**
EXPENDITURES						

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*
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	38,060,387	43,632,201	6,453,912	50,086,113	52,144,488	43,015,320
3160 Temporary Appointments						
3400 Other Funds Ltd	522,527	245,699	-	245,699	245,699	193,205
3170 Overtime Payments						
3400 Other Funds Ltd	618,639	25,482	-	25,482	25,482	26,552
3180 Shift Differential						
3400 Other Funds Ltd	25,790	68	-	68	68	11
3190 All Other Differential						
3400 Other Funds Ltd	513,429	11,807	-	11,807	11,807	5,029
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	39,740,772	43,915,257	6,453,912	50,369,169	52,427,544	43,240,117
TOTAL SALARIES & WAGES	**$39,740,772**	**$43,915,257**	**$6,453,912**	**$50,369,169**	**$52,427,544**	**$43,240,117**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	14,245	14,396	165	14,561	19,152	16,416
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	7,185,986	7,825,595	74,092	7,899,687	10,979,035	9,057,050

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
3221 Pension Obligation Bond						
3400 Other Funds Ltd	2,152,726	2,060,860	-	2,060,860	2,060,860	1,753,033
3230 Social Security Taxes						
3400 Other Funds Ltd	3,001,607	3,357,456	31,628	3,389,084	3,988,557	3,292,378
3240 Unemployment Assessments						
3400 Other Funds Ltd	3,236	13,504	-	13,504	13,504	14,071
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	47,027	173,995	1,655	175,650	207,296	171,192
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	10,678	12,497	145	12,642	11,172	9,576
3260 Mass Transit Tax						
3400 Other Funds Ltd	242,654	263,487	2,479	265,966	265,966	260,173
3270 Flexible Benefits						
3400 Other Funds Ltd	8,994,105	10,761,300	123,750	10,885,050	11,280,528	9,669,024
3280 Other OPE						
3400 Other Funds Ltd	6,339	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	21,658,603	24,483,090	233,914	24,717,004	28,826,070	24,242,913
TOTAL OTHER PAYROLL EXPENSES	**$21,658,603**	**$24,483,090**	**$233,914**	**$24,717,004**	**$28,826,070**	**$24,242,913**
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						
3400 Other Funds Ltd	-	(1,962,012)	-	(1,962,012)	(1,962,012)	(2,075,304)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	61,399,375	66,436,335	6,687,826	73,124,161	79,291,602	65,407,726
TOTAL PERSONAL SERVICES	**$61,399,375**	**$66,436,335**	**$6,687,826**	**$73,124,161**	**$79,291,602**	**$65,407,726**
SERVICES & SUPPLIES						
4100 Instate Travel						
3200 Other Funds Non-Ltd	138	57	-	57	59	-
3400 Other Funds Ltd	39,471	62,776	3,182	65,958	65,958	25,000
All Funds	39,609	62,833	3,182	66,015	66,017	25,000
4125 Out of State Travel						
3400 Other Funds Ltd	7,694	30,177	-	30,177	30,177	7,001
4150 Employee Training						
3400 Other Funds Ltd	197,476	356,903	7,057	363,960	363,960	146,474
4175 Office Expenses						
3200 Other Funds Non-Ltd	-	52	-	52	54	-
3400 Other Funds Ltd	525,919	719,431	11,262	730,693	730,693	176,241
All Funds	525,919	719,483	11,262	730,745	730,747	176,241
4200 Telecommunications						
3400 Other Funds Ltd	523,481	636,233	12,608	648,841	648,841	444,816

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
4225 State Gov. Service Charges						
3400 Other Funds Ltd	139,675	-	-	-	-	-
4250 Data Processing						
3400 Other Funds Ltd	2,715,872	3,156,678	4,283	3,160,961	3,160,961	415,994
4275 Publicity and Publications						
3400 Other Funds Ltd	213,285	170,526	-	170,526	170,526	48,369
4300 Professional Services						
3200 Other Funds Non-Ltd	16,793,641	346,779	18,608,738	18,955,517	20,244,492	20,244,492
3400 Other Funds Ltd	8,351,925	6,557,779	-	6,557,779	6,557,779	7,677,984
All Funds	25,145,566	6,904,558	18,608,738	25,513,296	26,802,271	27,922,476
4315 IT Professional Services						
3400 Other Funds Ltd	12,338,209	11,102,732	-	11,102,732	11,102,732	948,801
4325 Attorney General						
8000 General Fund	219,468	832,000	-	832,000	832,000	-
3400 Other Funds Ltd	25,972,970	22,767,328	-	22,767,328	22,767,328	28,333,708
All Funds	26,192,438	23,599,328	-	23,599,328	23,599,328	28,333,708
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	5,682	5,902	-	5,902	5,902	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	32,386	71,929	3,083	75,012	75,012	27,260
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	6,878,013	1,986,727	-	1,986,727	1,986,727	9,963,803
4450 Fuels and Utilities						
3400 Other Funds Ltd	12,139	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	38,484	74,139	-	74,139	74,139	3,280
4575 Agency Program Related S and S						
3200 Other Funds Non-Ltd	75,679,389	57,028,261	-	57,028,261	59,423,448	59,423,448
3400 Other Funds Ltd	10,749,518	11,560,559	-	11,560,559	11,560,559	4,900,751
All Funds	86,428,907	68,588,820	-	68,588,820	70,984,007	64,324,199
4650 Other Services and Supplies						
8000 General Fund	-	4,000,000	-	4,000,000	4,000,000	-
3200 Other Funds Non-Ltd	70,963,214	61,401,016	55,826,213	117,227,229	122,150,773	122,150,886
3400 Other Funds Ltd	2,389,463	1,755,825	2,205	1,758,030	1,758,030	2,165,081
All Funds	73,352,677	67,156,841	55,828,418	122,985,259	127,908,803	124,315,967
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	43,916	251,861	2,633	254,494	254,494	75,956
4715 IT Expendable Property						
3400 Other Funds Ltd	586,227	166,303	11,014	177,317	177,317	195,393
TOTAL SERVICES & SUPPLIES						
8000 General Fund	219,468	4,832,000	-	4,832,000	4,832,000	-
3200 Other Funds Non-Ltd	163,436,382	118,776,165	74,434,951	193,211,116	201,818,826	201,818,826

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	71,761,805	61,433,808	57,327	61,491,135	61,491,135	55,555,912
TOTAL SERVICES & SUPPLIES	**$235,417,655**	**$185,041,973**	**$74,492,278**	**$259,534,251**	**$268,141,961**	**$257,374,738**
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	27,129	-	-	-	-	-
5550 Data Processing Software						
3400 Other Funds Ltd	3,966,466	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	3,993,595	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$3,993,595**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	219,468	4,832,000	-	4,832,000	4,832,000	-
3200 Other Funds Non-Ltd	163,436,382	118,776,165	74,434,951	193,211,116	201,818,826	201,818,826
3400 Other Funds Ltd	137,154,775	127,870,143	6,745,153	134,615,296	140,782,737	120,963,638
TOTAL EXPENDITURES	**$300,810,625**	**$251,478,308**	**$81,180,104**	**$332,658,412**	**$347,433,563**	**$322,782,464**
REVERSIONS						
9900 Reversions						
8000 General Fund	219,468	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-

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	33,770,430	52,242,190	(50,314,951)	1,927,239	(128,221,789)	(128,221,789)
3400 Other Funds Ltd	26,917,568	10,650,052	83,254,847	93,904,899	(8,601,893)	11,217,206
TOTAL ENDING BALANCE	**$60,687,998**	**$62,892,242**	**$32,939,896**	**$95,832,138**	**($136,823,682)**	**($117,004,583)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	276	275	5	280	266	228
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	272.79	271.82	3.15	274.97	266.00	228.00

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	2,105,859	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	2,105,859	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	2,105,859	-	-	-	-	-

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
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,262,034	2,124,881	-	2,124,881	1,449,661	1,449,661
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	(255,966)	-	(255,966)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	9,262,034	1,868,915	-	1,868,915	1,449,661	1,449,661
TOTAL BEGINNING BALANCE	**$9,262,034**	**$1,868,915**	**-**	**$1,868,915**	**$1,449,661**	**$1,449,661**
REVENUE CATEGORIES						
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	(38,721)	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	605	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,005,779	1,800,000	-	1,800,000	5,246,331	5,246,331
TRANSFERS IN						
1010 Transfer In - Intrafund						

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	18,232,200	22,712,244	-	22,712,244	25,675,054	25,675,054
REVENUES						
3400 Other Funds Ltd	19,199,863	24,512,244	-	24,512,244	30,921,385	30,921,385
AVAILABLE REVENUES						
3400 Other Funds Ltd	28,461,897	26,381,159	-	26,381,159	32,371,046	32,371,046
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	2,121,730	2,140,728	236,444	2,377,172	2,451,792	2,080,872
3170 Overtime Payments						
3400 Other Funds Ltd	2,633	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	30	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	13,534	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	2,137,927	2,140,728	236,444	2,377,172	2,451,792	2,080,872
TOTAL SALARIES & WAGES	**$2,137,927**	**$2,140,728**	**$236,444**	**$2,377,172**	**$2,451,792**	**$2,080,872**
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						
3400 Other Funds Ltd	521	530	-	530	720	576
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	417,844	383,619	-	383,619	515,855	437,814
3221 Pension Obligation Bond						
3400 Other Funds Ltd	119,040	113,142	-	113,142	113,142	96,147
3230 Social Security Taxes						
3400 Other Funds Ltd	160,437	161,669	-	161,669	185,400	157,025
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	2,609	8,314	-	8,314	9,668	8,184
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	426	460	-	460	420	336
3260 Mass Transit Tax						
3400 Other Funds Ltd	12,827	12,844	-	12,844	12,844	14,711
3270 Flexible Benefits						
3400 Other Funds Ltd	273,983	396,000	-	396,000	424,080	339,264
3280 Other OPE						
3400 Other Funds Ltd	1,549	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	989,236	1,076,578	-	1,076,578	1,262,129	1,054,057

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	**$989,236**	**$1,076,578**	**-**	**$1,076,578**	**$1,262,129**	**$1,054,057**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	-	-	-	-	(210,192)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	3,127,163	3,217,306	236,444	3,453,750	3,713,921	2,924,737
TOTAL PERSONAL SERVICES	**$3,127,163**	**$3,217,306**	**$236,444**	**$3,453,750**	**$3,713,921**	**$2,924,737**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	544	-	544	544	567
4150 Employee Training						
3400 Other Funds Ltd	514	33,354	-	33,354	33,354	31,307
4175 Office Expenses						
3400 Other Funds Ltd	2,566	49,025	-	49,025	49,025	45,078
4200 Telecommunications						
3400 Other Funds Ltd	16,453	6,756	-	6,756	6,756	316
4225 State Gov. Service Charges						
3400 Other Funds Ltd	13,726,120	21,526,745	-	21,526,745	21,526,745	28,309,434
4250 Data Processing						
3400 Other Funds Ltd	45,977	10,234	-	10,234	10,234	8,380

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
4275 Publicity and Publications						
3400 Other Funds Ltd	-	1,167	-	1,167	1,167	1,216
4300 Professional Services						
3400 Other Funds Ltd	71,416	88,047	-	88,047	88,047	94,034
4315 IT Professional Services						
3400 Other Funds Ltd	-	5,129	-	5,129	5,129	5,478
4325 Attorney General						
3400 Other Funds Ltd	1,210	22,909	-	22,909	22,909	28,238
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	131,811	127,981	-	127,981	127,981	133,356
4575 Agency Program Related S and S						
3400 Other Funds Ltd	-	10,868	-	10,868	10,868	11,324
4650 Other Services and Supplies						
3400 Other Funds Ltd	218,883	469,484	-	469,484	469,484	777,581
4715 IT Expendable Property						
3400 Other Funds Ltd	567	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	14,215,517	22,352,243	-	22,352,243	22,352,243	29,446,309
TOTAL SERVICES & SUPPLIES	**$14,215,517**	**$22,352,243**	**-**	**$22,352,243**	**$22,352,243**	**$29,446,309**

EXPENDITURES

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	17,342,680	25,569,549	236,444	25,805,993	26,066,164	32,371,046
ENDING BALANCE						
3400 Other Funds Ltd	11,119,217	811,610	(236,444)	575,166	6,304,882	-
TOTAL ENDING BALANCE	**$11,119,217**	**$811,610**	**($236,444)**	**$575,166**	**$6,304,882**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	10	10	-	10	10	8
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	10.00	10.00	-	10.00	10.00	8.00

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						
3010 Other Funds Cap Improve	957	-	-	-	-	-
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3010 Other Funds Cap Improve	1,685	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	5,017,028	4,954,969	-	4,954,969	5,685,852	5,685,852
REVENUES						
3010 Other Funds Cap Improve	5,018,713	4,954,969	-	4,954,969	5,685,852	5,685,852
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	5,019,670	4,954,969	-	4,954,969	5,685,852	5,685,852
EXPENDITURES						
SERVICES & SUPPLIES						
4100 Instate Travel						
3010 Other Funds Cap Improve	16,826	-	-	-	-	-
4175 Office Expenses						
3010 Other Funds Cap Improve	1,028	-	-	-	-	-
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*
3010 Other Funds Cap Improve	1,841	-	-	-	-	-
4300 Professional Services						
3010 Other Funds Cap Improve	1,056,090	-	-	-	-	-
4325 Attorney General						
3010 Other Funds Cap Improve	150,511	-	-	-	-	-
4450 Fuels and Utilities						
3010 Other Funds Cap Improve	2,541	-	-	-	-	-
4575 Agency Program Related S and S						
3010 Other Funds Cap Improve	24,820	-	-	-	-	-
4650 Other Services and Supplies						
3010 Other Funds Cap Improve	3,748,617	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
3010 Other Funds Cap Improve	14,610	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3010 Other Funds Cap Improve	5,016,884	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$5,016,884**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	-	4,954,969	-	4,954,969	4,954,969	5,685,852
EXPENDITURES						

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*
3010 Other Funds Cap Improve	5,016,884	4,954,969	-	4,954,969	4,954,969	5,685,852
ENDING BALANCE						
3010 Other Funds Cap Improve	2,786	-	-	-	730,883	-
TOTAL ENDING BALANCE	**$2,786**	**-**	**-**	**-**	**$730,883**	**-**

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						
0030 Beginning Balance Adjustment						
3020 Other Funds Cap Construct	22,875,000	29,750,000	-	29,750,000	45,104,476	45,104,476
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	122,000,000	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	1,311,452	-	-	-	-	-
OTHER						
0975 Other Revenues						
3020 Other Funds Cap Construct	20,992	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3020 Other Funds Cap Construct	15,054,065	20,000,000	-	20,000,000	-	-
1060 Transfer from General Fund						
3020 Other Funds Cap Construct	10,000,000	-	-	-	-	-
TOTAL TRANSFERS IN						
3020 Other Funds Cap Construct	25,054,065	20,000,000	-	20,000,000	-	-

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
TOTAL TRANSFERS IN	**$25,054,065**	**$20,000,000**	**-**	**$20,000,000**	**-**	**-**
REVENUES						
3020 Other Funds Cap Construct	148,386,509	20,000,000	-	20,000,000	-	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3020 Other Funds Cap Construct	(29,299)	-	-	-	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	171,232,210	49,750,000	-	49,750,000	45,104,476	45,104,476
EXPENDITURES						
SERVICES & SUPPLIES						
4275 Publicity and Publications						
3020 Other Funds Cap Construct	296	-	-	-	-	-
4300 Professional Services						
3020 Other Funds Cap Construct	6,762,976	-	-	-	-	-
4325 Attorney General						
3020 Other Funds Cap Construct	13,939	-	-	-	-	-
4650 Other Services and Supplies						
3020 Other Funds Cap Construct	87,117,150	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3020 Other Funds Cap Construct	93,894,361	-	-	-	-	-

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	**$93,894,361**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	49,750,000	-	49,750,000	-	-
EXPENDITURES						
3020 Other Funds Cap Construct	93,894,361	49,750,000	-	49,750,000	-	-
ENDING BALANCE						
3020 Other Funds Cap Construct	77,337,849	-	-	-	45,104,476	45,104,476
TOTAL ENDING BALANCE	**$77,337,849**	**-**	**-**	**-**	**$45,104,476**	**$45,104,476**

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						
6400 Federal Funds Ltd	65,476,928	-	-	-	-	-
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0405 Central Service Charges						
3400 Other Funds Ltd	4,500,001	4,500,000	-	4,500,000	4,500,000	4,500,000
8800 General Fund Revenue	12,745,726	16,153,146	-	16,153,146	21,239,843	21,239,843
All Funds	17,245,727	20,653,146	-	20,653,146	25,739,843	25,739,843
0415 Admin and Service Charges						
3400 Other Funds Ltd	13,271,285	18,159,167	-	18,159,167	22,942,900	22,942,900
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	17,771,286	22,659,167	-	22,659,167	27,442,900	27,442,900
8800 General Fund Revenue	12,745,726	16,153,146	-	16,153,146	21,239,843	21,239,843
TOTAL CHARGES FOR SERVICES	**$30,517,012**	**$38,812,313**	**-**	**$38,812,313**	**$48,682,743**	**$48,682,743**
INTEREST EARNINGS						
0605 Interest Income						
3230 Other Funds Debt Svc Non-Ltd	4,437,757	-	-	-	-	-
OTHER						
0975 Other Revenues						

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	78,876	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	108,794,185	-	108,794,185	108,794,185	108,794,185
TRANSFERS IN						
1010 Transfer In - Intrafund						
3230 Other Funds Debt Svc Non-Ltd	196,891	-	-	-	-	-
1107 Tsfr From Administrative Svcs						
3230 Other Funds Debt Svc Non-Ltd	13,912,983	-	-	-	-	-
1123 Tsfr From OR Business Development						
3230 Other Funds Debt Svc Non-Ltd	5,732,194	-	-	-	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	80,090,388	26,750,322	-	26,750,322	27,550,764	27,550,764
1274 Tsfr From Veterans' Affairs						
3230 Other Funds Debt Svc Non-Ltd	423,342	-	-	-	-	-
1443 Tsfr From Oregon Health Authority						
3230 Other Funds Debt Svc Non-Ltd	1,158,413	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3230 Other Funds Debt Svc Non-Ltd	1,014,080	-	-	-	-	-
1634 Tsfr From Parks and Rec Dept						
3230 Other Funds Debt Svc Non-Ltd	709,939	-	-	-	-	-

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
1690 Tsfr From Water Resources Dept						
3230 Other Funds Debt Svc Non-Ltd	4,464,529	-	-	-	-	-
1730 Tsfr From Transportation, Dept						
3230 Other Funds Debt Svc Non-Ltd	432,724	-	-	-	-	-
1845 Tsfr From OLCC						
3400 Other Funds Ltd	80,996,203	89,863,135	(655,588)	89,207,547	74,180,843	74,180,843
1914 Tsfr From Housing and Com Svcs						
3230 Other Funds Debt Svc Non-Ltd	2,901,285	-	-	-	-	-
TOTAL TRANSFERS IN						
3230 Other Funds Debt Svc Non-Ltd	30,946,380	-	-	-	-	-
3400 Other Funds Ltd	161,086,591	116,613,457	(655,588)	115,957,869	101,731,607	101,731,607
TOTAL TRANSFERS IN	**$192,032,971**	**$116,613,457**	**($655,588)**	**$115,957,869**	**$101,731,607**	**$101,731,607**
REVENUES						
3230 Other Funds Debt Svc Non-Ltd	35,384,137	-	-	-	-	-
3400 Other Funds Ltd	178,936,753	139,272,624	(655,588)	138,617,036	129,174,507	129,174,507
8800 General Fund Revenue	12,745,726	16,153,146	-	16,153,146	21,239,843	21,239,843
6400 Federal Funds Ltd	-	108,794,185	-	108,794,185	108,794,185	108,794,185
TOTAL REVENUES	**$227,066,616**	**$264,219,955**	**($655,588)**	**$263,564,367**	**$259,208,535**	**$259,208,535**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						

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
3230 Other Funds Debt Svc Non-Ltd	(858,500)	-	-	-	-	-
2060 Transfer to General Fund						
8800 General Fund Revenue	(12,745,726)	(16,153,146)	-	(16,153,146)	(21,239,843)	(21,239,843)
2070 Transfer to Cities						
3400 Other Funds Ltd	-	(104,517,302)	655,588	(103,861,714)	(89,030,214)	(89,030,214)
2080 Transfer to Counties						
3400 Other Funds Ltd	-	(12,096,155)	-	(12,096,155)	(12,701,393)	(12,701,393)
6400 Federal Funds Ltd	-	(108,794,185)	-	(108,794,185)	(108,794,185)	(108,794,185)
All Funds	-	(120,890,340)	-	(120,890,340)	(121,495,578)	(121,495,578)
2104 Tsfr To Public Records Advocate, Office						
3400 Other Funds Ltd	-	(1,012,614)	-	(1,012,614)	(1,773,562)	(1,773,562)
2123 Tsfr To OR Business Development						
3400 Other Funds Ltd	(2,652,051)	(5,854,675)	-	(5,854,675)	(6,322,110)	(6,322,110)
2145 Tsfr To Leg Fiscal Officer						
3400 Other Funds Ltd	(4,500,001)	(4,500,000)	-	(4,500,000)	(4,500,000)	(4,500,000)
2198 Tsfr To Judicial Dept						
3400 Other Funds Ltd	(3,509,824)	(3,656,988)	-	(3,656,988)	(4,468,410)	(4,468,410)
2543 Tsfr To State Library						
3400 Other Funds Ltd	(7,109,410)	(7,634,890)	-	(7,634,890)	(10,378,818)	(10,378,818)
2730 Tsfr To Transportation, Dept						
3230 Other Funds Debt Svc Non-Ltd	(1,513,400)	-	-	-	-	-

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						
3230 Other Funds Debt Svc Non-Ltd	(2,371,900)	-	-	-	-	-
3400 Other Funds Ltd	(17,771,286)	(139,272,624)	655,588	(138,617,036)	(129,174,507)	(129,174,507)
8800 General Fund Revenue	(12,745,726)	(16,153,146)	-	(16,153,146)	(21,239,843)	(21,239,843)
6400 Federal Funds Ltd	-	(108,794,185)	-	(108,794,185)	(108,794,185)	(108,794,185)
TOTAL TRANSFERS OUT	**($32,888,912)**	**($264,219,955)**	**$655,588**	**($263,564,367)**	**($259,208,535)**	**($259,208,535)**
AVAILABLE REVENUES						
3230 Other Funds Debt Svc Non-Ltd	33,012,237	-	-	-	-	-
3400 Other Funds Ltd	161,165,467	-	-	-	-	-
6400 Federal Funds Ltd	65,476,928	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$259,654,632**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE						
3230 Other Funds Debt Svc Non-Ltd	33,012,237	-	-	-	-	-
3400 Other Funds Ltd	161,165,467	-	-	-	-	-
6400 Federal Funds Ltd	65,476,928	-	-	-	-	-
TOTAL ENDING BALANCE	**$259,654,632**	**-**	**-**	**-**	**-**	**-**

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	2,769,885	-	-	-	-	-
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	27,147,138	24,716,507	-	24,716,507	24,716,507	24,716,507
REVENUES						
3200 Other Funds Non-Ltd	27,147,138	24,716,507	-	24,716,507	24,716,507	24,716,507
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	29,917,023	24,716,507	-	24,716,507	24,716,507	24,716,507
EXPENDITURES						
SPECIAL PAYMENTS						
6025 Dist to Other Gov Unit						
3200 Other Funds Non-Ltd	27,091,177	24,716,507	-	24,716,507	24,716,507	24,716,507
EXPENDITURES						
3200 Other Funds Non-Ltd	27,091,177	24,716,507	-	24,716,507	24,716,507	24,716,507
ENDING BALANCE						
3200 Other Funds Non-Ltd	2,825,846	-	-	-	-	-
TOTAL ENDING BALANCE	**$2,825,846**	**-**	**-**	**-**	**-**	**-**

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	28,963,502	30,495,159	-	30,495,159	18,435,342	18,435,342
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	-	11,949,861	-	11,949,861	-	-
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	28,963,502	42,445,020	-	42,445,020	18,435,342	18,435,342
TOTAL BEGINNING BALANCE	**$28,963,502**	**$42,445,020**	**-**	**$42,445,020**	**$18,435,342**	**$18,435,342**
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	161,505,273	103,348,841	-	103,348,841	106,741,747	106,741,747
3230 Other Funds Debt Svc Non-Ltd	-	7,328,750	-	7,328,750	-	-
All Funds	161,505,273	110,677,591	-	110,677,591	106,741,747	106,741,747
REVENUES						
3200 Other Funds Non-Ltd	161,505,273	103,348,841	-	103,348,841	106,741,747	106,741,747
3230 Other Funds Debt Svc Non-Ltd	-	7,328,750	-	7,328,750	-	-
TOTAL REVENUES	**$161,505,273**	**$110,677,591**	**-**	**$110,677,591**	**$106,741,747**	**$106,741,747**
TRANSFERS OUT						
2137 Tsfr To Justice, Dept of						

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	(750,000)	(1,573,000)	-	(1,573,000)	(1,730,300)	(1,730,300)
2443 Tsfr To Oregon Health Authority						
3200 Other Funds Non-Ltd	(113,169,000)	(135,840,666)	-	(135,840,666)	(114,900,000)	(114,900,000)
2525 Tsfr To HECC						
3200 Other Funds Non-Ltd	(30,760,756)	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	(7,328,750)	-	(7,328,750)	-	-
All Funds	(30,760,756)	(7,328,750)	-	(7,328,750)	-	-
2581 Tsfr To Education, Dept of						
3200 Other Funds Non-Ltd	(3,344,000)	(3,659,334)	-	(3,659,334)	(3,100,000)	(3,100,000)
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(148,023,756)	(141,073,000)	-	(141,073,000)	(119,730,300)	(119,730,300)
3230 Other Funds Debt Svc Non-Ltd	-	(7,328,750)	-	(7,328,750)	-	-
TOTAL TRANSFERS OUT	**($148,023,756)**	**($148,401,750)**	**-**	**($148,401,750)**	**($119,730,300)**	**($119,730,300)**
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	42,445,019	4,720,861	-	4,720,861	5,446,789	5,446,789
ENDING BALANCE						
3200 Other Funds Non-Ltd	42,445,019	4,720,861	-	4,720,861	5,446,789	5,446,789

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						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	524,927	50,000	-	50,000	50,000	50,000
3430 Other Funds Debt Svc Ltd	24,810,853	36,007,484	1,336,041	37,343,525	34,217,122	34,217,122
All Funds	25,335,780	36,057,484	1,336,041	37,393,525	34,267,122	34,267,122
REVENUES						
3400 Other Funds Ltd	524,927	50,000	-	50,000	50,000	50,000
3430 Other Funds Debt Svc Ltd	24,810,853	36,007,484	1,336,041	37,343,525	34,217,122	34,217,122
TOTAL REVENUES	**$25,335,780**	**$36,057,484**	**$1,336,041**	**$37,393,525**	**$34,267,122**	**$34,267,122**
AVAILABLE REVENUES						
3400 Other Funds Ltd	524,927	50,000	-	50,000	50,000	50,000
3430 Other Funds Debt Svc Ltd	24,810,853	36,007,484	1,336,041	37,343,525	34,217,122	34,217,122
TOTAL AVAILABLE REVENUES	**$25,335,780**	**$36,057,484**	**$1,336,041**	**$37,393,525**	**$34,267,122**	**$34,267,122**
EXPENDITURES						
SERVICES & SUPPLIES						
4625 Other COP Costs						
3400 Other Funds Ltd	-	50,000	-	50,000	50,000	50,000
4650 Other Services and Supplies						
3400 Other Funds Ltd	524,927	-	-	-	-	-

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						
3400 Other Funds Ltd	524,927	50,000	-	50,000	50,000	50,000
TOTAL SERVICES & SUPPLIES	**$524,927**	**$50,000**	**-**	**$50,000**	**$50,000**	**$50,000**
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	15,971,411	20,683,387	1,336,041	22,019,428	20,180,000	20,180,000
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	8,839,442	15,324,097	-	15,324,097	14,037,122	14,037,122
TOTAL DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	24,810,853	36,007,484	1,336,041	37,343,525	34,217,122	34,217,122
TOTAL DEBT SERVICE	**$24,810,853**	**$36,007,484**	**$1,336,041**	**$37,343,525**	**$34,217,122**	**$34,217,122**
EXPENDITURES						
3400 Other Funds Ltd	524,927	50,000	-	50,000	50,000	50,000
3430 Other Funds Debt Svc Ltd	24,810,853	36,007,484	1,336,041	37,343,525	34,217,122	34,217,122
TOTAL EXPENDITURES	**$25,335,780**	**$36,057,484**	**$1,336,041**	**$37,393,525**	**$34,267,122**	**$34,267,122**
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

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	425,071	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	496	-	-	-	-	-
All Funds	425,567	-	-	-	-	-
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	64,250,000	-	-	-	-	-
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	36,845,000	-	-	-	-	-
TOTAL BOND SALES						
3020 Other Funds Cap Construct	101,095,000	-	-	-	-	-
TOTAL BOND SALES	**$101,095,000**	**-**	**-**	**-**	**-**	**-**
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	3,030,705	-	-	-	-	-
3400 Other Funds Ltd	840,781	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	5,225,369	-	-	-	-	-
All Funds	9,096,855	-	-	-	-	-

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						
3400 Other Funds Ltd	(758,079)	1,045,763	-	1,045,763	492,742	492,742
3430 Other Funds Debt Svc Ltd	472,168,851	500,712,820	-	500,712,820	544,178,474	544,178,474
All Funds	471,410,772	501,758,583	-	501,758,583	544,671,216	544,671,216
TRANSFERS IN						
1010 Transfer In - Intrafund						
3020 Other Funds Cap Construct	7,924,085	-	-	-	-	-
3400 Other Funds Ltd	237,130	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	604,726	-	-	-	-	-
All Funds	8,765,941	-	-	-	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	412	-	-	-	-	-
1198 Tsfr From Judicial Dept						
3400 Other Funds Ltd	1,060	-	-	-	-	-
1415 Tsfr From Or Youth Authority						
3400 Other Funds Ltd	612	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	55,538	-	-	-	-	-
1730 Tsfr From Transportation, Dept						
3400 Other Funds Ltd	617	-	-	-	-	-

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 IN						
3020 Other Funds Cap Construct	7,924,085	-	-	-	-	-
3400 Other Funds Ltd	295,369	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	604,726	-	-	-	-	-
TOTAL TRANSFERS IN	**$8,824,180**	**-**	**-**	**-**	**-**	**-**
REVENUES						
3020 Other Funds Cap Construct	112,049,790	-	-	-	-	-
3400 Other Funds Ltd	378,071	1,045,763	-	1,045,763	492,742	492,742
3430 Other Funds Debt Svc Ltd	477,998,946	500,712,820	-	500,712,820	544,178,474	544,178,474
TOTAL REVENUES	**$590,426,807**	**$501,758,583**	**-**	**$501,758,583**	**$544,671,216**	**$544,671,216**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3020 Other Funds Cap Construct	(8,353,090)	-	-	-	-	-
3400 Other Funds Ltd	(201,715)	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	(723,441)	-	-	-	-	-
All Funds	(9,278,246)	-	-	-	-	-
2123 Tsfr To OR Business Development						
3400 Other Funds Ltd	(14,765)	-	-	-	-	-
2156 Tsfr To Leg Admin Committee						
3400 Other Funds Ltd	(25,937)	-	-	-	-	-

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*
2525 Tsfr To HECC						
3400 Other Funds Ltd	(224,009)	-	-	-	-	-
2581 Tsfr To Education, Dept of						
3400 Other Funds Ltd	(3,833)	-	-	-	-	-
2914 Tsfr To Housing and Com Svcs						
3400 Other Funds Ltd	(33,216)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3020 Other Funds Cap Construct	(8,353,090)	-	-	-	-	-
3400 Other Funds Ltd	(503,475)	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	(723,441)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($9,580,006)**	**-**	**-**	**-**	**-**	**-**
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	103,696,700	-	-	-	-	-
3400 Other Funds Ltd	299,667	1,045,763	-	1,045,763	492,742	492,742
3430 Other Funds Debt Svc Ltd	477,276,001	500,712,820	-	500,712,820	544,178,474	544,178,474
TOTAL AVAILABLE REVENUES	**$581,272,368**	**$501,758,583**	**-**	**$501,758,583**	**$544,671,216**	**$544,671,216**
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
3400 Other Funds Ltd	574	1,045,763	-	1,045,763	1,045,763	492,742

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
4300 Professional Services						
3020 Other Funds Cap Construct	3,132,207	-	-	-	-	-
4650 Other Services and Supplies						
3020 Other Funds Cap Construct	72,723,432	-	-	-	-	-
3400 Other Funds Ltd	188,147	-	-	-	-	-
All Funds	72,911,579	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3020 Other Funds Cap Construct	75,855,639	-	-	-	-	-
3400 Other Funds Ltd	188,721	1,045,763	-	1,045,763	1,045,763	492,742
TOTAL SERVICES & SUPPLIES	**$76,044,360**	**$1,045,763**	**-**	**$1,045,763**	**$1,045,763**	**$492,742**
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	325,450,000	405,405,000	-	405,405,000	499,305,000	499,305,000
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	135,270,638	95,307,820	-	95,307,820	44,873,474	44,873,474
TOTAL DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	460,720,638	500,712,820	-	500,712,820	544,178,474	544,178,474
TOTAL DEBT SERVICE	**$460,720,638**	**$500,712,820**	**-**	**$500,712,820**	**$544,178,474**	**$544,178,474**
EXPENDITURES						
3020 Other Funds Cap Construct	75,855,639	-	-	-	-	-

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	188,721	1,045,763	-	1,045,763	1,045,763	492,742
3430 Other Funds Debt Svc Ltd	460,720,638	500,712,820	-	500,712,820	544,178,474	544,178,474
TOTAL EXPENDITURES	**$536,764,998**	**$501,758,583**	**-**	**$501,758,583**	**$545,224,237**	**$544,671,216**
ENDING BALANCE						
3020 Other Funds Cap Construct	27,841,061	-	-	-	-	-
3400 Other Funds Ltd	110,946	-	-	-	(553,021)	-
3430 Other Funds Debt Svc Ltd	16,555,363	-	-	-	-	-
TOTAL ENDING BALANCE	**$44,507,370**	**-**	**-**	**-**	**($553,021)**	**-**

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						
4400 Lottery Funds Ltd	88,561,295	67,117,900	-	67,117,900	44,301,604	44,301,604
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	(3,000)	22,807,372	-	22,807,372	-	-
4430 Lottery Funds Debt Svc Ltd	3,000	-	-	-	-	-
All Funds	-	22,807,372	-	22,807,372	-	-
TOTAL BEGINNING BALANCE						
4400 Lottery Funds Ltd	88,558,295	89,925,272	-	89,925,272	44,301,604	44,301,604
4430 Lottery Funds Debt Svc Ltd	3,000	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$88,561,295**	**$89,925,272**	**-**	**$89,925,272**	**$44,301,604**	**$44,301,604**
REVENUE CATEGORIES						
INTEREST EARNINGS						
0605 Interest Income						
4400 Lottery Funds Ltd	181,548	2,000,000	-	2,000,000	2,000,000	2,000,000
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	27,226,184	27,494,915	-	27,494,915	29,423,924	29,423,924
1121 Tsfr From Governor, Office of the						
4400 Lottery Funds Ltd	1,294,853	-	-	-	-	-

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
1123 Tsfr From OR Business Development						
4400 Lottery Funds Ltd	4,037,735	-	-	-	-	-
1177 Tsfr From Lottery Comm						
4400 Lottery Funds Ltd	1,543,029,884	1,490,513,027	16,214,568	1,506,727,595	1,548,860,192	1,548,860,192
4430 Lottery Funds Debt Svc Ltd	272,049,044	342,481,317	(5,778,649)	336,702,668	412,734,715	412,734,715
All Funds	1,815,078,928	1,832,994,344	10,435,919	1,843,430,263	1,961,594,907	1,961,594,907
1213 Tsfr From Criminal Justice Comm						
4400 Lottery Funds Ltd	117,930	-	-	-	-	-
1634 Tsfr From Parks and Rec Dept						
4430 Lottery Funds Debt Svc Ltd	-	-	352,650	352,650	-	-
1839 Tsfr From Labor and Ind, Bureau						
4400 Lottery Funds Ltd	112,355	-	112,355	112,355	-	-
TOTAL TRANSFERS IN						
4400 Lottery Funds Ltd	1,575,818,941	1,518,007,942	16,326,923	1,534,334,865	1,578,284,116	1,578,284,116
4430 Lottery Funds Debt Svc Ltd	272,049,044	342,481,317	(5,425,999)	337,055,318	412,734,715	412,734,715
TOTAL TRANSFERS IN	**$1,847,867,985**	**$1,860,489,259**	**$10,900,924**	**$1,871,390,183**	**$1,991,018,831**	**$1,991,018,831**
REVENUES						
4400 Lottery Funds Ltd	1,576,000,489	1,520,007,942	16,326,923	1,536,334,865	1,580,284,116	1,580,284,116
4430 Lottery Funds Debt Svc Ltd	272,049,044	342,481,317	(5,425,999)	337,055,318	412,734,715	412,734,715
TOTAL REVENUES	**$1,848,049,533**	**$1,862,489,259**	**$10,900,924**	**$1,873,390,183**	**$1,993,018,831**	**$1,993,018,831**

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 OUT						
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(626,202,230)	(636,211,049)	(3,474,678)	(639,685,727)	(545,657,432)	(545,657,432)
4430 Lottery Funds Debt Svc Ltd	(22,728,488)	(49,032,524)	1,470,412	(47,562,112)	(53,912,517)	(53,912,517)
All Funds	(648,930,718)	(685,243,573)	(2,004,266)	(687,247,839)	(599,569,949)	(599,569,949)
2080 Transfer to Counties						
4400 Lottery Funds Ltd	-	(59,982,296)	-	(59,982,296)	(66,256,311)	(66,256,311)
2121 Tsfr To Governor, Office of the						
4400 Lottery Funds Ltd	(4,661,117)	(4,639,197)	(283,813)	(4,923,010)	(5,286,477)	(5,286,477)
2123 Tsfr To OR Business Development						
4400 Lottery Funds Ltd	(101,742,868)	(110,698,727)	(3,321,844)	(114,020,571)	(91,293,017)	(91,293,017)
4430 Lottery Funds Debt Svc Ltd	(43,851,420)	(49,547,114)	34,660	(49,512,454)	(66,293,285)	(66,293,285)
All Funds	(145,594,288)	(160,245,841)	(3,287,184)	(163,533,025)	(157,586,302)	(157,586,302)
2213 Tsfr To Criminal Justice Comm						
4400 Lottery Funds Ltd	(578,865)	(603,177)	-	(603,177)	(628,510)	(628,510)
2274 Tsfr To Veterans' Affairs						
4400 Lottery Funds Ltd	(20,835,611)	(22,522,654)	(479,704)	(23,002,358)	(21,534,312)	(21,534,312)
4430 Lottery Funds Debt Svc Ltd	(250,246)	(548,870)	-	(548,870)	(551,000)	(551,000)
All Funds	(21,085,857)	(23,071,524)	(479,704)	(23,551,228)	(22,085,312)	(22,085,312)
2330 Tsfr To Energy, Dept of						
4430 Lottery Funds Debt Svc Ltd	(3,013,841)	(1,416,320)	-	(1,416,320)	-	-

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
2443 Tsfr To Oregon Health Authority						
4400 Lottery Funds Ltd	(19,670,002)	(23,294,471)	(143,012)	(23,437,483)	(26,014,738)	(26,014,738)
4430 Lottery Funds Debt Svc Ltd	-	(6,186,773)	-	(6,186,773)	(16,513,581)	(16,513,581)
All Funds	(19,670,002)	(29,481,244)	(143,012)	(29,624,256)	(42,528,319)	(42,528,319)
2459 Tsfr To Public Emp Ret Sys						
4400 Lottery Funds Ltd	(15,335,236)	(28,186,388)	-	(28,186,388)	(45,010,271)	(45,010,271)
2525 Tsfr To HECC						
4400 Lottery Funds Ltd	(65,933,335)	(74,736,007)	-	(74,736,007)	(79,746,532)	(79,746,532)
4430 Lottery Funds Debt Svc Ltd	(44,010,885)	(44,554,121)	-	(44,554,121)	(47,162,988)	(47,162,988)
All Funds	(109,944,220)	(119,290,128)	-	(119,290,128)	(126,909,520)	(126,909,520)
2581 Tsfr To Education, Dept of						
4400 Lottery Funds Ltd	(650,508,965)	(604,125,973)	(34,611,890)	(638,737,863)	(737,693,453)	(737,693,453)
4430 Lottery Funds Debt Svc Ltd	-	(3,227,390)	-	(3,227,390)	(8,693,643)	(8,693,643)
All Funds	(650,508,965)	(607,353,363)	(34,611,890)	(641,965,253)	(746,387,096)	(746,387,096)
2629 Tsfr To Forestry, Dept of						
4430 Lottery Funds Debt Svc Ltd	(2,557,825)	(2,540,230)	-	(2,540,230)	(2,558,120)	(2,558,120)
2634 Tsfr To Parks and Rec Dept						
4430 Lottery Funds Debt Svc Ltd	(3,116,122)	(3,949,140)	143,305	(3,805,835)	(5,467,397)	(5,467,397)
2635 Tsfr To Fish/Wildlife, Dept of						
4430 Lottery Funds Debt Svc Ltd	-	-	-	-	(2,437,793)	(2,437,793)
2690 Tsfr To Water Resources Dept						

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*
4430 Lottery Funds Debt Svc Ltd	(6,691,548)	(15,814,642)	1,754,019	(14,060,623)	(24,352,512)	(24,352,512)
2691 Tsfr To Watershd Enhance Bd						
4430 Lottery Funds Debt Svc Ltd	-	-	-	-	(711,079)	(711,079)
2730 Tsfr To Transportation, Dept						
4430 Lottery Funds Debt Svc Ltd	(120,687,246)	(135,257,275)	1,513,400	(133,743,875)	(143,579,808)	(143,579,808)
2839 Tsfr To Labor and Ind, Bureau						
4400 Lottery Funds Ltd	(270,809)	(297,187)	(19,035)	(316,222)	(307,006)	(307,006)
2914 Tsfr To Housing and Com Svcs						
4430 Lottery Funds Debt Svc Ltd	(25,144,423)	(30,406,918)	862,853	(29,544,065)	(40,500,992)	(40,500,992)
TOTAL TRANSFERS OUT						
4400 Lottery Funds Ltd	(1,505,739,038)	(1,565,297,126)	(42,333,976)	(1,607,631,102)	(1,619,428,059)	(1,619,428,059)
4430 Lottery Funds Debt Svc Ltd	(272,052,044)	(342,481,317)	5,778,649	(336,702,668)	(412,734,715)	(412,734,715)
TOTAL TRANSFERS OUT	**($1,777,791,082)**	**($1,907,778,443)**	**($36,555,327)**	**($1,944,333,770)**	**($2,032,162,774)**	**($2,032,162,774)**
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	158,819,746	44,636,088	(26,007,053)	18,629,035	5,157,661	5,157,661
4430 Lottery Funds Debt Svc Ltd	-	-	352,650	352,650	-	-
TOTAL AVAILABLE REVENUES	**$158,819,746**	**$44,636,088**	**($25,654,403)**	**$18,981,685**	**$5,157,661**	**$5,157,661**
ENDING BALANCE						
4400 Lottery Funds Ltd	158,819,746	44,636,088	(26,007,053)	18,629,035	5,157,661	5,157,661
4430 Lottery Funds Debt Svc Ltd	-	-	352,650	352,650	-	-

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	**$158,819,746**	**$44,636,088**	**($25,654,403)**	**$18,981,685**	**$5,157,661**	**$5,157,661**

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						
4400 Lottery Funds Ltd	519,030,815	703,067,103	-	703,067,103	1,007,045,065	1,007,045,065
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	-	5,327,127	-	5,327,127	(74,515)	(74,515)
TOTAL BEGINNING BALANCE						
4400 Lottery Funds Ltd	519,030,815	708,394,230	-	708,394,230	1,006,970,550	1,006,970,550
TOTAL BEGINNING BALANCE	**$519,030,815**	**$708,394,230**	**-**	**$708,394,230**	**$1,006,970,550**	**$1,006,970,550**
REVENUE CATEGORIES						
INTEREST EARNINGS						
0605 Interest Income						
4400 Lottery Funds Ltd	49,035,499	73,732,015	19,337,234	93,069,249	75,323,069	75,323,069
OTHER						
0975 Other Revenues						
4400 Lottery Funds Ltd	(2,708)	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	326,714,207	329,938,982	1,895,279	331,834,261	218,166,272	218,166,272
REVENUES						
4400 Lottery Funds Ltd	375,746,998	403,670,997	21,232,513	424,903,510	293,489,341	293,489,341

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 OUT						
2525 Tsfr To HECC						
4400 Lottery Funds Ltd	(33,633,262)	(73,732,015)	(19,337,234)	(93,069,249)	(75,323,069)	(75,323,069)
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	861,144,551	1,038,333,212	1,895,279	1,040,228,491	1,225,136,822	1,225,136,822
ENDING BALANCE						
4400 Lottery Funds Ltd	861,144,551	1,038,333,212	1,895,279	1,040,228,491	1,225,136,822	1,225,136,822

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						
4400 Lottery Funds Ltd	11,683	-	-	-	-	-
REVENUE CATEGORIES						
INTEREST EARNINGS						
0605 Interest Income						
4400 Lottery Funds Ltd	407	-	-	-	-	-
OTHER						
0975 Other Revenues						
4400 Lottery Funds Ltd	(264)	-	-	-	-	-
REVENUES						
4400 Lottery Funds Ltd	143	-	-	-	-	-
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	11,826	-	-	-	-	-
ENDING BALANCE						
4400 Lottery Funds Ltd	11,826	-	-	-	-	-

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						
INTEREST EARNINGS						
0605 Interest Income						
4400 Lottery Funds Ltd	6	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	272,261,839	274,949,152	1,579,399	276,528,551	294,239,236	294,239,236
REVENUES						
4400 Lottery Funds Ltd	272,261,845	274,949,152	1,579,399	276,528,551	294,239,236	294,239,236
TRANSFERS OUT						
2634 Tsfr To Parks and Rec Dept						
4400 Lottery Funds Ltd	(136,130,919)	(137,474,576)	(789,699)	(138,264,275)	(147,119,618)	(147,119,618)
2691 Tsfr To Watershd Enhance Bd						
4400 Lottery Funds Ltd	(136,130,920)	(137,474,576)	(789,700)	(138,264,276)	(147,119,618)	(147,119,618)
TOTAL TRANSFERS OUT						
4400 Lottery Funds Ltd	(272,261,839)	(274,949,152)	(1,579,399)	(276,528,551)	(294,239,236)	(294,239,236)
TOTAL TRANSFERS OUT	**($272,261,839)**	**($274,949,152)**	**($1,579,399)**	**($276,528,551)**	**($294,239,236)**	**($294,239,236)**
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	6	-	-	-	-	-
ENDING BALANCE						

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 Lottery Funds Ltd	6	-	-	-	-	-

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						
0030 Beginning Balance Adjustment						
4430 Lottery Funds Debt Svc Ltd	-	164,860	-	164,860	-	-
3400 Other Funds Ltd	-	5,225,877	-	5,225,877	5,225,877	5,225,877
All Funds	-	5,390,737	-	5,390,737	5,225,877	5,225,877
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	644,659,927	102,245,299	182,632,275	284,877,574	284,877,574	2,360,442
8030 General Fund Debt Svc	7,828,488	5,409,290	150,000	5,559,290	2,832,316	2,832,316
All Funds	652,488,415	107,654,589	182,782,275	290,436,864	287,709,890	5,192,758
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	-	95,792,907	20,798,105	116,591,012	-	-
0570 Revenue Bonds						
3400 Other Funds Ltd	170,860,000	-	-	-	-	-
TOTAL BOND SALES						
3400 Other Funds Ltd	170,860,000	95,792,907	20,798,105	116,591,012	-	-
TOTAL BOND SALES	**$170,860,000**	**$95,792,907**	**$20,798,105**	**$116,591,012**	**-**	**-**
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						
4430 Lottery Funds Debt Svc Ltd	182,326	-	-	-	-	-
3400 Other Funds Ltd	2,061,353	-	-	-	-	-
All Funds	2,243,679	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	100,000	6,950,000	-	6,950,000	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	15,222,887	577,595,893	-	577,595,893	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	-	500,000	500,000	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	-	3,828,000	-	3,828,000	3,828,000	3,828,000
4430 Lottery Funds Debt Svc Ltd	24,037,435	49,032,524	(1,470,412)	47,562,112	53,912,517	53,912,517
3400 Other Funds Ltd	315,819	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	655,171	-	-	-	-	-
All Funds	25,008,425	52,860,524	(1,470,412)	51,390,112	57,740,517	57,740,517
1040 Transfer In Lottery Proceeds						

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 Lottery Funds Ltd	3,828,000	-	-	-	3,988,776	3,988,776
1060 Transfer from General Fund						
3400 Other Funds Ltd	10,500,000	6,700,000	-	6,700,000	6,700,000	-
TOTAL TRANSFERS IN						
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	7,816,776	7,816,776
4430 Lottery Funds Debt Svc Ltd	24,037,435	49,032,524	(1,470,412)	47,562,112	53,912,517	53,912,517
3400 Other Funds Ltd	10,815,819	6,700,000	-	6,700,000	6,700,000	-
3430 Other Funds Debt Svc Ltd	655,171	-	-	-	-	-
TOTAL TRANSFERS IN	**$39,336,425**	**$59,560,524**	**($1,470,412)**	**$58,090,112**	**$68,429,293**	**$61,729,293**
REVENUES						
8000 General Fund	644,659,927	102,245,299	182,632,275	284,877,574	284,877,574	2,360,442
8030 General Fund Debt Svc	7,828,488	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	7,816,776	7,816,776
4430 Lottery Funds Debt Svc Ltd	24,219,761	49,032,524	(1,470,412)	47,562,112	53,912,517	53,912,517
3400 Other Funds Ltd	199,060,059	687,038,800	20,798,105	707,836,905	6,700,000	-
3430 Other Funds Debt Svc Ltd	655,171	-	-	-	-	-
6400 Federal Funds Ltd	-	-	500,000	500,000	-	-
TOTAL REVENUES	**$880,251,406**	**$847,553,913**	**$202,609,968**	**$1,050,163,881**	**$356,139,183**	**$66,922,051**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						

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
4430 Lottery Funds Debt Svc Ltd	(445,599)	-	-	-	-	-
3400 Other Funds Ltd	(975,838)	-	-	-	-	-
All Funds	(1,421,437)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(13,912,983)	-	-	-	-	-
2141 Tsfr To Lands, Dept of State						
3400 Other Funds Ltd	-	(18,763,236)	-	(18,763,236)	-	-
6400 Federal Funds Ltd	-	-	(500,000)	(500,000)	-	-
All Funds	-	(18,763,236)	(500,000)	(19,263,236)	-	-
2291 Tsfr To Corrections, Dept of						
3400 Other Funds Ltd	(1,032,350)	-	-	-	-	-
2691 Tsfr To Watershd Enhance Bd						
3400 Other Funds Ltd	-	-	(5,000,000)	(5,000,000)	-	-
TOTAL TRANSFERS OUT						
4430 Lottery Funds Debt Svc Ltd	(445,599)	-	-	-	-	-
3400 Other Funds Ltd	(15,921,171)	(18,763,236)	(5,000,000)	(23,763,236)	-	-
6400 Federal Funds Ltd	-	-	(500,000)	(500,000)	-	-
TOTAL TRANSFERS OUT	**($16,366,770)**	**($18,763,236)**	**($5,500,000)**	**($24,263,236)**	**-**	**-**
AVAILABLE REVENUES						
8000 General Fund	644,659,927	102,245,299	182,632,275	284,877,574	284,877,574	2,360,442

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
8030 General Fund Debt Svc	7,828,488	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	7,816,776	7,816,776
4430 Lottery Funds Debt Svc Ltd	23,774,162	49,197,384	(1,470,412)	47,726,972	53,912,517	53,912,517
3400 Other Funds Ltd	183,138,888	673,501,441	15,798,105	689,299,546	11,925,877	5,225,877
3430 Other Funds Debt Svc Ltd	655,171	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$863,884,636**	**$834,181,414**	**$197,109,968**	**$1,031,291,382**	**$361,365,060**	**$72,147,928**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	142,072	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	34	-	-	-	-	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	24,337	-	-	-	-	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	7,883	-	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	10,829	-	-	-	-	-

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	299	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	24	-	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	852	-	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	25,225	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	69,483	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$69,483**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	211,555	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$211,555**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	25	-	-	-	-	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	335	-	-	-	-	-
4300 Professional 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	188,622	-	-	-	-	-
4325 Attorney General						
3400 Other Funds Ltd	89,020	300,000	-	300,000	300,000	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	3,642,041	-	410,968	410,968	410,968	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	3,920,043	300,000	410,968	710,968	710,968	-
TOTAL SERVICES & SUPPLIES	**$3,920,043**	**$300,000**	**$410,968**	**$710,968**	**$710,968**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	88,590,887	-	-	-	-	-
3400 Other Funds Ltd	8,077,816	-	-	-	-	-
All Funds	96,668,703	-	-	-	-	-
6020 Dist to Counties						
8000 General Fund	82,744,584	-	-	-	-	-
3400 Other Funds Ltd	10,731,377	-	-	-	-	-
All Funds	93,475,961	-	-	-	-	-
6025 Dist to Other Gov Unit						
8000 General Fund	190,684,978	2,265,299	-	2,265,299	2,265,299	2,360,442
3400 Other Funds Ltd	5,407,289	6,650,000	6,950,000	13,600,000	13,600,000	-

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
All Funds	196,092,267	8,915,299	6,950,000	15,865,299	15,865,299	2,360,442
6030 Dist to Non-Gov Units						
8000 General Fund	130,992,812	-	-	-	-	-
3400 Other Funds Ltd	37,601,279	-	-	-	-	-
All Funds	168,594,091	-	-	-	-	-
6040 Dist to Local School Districts						
8000 General Fund	125,980,000	-	-	-	-	-
3400 Other Funds Ltd	6,921,150	-	-	-	-	-
All Funds	132,901,150	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	20,500,000	6,700,000	-	6,700,000	6,700,000	-
6085 Other Special Payments						
8000 General Fund	-	93,280,000	182,632,275	275,912,275	275,912,275	-
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	3,828,000	3,988,776
3400 Other Funds Ltd	100,000	102,492,907	124,836,431	227,329,338	227,329,338	-
All Funds	3,928,000	199,600,907	307,468,706	507,069,613	507,069,613	3,988,776
TOTAL SPECIAL PAYMENTS						
8000 General Fund	639,493,261	102,245,299	182,632,275	284,877,574	284,877,574	2,360,442
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	3,828,000	3,988,776
3400 Other Funds Ltd	68,838,911	109,142,907	131,786,431	240,929,338	240,929,338	-

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	**$712,160,172**	**$215,216,206**	**$314,418,706**	**$529,634,912**	**$529,634,912**	**$6,349,218**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	7,291,589	5,070,010	150,000	5,220,010	2,475,000	2,475,000
4430 Lottery Funds Debt Svc Ltd	10,818,164	23,675,684	-	23,675,684	21,133,643	21,133,643
All Funds	18,109,753	28,745,694	150,000	28,895,694	23,608,643	23,608,643
7150 Interest - Bonds						
8030 General Fund Debt Svc	939,494	339,280	-	339,280	357,316	357,316
4430 Lottery Funds Debt Svc Ltd	11,956,931	25,521,700	(1,470,412)	24,051,288	32,778,874	32,778,874
3430 Other Funds Debt Svc Ltd	443,374	-	-	-	-	-
All Funds	13,339,799	25,860,980	(1,470,412)	24,390,568	33,136,190	33,136,190
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	8,231,083	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4430 Lottery Funds Debt Svc Ltd	22,775,095	49,197,384	(1,470,412)	47,726,972	53,912,517	53,912,517
3430 Other Funds Debt Svc Ltd	443,374	-	-	-	-	-
TOTAL DEBT SERVICE	**$31,449,552**	**$54,606,674**	**($1,320,412)**	**$53,286,262**	**$56,744,833**	**$56,744,833**
EXPENDITURES						
8000 General Fund	639,493,261	102,245,299	182,632,275	284,877,574	284,877,574	2,360,442
8030 General Fund Debt Svc	8,231,083	5,409,290	150,000	5,559,290	2,832,316	2,832,316
4400 Lottery Funds Ltd	3,828,000	3,828,000	-	3,828,000	3,828,000	3,988,776

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
4430 Lottery Funds Debt Svc Ltd	22,775,095	49,197,384	(1,470,412)	47,726,972	53,912,517	53,912,517
3400 Other Funds Ltd	72,970,509	109,442,907	132,197,399	241,640,306	241,640,306	-
3430 Other Funds Debt Svc Ltd	443,374	-	-	-	-	-
TOTAL EXPENDITURES	**$747,741,322**	**$270,122,880**	**$313,509,262**	**$583,632,142**	**$587,090,713**	**$63,094,051**
REVERSIONS						
9900 Reversions						
8000 General Fund	(5,166,666)	-	-	-	-	-
8030 General Fund Debt Svc	402,595	-	-	-	-	-
All Funds	(4,764,071)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4400 Lottery Funds Ltd	-	-	-	-	3,988,776	3,828,000
4430 Lottery Funds Debt Svc Ltd	999,067	-	-	-	-	-
3400 Other Funds Ltd	110,168,379	564,058,534	(116,399,294)	447,659,240	(229,714,429)	5,225,877
3430 Other Funds Debt Svc Ltd	211,797	-	-	-	-	-
TOTAL ENDING BALANCE	**$111,379,243**	**$564,058,534**	**($116,399,294)**	**$447,659,240**	**($225,725,653)**	**$9,053,877**

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						
0030 Beginning Balance Adjustment						
6400 Federal Funds Ltd	69,016,439	-	-	-	-	-
REVENUE CATEGORIES						
INTEREST EARNINGS						
0605 Interest Income						
6400 Federal Funds Ltd	15,390,926	-	-	-	-	-
OTHER						
0975 Other Revenues						
6400 Federal Funds Ltd	15,091,369	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	2,894,586,507	156,795,418	6,797,590	163,593,008	163,593,008	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	6,143,428	-	-	-	-	-
6400 Federal Funds Ltd	65,476,928	-	-	-	-	-
All Funds	71,620,356	-	-	-	-	-
1123 Tsfr From OR Business Development						
6400 Federal Funds Ltd	4,456,157	-	-	-	-	-
1137 Tsfr From Justice, Dept of						

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	314,578	-	-	-	-	-
1440 Tsfr From Consumer/Bus Svcs						
6400 Federal Funds Ltd	4,702,295	-	-	-	-	-
1443 Tsfr From Oregon Health Authority						
6400 Federal Funds Ltd	489,500	-	-	-	-	-
1581 Tsfr From Education, Dept of						
6400 Federal Funds Ltd	100,363	-	-	-	-	-
1914 Tsfr From Housing and Com Svcs						
6400 Federal Funds Ltd	377,439	-	-	-	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	6,143,428	-	-	-	-	-
6400 Federal Funds Ltd	75,917,260	-	-	-	-	-
TOTAL TRANSFERS IN	**$82,060,688**	**-**	**-**	**-**	**-**	**-**
REVENUES						
3400 Other Funds Ltd	6,143,428	-	-	-	-	-
6400 Federal Funds Ltd	3,000,986,062	156,795,418	6,797,590	163,593,008	163,593,008	-
TOTAL REVENUES	**$3,007,129,490**	**$156,795,418**	**$6,797,590**	**$163,593,008**	**$163,593,008**	**-**
AVAILABLE REVENUES						
3400 Other Funds Ltd	6,143,428	-	-	-	-	-
6400 Federal Funds Ltd	3,070,002,501	156,795,418	6,797,590	163,593,008	163,593,008	-

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 AVAILABLE REVENUES	**$3,076,145,929**	**$156,795,418**	**$6,797,590**	**$163,593,008**	**$163,593,008**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
6400 Federal Funds Ltd	76,137	-	-	-	-	-
TOTAL PERSONAL SERVICES						
6400 Federal Funds Ltd	76,137	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$76,137**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4150 Employee Training						
6400 Federal Funds Ltd	162	-	-	-	-	-
4175 Office Expenses						
3400 Other Funds Ltd	2,450	-	-	-	-	-
4200 Telecommunications						
3400 Other Funds Ltd	34,739	-	-	-	-	-
4315 IT Professional Services						
6400 Federal Funds Ltd	10,284,216	-	-	-	-	-
4325 Attorney General						
6400 Federal Funds Ltd	2,130	-	-	-	-	-

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						
6400 Federal Funds Ltd	943,337	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,511	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	6,104,727	-	-	-	-	-
6400 Federal Funds Ltd	(6,266,843)	-	-	-	-	-
All Funds	(162,116)	-	-	-	-	-
4715 IT Expendable Property						
6400 Federal Funds Ltd	354,061	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	6,143,427	-	-	-	-	-
6400 Federal Funds Ltd	5,317,063	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$11,460,490**	**-**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
6400 Federal Funds Ltd	257,915,257	-	-	-	-	-
6020 Dist to Counties						
6400 Federal Funds Ltd	18,774,172	-	-	-	-	-
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
6400 Federal Funds Ltd	8,172,927	-	-	-	-	-
6030 Dist to Non-Gov Units						
6400 Federal Funds Ltd	28,261,034	-	-	-	-	-
6085 Other Special Payments						
6400 Federal Funds Ltd	185,373,025	-	6,707,413	6,707,413	6,707,413	-
6100 Spc Pmt to Human Svcs, Dept of						
6400 Federal Funds Ltd	46,460,000	-	-	-	-	-
6107 Spc Pmt to Administrative Svcs						
6400 Federal Funds Ltd	24,859	-	-	-	-	-
6123 Spc Pmt to OR Business Development						
6400 Federal Funds Ltd	322,197,981	156,795,418	-	156,795,418	156,795,418	-
6137 Spc Pmt to Justice, Dept of						
6400 Federal Funds Ltd	16,250,000	-	-	-	-	-
6150 Spc Pmt to Revenue, Dept of						
6400 Federal Funds Ltd	141,970,200	-	-	-	-	-
6198 Spc Pmt to Judicial Dept						
6400 Federal Funds Ltd	6,469,827	-	-	-	-	-
6250 Spc Pmt to Marine Bd, Or State						
6400 Federal Funds Ltd	1,000,000	-	-	-	-	-
6257 Spc Pmt to Police, Dept of State						
6400 Federal Funds Ltd	8,906,199	-	-	-	-	-

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
6259 Spc Pmt to Pub Safety Stds/Trng						
6400 Federal Funds Ltd	1,201,239	-	-	-	-	-
6291 Spc Pmt to Corrections, Dept of						
6400 Federal Funds Ltd	999,251,363	-	90,177	90,177	90,177	-
6340 Spc Pmt to Environmental Quality						
6400 Federal Funds Ltd	15,000,000	-	-	-	-	-
6415 Spc Pmt to Or Youth Authority						
6400 Federal Funds Ltd	105,448,068	-	-	-	-	-
6443 Spc Pmt to Oregon Health Authority						
6400 Federal Funds Ltd	447,323,800	-	-	-	-	-
6525 Spc Pmt to HECC						
6400 Federal Funds Ltd	123,136,812	-	-	-	-	-
6581 Spc Pmt to Education, Dept of						
6400 Federal Funds Ltd	7,000,000	-	-	-	-	-
6635 Spc Pmt to Fish/Wildlife, Dept of						
6400 Federal Funds Ltd	6,000,000	-	-	-	-	-
6690 Spc Pmt to Water Resources Dept						
6400 Federal Funds Ltd	20,500,000	-	-	-	-	-
6730 Spc Pmt to Transportation, Dept						
6400 Federal Funds Ltd	136,860,000	-	-	-	-	-
6839 Spc Pmt 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
6400 Federal Funds Ltd	1,100,000	-	-	-	-	-
6914 Spc Pmt to Housing and Com Svcs						
6400 Federal Funds Ltd	105,000,000	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
6400 Federal Funds Ltd	3,009,596,763	156,795,418	6,797,590	163,593,008	163,593,008	-
TOTAL SPECIAL PAYMENTS	**$3,009,596,763**	**$156,795,418**	**$6,797,590**	**$163,593,008**	**$163,593,008**	**-**
EXPENDITURES						
3400 Other Funds Ltd	6,143,427	-	-	-	-	-
6400 Federal Funds Ltd	3,014,989,963	156,795,418	6,797,590	163,593,008	163,593,008	-
TOTAL EXPENDITURES	**$3,021,133,390**	**$156,795,418**	**$6,797,590**	**$163,593,008**	**$163,593,008**	**-**
ENDING BALANCE						
3400 Other Funds Ltd	1	-	-	-	-	-
6400 Federal Funds Ltd	55,012,538	-	-	-	-	-
TOTAL ENDING BALANCE	**$55,012,539**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	11	-	-	-	-	-
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	6.09	-	-	-	-	-

BDV002A

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
4400 Lottery Funds Ltd	1,051,346,669	-	1,051,346,669	-	1,051,346,669
3200 Other Funds Non-Ltd	(48,950,801)	-	(48,950,801)	-	(48,950,801)
3400 Other Funds Ltd	26,052,419	-	26,052,419	-	26,052,419
All Funds	1,028,448,287	-	1,028,448,287	-	1,028,448,287
0030 Beginning Balance Adjustment					
4400 Lottery Funds Ltd	(74,515)	-	(74,515)	-	(74,515)
3020 Other Funds Cap Construct	45,104,476	-	45,104,476	-	45,104,476
3400 Other Funds Ltd	5,225,877	-	5,225,877	-	5,225,877
All Funds	50,255,838	-	50,255,838	-	50,255,838
TOTAL BEGINNING BALANCE					
4400 Lottery Funds Ltd	1,051,272,154	-	1,051,272,154	-	1,051,272,154
3020 Other Funds Cap Construct	45,104,476	-	45,104,476	-	45,104,476
3200 Other Funds Non-Ltd	(48,950,801)	-	(48,950,801)	-	(48,950,801)
3400 Other Funds Ltd	31,278,296	-	31,278,296	-	31,278,296
TOTAL BEGINNING BALANCE	**$1,078,704,125**	**-**	**$1,078,704,125**	**-**	**$1,078,704,125**
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	296,465,718	(287,414,168)	9,051,550	38,729,291	47,780,841
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
All Funds	299,298,034	(287,414,168)	11,883,866	42,530,952	54,414,818

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
LICENSES AND FEES					
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	3,050,340	-	3,050,340	-	3,050,340
CHARGES FOR SERVICES					
0405 Central Service Charges					
3400 Other Funds Ltd	4,500,000	-	4,500,000	-	4,500,000
8800 General Fund Revenue	21,239,843	-	21,239,843	-	21,239,843
All Funds	25,739,843	-	25,739,843	-	25,739,843
0410 Charges for Services					
3400 Other Funds Ltd	262,707,414	-	262,707,414	-	262,707,414
0415 Admin and Service Charges					
3200 Other Funds Non-Ltd	207,283,661	-	207,283,661	146,319,793	353,603,454
3400 Other Funds Ltd	480,931,816	-	480,931,816	-	480,931,816
All Funds	688,215,477	-	688,215,477	146,319,793	834,535,270
TOTAL CHARGES FOR SERVICES					
3200 Other Funds Non-Ltd	207,283,661	-	207,283,661	146,319,793	353,603,454
3400 Other Funds Ltd	748,139,230	-	748,139,230	-	748,139,230
8800 General Fund Revenue	21,239,843	-	21,239,843	-	21,239,843
TOTAL CHARGES FOR SERVICES	**$976,662,734**	**-**	**$976,662,734**	**$146,319,793**	**$1,122,982,527**
FINES, RENTS AND ROYALTIES					
0510 Rents and Royalties					
3400 Other Funds Ltd	138,896,784	-	138,896,784	-	138,896,784
BOND SALES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	20,838,690	20,838,690
3400 Other Funds Ltd	-	-	-	266,310	266,310
All Funds	-	-	-	21,105,000	21,105,000
0560 Dedicated Fund Oblig Bonds					
3020 Other Funds Cap Construct	-	-	-	150,000,000	150,000,000
3400 Other Funds Ltd	-	-	-	960,000	960,000
All Funds	-	-	-	150,960,000	150,960,000
TOTAL BOND SALES					
3020 Other Funds Cap Construct	-	-	-	170,838,690	170,838,690
3400 Other Funds Ltd	-	-	-	1,226,310	1,226,310
TOTAL BOND SALES	**-**	**-**	**-**	**$172,065,000**	**$172,065,000**
INTEREST EARNINGS					
0605 Interest Income					
4400 Lottery Funds Ltd	77,323,069	-	77,323,069	-	77,323,069
3200 Other Funds Non-Ltd	4,400,000	-	4,400,000	-	4,400,000
All Funds	81,723,069	-	81,723,069	-	81,723,069
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	6,471,068	-	6,471,068	300,000	6,771,068
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	106,741,747	-	106,741,747	-	106,741,747

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	21,670,940	-	21,670,940	-	21,670,940
3430 Other Funds Debt Svc Ltd	544,178,474	-	544,178,474	-	544,178,474
All Funds	672,591,161	-	672,591,161	-	672,591,161
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	288,095,763	(179,301,578)	108,794,185	165,284,328	274,078,513
TRANSFERS IN					
1010 Transfer In - Intrafund					
4400 Lottery Funds Ltd	545,657,432	-	545,657,432	-	545,657,432
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3010 Other Funds Cap Improve	5,685,852	-	5,685,852	250,000	5,935,852
3020 Other Funds Cap Construct	-	-	-	8,895,524	8,895,524
3400 Other Funds Ltd	139,610,209	-	139,610,209	-	139,610,209
3430 Other Funds Debt Svc Ltd	34,217,122	-	34,217,122	14,088,103	48,305,225
All Funds	779,083,132	-	779,083,132	23,233,627	802,316,759
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	9,019,701	-	9,019,701	-	9,019,701
1040 Transfer In Lottery Proceeds					
4400 Lottery Funds Ltd	3,988,776	-	3,988,776	-	3,988,776
1060 Transfer from General Fund					
3400 Other Funds Ltd	9,217,086	(6,594,282)	2,622,804	-	2,622,804
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	199,833	-	199,833	-	199,833

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	27,550,764	-	27,550,764	-	27,550,764
1177 Tsfr From Lottery Comm					
4400 Lottery Funds Ltd	1,548,860,192	-	1,548,860,192	-	1,548,860,192
4430 Lottery Funds Debt Svc Ltd	412,734,715	-	412,734,715	-	412,734,715
All Funds	1,961,594,907	-	1,961,594,907	-	1,961,594,907
1845 Tsfr From OLCC					
3400 Other Funds Ltd	74,180,843	-	74,180,843	-	74,180,843
TOTAL TRANSFERS IN					
4400 Lottery Funds Ltd	2,098,506,400	-	2,098,506,400	-	2,098,506,400
4430 Lottery Funds Debt Svc Ltd	466,647,232	-	466,647,232	-	466,647,232
3010 Other Funds Cap Improve	5,685,852	-	5,685,852	250,000	5,935,852
3020 Other Funds Cap Construct	-	-	-	8,895,524	8,895,524
3400 Other Funds Ltd	259,778,436	(6,594,282)	253,184,154	-	253,184,154
3430 Other Funds Debt Svc Ltd	34,217,122	-	34,217,122	14,088,103	48,305,225
TOTAL TRANSFERS IN	**$2,864,835,042**	**($6,594,282)**	**$2,858,240,760**	**$23,233,627**	**$2,881,474,387**
TOTAL REVENUES					
8000 General Fund	296,465,718	(287,414,168)	9,051,550	38,729,291	47,780,841
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4400 Lottery Funds Ltd	2,175,829,469	-	2,175,829,469	-	2,175,829,469
4430 Lottery Funds Debt Svc Ltd	466,647,232	-	466,647,232	-	466,647,232
3010 Other Funds Cap Improve	5,685,852	-	5,685,852	250,000	5,935,852
3020 Other Funds Cap Construct	-	-	-	179,734,214	179,734,214

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	318,425,408	-	318,425,408	146,319,793	464,745,201
3400 Other Funds Ltd	1,178,006,798	(6,594,282)	1,171,412,516	1,526,310	1,172,938,826
3430 Other Funds Debt Svc Ltd	578,395,596	-	578,395,596	14,088,103	592,483,699
8800 General Fund Revenue	21,239,843	-	21,239,843	-	21,239,843
6400 Federal Funds Ltd	288,095,763	(179,301,578)	108,794,185	165,284,328	274,078,513
TOTAL REVENUES	**$5,331,623,995**	**($473,310,028)**	**$4,858,313,967**	**$549,733,700**	**$5,408,047,667**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
4400 Lottery Funds Ltd	(545,657,432)	-	(545,657,432)	-	(545,657,432)
4430 Lottery Funds Debt Svc Ltd	(53,912,517)	-	(53,912,517)	-	(53,912,517)
3200 Other Funds Non-Ltd	(45,983,974)	-	(45,983,974)	-	(45,983,974)
3400 Other Funds Ltd	(156,762,836)	-	(156,762,836)	-	(156,762,836)
All Funds	(802,316,759)	-	(802,316,759)	-	(802,316,759)
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(9,019,701)	-	(9,019,701)	-	(9,019,701)
2050 Transfer to Other					
3400 Other Funds Ltd	(13,196,664)	-	(13,196,664)	-	(13,196,664)
2060 Transfer to General Fund					
8800 General Fund Revenue	(21,239,843)	-	(21,239,843)	-	(21,239,843)
2070 Transfer to Cities					
3400 Other Funds Ltd	(89,030,214)	-	(89,030,214)	-	(89,030,214)
2080 Transfer to Counties					
4400 Lottery Funds Ltd	(66,256,311)	-	(66,256,311)	-	(66,256,311)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	(12,701,393)	-	(12,701,393)	-	(12,701,393)
6400 Federal Funds Ltd	(108,794,185)	-	(108,794,185)	-	(108,794,185)
All Funds	(187,751,889)	-	(187,751,889)	-	(187,751,889)
2104 Tsfr To Public Records Advocate, Office of					
3400 Other Funds Ltd	(1,773,562)	-	(1,773,562)	-	(1,773,562)
2121 Tsfr To Governor, Office of the					
4400 Lottery Funds Ltd	(5,286,477)	-	(5,286,477)	-	(5,286,477)
3400 Other Funds Ltd	(1,549,716)	-	(1,549,716)	-	(1,549,716)
All Funds	(6,836,193)	-	(6,836,193)	-	(6,836,193)
2123 Tsfr To OR Business Development					
4400 Lottery Funds Ltd	(91,293,017)	-	(91,293,017)	-	(91,293,017)
4430 Lottery Funds Debt Svc Ltd	(66,293,285)	-	(66,293,285)	-	(66,293,285)
3400 Other Funds Ltd	(6,322,110)	-	(6,322,110)	-	(6,322,110)
All Funds	(163,908,412)	-	(163,908,412)	-	(163,908,412)
2137 Tsfr To Justice, Dept of					
3200 Other Funds Non-Ltd	(1,730,300)	-	(1,730,300)	-	(1,730,300)
2145 Tsfr To Leg Fiscal Officer					
3400 Other Funds Ltd	(4,500,000)	-	(4,500,000)	-	(4,500,000)
2198 Tsfr To Judicial Dept					
3400 Other Funds Ltd	(4,468,410)	-	(4,468,410)	-	(4,468,410)
2213 Tsfr To Criminal Justice Comm					
4400 Lottery Funds Ltd	(628,510)	-	(628,510)	-	(628,510)
2274 Tsfr To Veterans' Affairs					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4400 Lottery Funds Ltd	(21,534,312)	-	(21,534,312)	-	(21,534,312)
4430 Lottery Funds Debt Svc Ltd	(551,000)	-	(551,000)	-	(551,000)
All Funds	(22,085,312)	-	(22,085,312)	-	(22,085,312)
2443 Tsfr To Oregon Health Authority					
4400 Lottery Funds Ltd	(26,014,738)	-	(26,014,738)	-	(26,014,738)
4430 Lottery Funds Debt Svc Ltd	(16,513,581)	-	(16,513,581)	-	(16,513,581)
3200 Other Funds Non-Ltd	(114,900,000)	-	(114,900,000)	-	(114,900,000)
All Funds	(157,428,319)	-	(157,428,319)	-	(157,428,319)
2459 Tsfr To Public Emp Ret Sys					
4400 Lottery Funds Ltd	(45,010,271)	-	(45,010,271)	-	(45,010,271)
2525 Tsfr To HECC					
4400 Lottery Funds Ltd	(155,069,601)	-	(155,069,601)	-	(155,069,601)
4430 Lottery Funds Debt Svc Ltd	(47,162,988)	-	(47,162,988)	-	(47,162,988)
All Funds	(202,232,589)	-	(202,232,589)	-	(202,232,589)
2543 Tsfr To State Library					
3400 Other Funds Ltd	(10,378,818)	-	(10,378,818)	-	(10,378,818)
2581 Tsfr To Education, Dept of					
4400 Lottery Funds Ltd	(737,693,453)	-	(737,693,453)	-	(737,693,453)
4430 Lottery Funds Debt Svc Ltd	(8,693,643)	-	(8,693,643)	-	(8,693,643)
3200 Other Funds Non-Ltd	(3,100,000)	-	(3,100,000)	-	(3,100,000)
All Funds	(749,487,096)	-	(749,487,096)	-	(749,487,096)
2629 Tsfr To Forestry, Dept of					
4430 Lottery Funds Debt Svc Ltd	(2,558,120)	-	(2,558,120)	-	(2,558,120)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
2634 Tsfr To Parks and Rec Dept					
4400 Lottery Funds Ltd	(147,119,618)	-	(147,119,618)	-	(147,119,618)
4430 Lottery Funds Debt Svc Ltd	(5,467,397)	-	(5,467,397)	-	(5,467,397)
All Funds	(152,587,015)	-	(152,587,015)	-	(152,587,015)
2635 Tsfr To Fish/Wildlife, Dept of					
4430 Lottery Funds Debt Svc Ltd	(2,437,793)	-	(2,437,793)	-	(2,437,793)
2690 Tsfr To Water Resources Dept					
4430 Lottery Funds Debt Svc Ltd	(24,352,512)	-	(24,352,512)	-	(24,352,512)
2691 Tsfr To Watershd Enhance Bd					
4400 Lottery Funds Ltd	(147,119,618)	-	(147,119,618)	-	(147,119,618)
4430 Lottery Funds Debt Svc Ltd	(711,079)	-	(711,079)	-	(711,079)
All Funds	(147,830,697)	-	(147,830,697)	-	(147,830,697)
2730 Tsfr To Transportation, Dept					
4430 Lottery Funds Debt Svc Ltd	(143,579,808)	-	(143,579,808)	-	(143,579,808)
2839 Tsfr To Labor and Ind, Bureau					
4400 Lottery Funds Ltd	(307,006)	-	(307,006)	-	(307,006)
2914 Tsfr To Housing and Com Svcs					
4430 Lottery Funds Debt Svc Ltd	(40,500,992)	-	(40,500,992)	-	(40,500,992)
TOTAL TRANSFERS OUT					
4400 Lottery Funds Ltd	(1,988,990,364)	-	(1,988,990,364)	-	(1,988,990,364)
4430 Lottery Funds Debt Svc Ltd	(412,734,715)	-	(412,734,715)	-	(412,734,715)
3200 Other Funds Non-Ltd	(165,714,274)	-	(165,714,274)	-	(165,714,274)
3400 Other Funds Ltd	(309,703,424)	-	(309,703,424)	-	(309,703,424)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8800 General Fund Revenue	(21,239,843)	-	(21,239,843)	-	(21,239,843)
6400 Federal Funds Ltd	(108,794,185)	-	(108,794,185)	-	(108,794,185)
TOTAL TRANSFERS OUT	**($3,007,176,805)**	**-**	**($3,007,176,805)**	**-**	**($3,007,176,805)**
AVAILABLE REVENUES					
8000 General Fund	296,465,718	(287,414,168)	9,051,550	38,729,291	47,780,841
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4400 Lottery Funds Ltd	1,238,111,259	-	1,238,111,259	-	1,238,111,259
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3010 Other Funds Cap Improve	5,685,852	-	5,685,852	250,000	5,935,852
3020 Other Funds Cap Construct	45,104,476	-	45,104,476	179,734,214	224,838,690
3200 Other Funds Non-Ltd	103,760,333	-	103,760,333	146,319,793	250,080,126
3400 Other Funds Ltd	899,581,670	(6,594,282)	892,987,388	1,526,310	894,513,698
3430 Other Funds Debt Svc Ltd	578,395,596	-	578,395,596	14,088,103	592,483,699
6400 Federal Funds Ltd	179,301,578	(179,301,578)	-	165,284,328	165,284,328
TOTAL AVAILABLE REVENUES	**$3,403,151,315**	**($473,310,028)**	**$2,929,841,287**	**$549,733,700**	**$3,479,574,987**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	330,963	-	330,963	1,859,499	2,190,462
3400 Other Funds Ltd	219,584,547	-	219,584,547	7,216,200	226,800,747
6400 Federal Funds Ltd	-	-	-	917,172	917,172
All Funds	219,915,510	-	219,915,510	9,992,871	229,908,381

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3160 Temporary Appointments					
3400 Other Funds Ltd	1,310,124	55,026	1,365,150	-	1,365,150
3170 Overtime Payments					
3400 Other Funds Ltd	279,705	11,748	291,453	-	291,453
3180 Shift Differential					
3400 Other Funds Ltd	20,860	875	21,735	-	21,735
3190 All Other Differential					
3400 Other Funds Ltd	2,431,334	102,117	2,533,451	-	2,533,451
TOTAL SALARIES & WAGES					
8000 General Fund	330,963	-	330,963	1,859,499	2,190,462
3400 Other Funds Ltd	223,626,570	169,766	223,796,336	7,216,200	231,012,536
6400 Federal Funds Ltd	-	-	-	917,172	917,172
TOTAL SALARIES & WAGES	**$223,957,533**	**$169,766**	**$224,127,299**	**$9,992,871**	**$234,120,170**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	130	-	130	747	877
3400 Other Funds Ltd	70,043	-	70,043	2,691	72,734
6400 Federal Funds Ltd	-	-	-	234	234
All Funds	70,173	-	70,173	3,672	73,845
3220 Public Employees' Retire Cont					
8000 General Fund	69,635	-	69,635	391,238	460,873
3400 Other Funds Ltd	46,774,859	24,142	46,799,001	1,518,284	48,317,285
6400 Federal Funds Ltd	-	-	-	192,972	192,972

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	46,844,494	24,142	46,868,636	2,102,494	48,971,130
3221 Pension Obligation Bond					
8000 General Fund	11,164	1,815	12,979	-	12,979
3400 Other Funds Ltd	9,419,895	(705,378)	8,714,517	-	8,714,517
All Funds	9,431,059	(703,563)	8,727,496	-	8,727,496
3230 Social Security Taxes					
8000 General Fund	25,275	-	25,275	142,252	167,527
3400 Other Funds Ltd	16,794,835	12,987	16,807,822	538,911	17,346,733
6400 Federal Funds Ltd	-	-	-	70,164	70,164
All Funds	16,820,110	12,987	16,833,097	751,327	17,584,424
3240 Unemployment Assessments					
3400 Other Funds Ltd	37,484	1,574	39,058	-	39,058
3241 Paid Family Medical Leave Insurance					
8000 General Fund	1,321	-	1,321	7,439	8,760
3400 Other Funds Ltd	869,044	459	869,503	28,021	897,524
6400 Federal Funds Ltd	-	-	-	3,670	3,670
All Funds	870,365	459	870,824	39,130	909,954
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	76	-	76	437	513
3400 Other Funds Ltd	40,858	-	40,858	1,571	42,429
6400 Federal Funds Ltd	-	-	-	135	135
All Funds	40,934	-	40,934	2,143	43,077
3260 Mass Transit Tax					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	1,860	125	1,985	11,157	13,142
3400 Other Funds Ltd	1,137,675	205,104	1,342,779	42,510	1,385,289
All Funds	1,139,535	205,229	1,344,764	53,667	1,398,431
3270 Flexible Benefits					
8000 General Fund	76,992	-	76,992	439,983	516,975
3400 Other Funds Ltd	41,254,905	-	41,254,905	1,584,999	42,839,904
6400 Federal Funds Ltd	-	-	-	137,826	137,826
All Funds	41,331,897	-	41,331,897	2,162,808	43,494,705
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	186,453	1,940	188,393	993,253	1,181,646
3400 Other Funds Ltd	116,399,598	(461,112)	115,938,486	3,716,987	119,655,473
6400 Federal Funds Ltd	-	-	-	405,001	405,001
TOTAL OTHER PAYROLL EXPENSES	**$116,586,051**	**($459,172)**	**$116,126,879**	**$5,115,241**	**$121,242,120**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(16,548)	(16,548)	-	(16,548)
3400 Other Funds Ltd	(4,631,425)	(6,558,392)	(11,189,817)	-	(11,189,817)
All Funds	(4,631,425)	(6,574,940)	(11,206,365)	-	(11,206,365)
TOTAL PERSONAL SERVICES					
8000 General Fund	517,416	(14,608)	502,808	2,852,752	3,355,560
3400 Other Funds Ltd	335,394,743	(6,849,738)	328,545,005	10,933,187	339,478,192
6400 Federal Funds Ltd	-	-	-	1,322,173	1,322,173
TOTAL PERSONAL SERVICES	**$335,912,159**	**($6,864,346)**	**$329,047,813**	**$15,108,112**	**$344,155,925**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	2,070	87	2,157	20,860	23,017
3200 Other Funds Non-Ltd	59	(59)	-	-	-
3400 Other Funds Ltd	610,985	(7,115)	603,870	34,239	638,109
6400 Federal Funds Ltd	5,730	(5,730)	-	3,725	3,725
All Funds	618,844	(12,817)	606,027	58,824	664,851
4125 Out of State Travel					
3400 Other Funds Ltd	149,285	(21,955)	127,330	-	127,330
4150 Employee Training					
8000 General Fund	1,805	76	1,881	76,653	78,534
3400 Other Funds Ltd	3,630,138	(255,732)	3,374,406	91,337	3,465,743
6400 Federal Funds Ltd	12,035	(12,035)	-	7,823	7,823
All Funds	3,643,978	(267,691)	3,376,287	175,813	3,552,100
4175 Office Expenses					
8000 General Fund	2,157	91	2,248	68,261	70,509
3200 Other Funds Non-Ltd	54	(54)	-	-	-
3400 Other Funds Ltd	1,655,519	33,787	1,689,306	107,181	1,796,487
6400 Federal Funds Ltd	14,380	(14,380)	-	9,347	9,347
All Funds	1,672,110	19,444	1,691,554	184,789	1,876,343
4200 Telecommunications					
8000 General Fund	2,415	101	2,516	76,423	78,939
3400 Other Funds Ltd	24,627,765	803,461	25,431,226	320,002	25,751,228

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	16,100	(16,100)	-	10,465	10,465
All Funds	24,646,280	787,462	25,433,742	406,890	25,840,632
4225 State Gov. Service Charges					
3400 Other Funds Ltd	22,572,508	6,229,668	28,802,176	-	28,802,176
4250 Data Processing					
8000 General Fund	821	34	855	25,968	26,823
3400 Other Funds Ltd	38,715,358	(3,760,593)	34,954,765	47,930,453	82,885,218
6400 Federal Funds Ltd	5,470	(5,470)	-	3,556	3,556
All Funds	38,721,649	(3,766,029)	34,955,620	47,959,977	82,915,597
4275 Publicity and Publications					
3400 Other Funds Ltd	389,731	17,093	406,824	-	406,824
4300 Professional Services					
8000 General Fund	5,573	379	5,952	-	5,952
3200 Other Funds Non-Ltd	20,244,492	-	20,244,492	-	20,244,492
3400 Other Funds Ltd	14,252,617	(1,000,634)	13,251,983	303,463	13,555,446
All Funds	34,502,682	(1,000,255)	33,502,427	303,463	33,805,890
4315 IT Professional Services					
8000 General Fund	-	-	-	3,500,000	3,500,000
3400 Other Funds Ltd	50,732,952	(3,285,910)	47,447,042	1,314,214	48,761,256
6400 Federal Funds Ltd	3,553,113	(3,553,113)	-	-	-
All Funds	54,286,065	(6,839,023)	47,447,042	4,814,214	52,261,256
4325 Attorney General					
8000 General Fund	832,000	(832,000)	-	3,993,616	3,993,616

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	24,926,271	5,749,037	30,675,308	300,000	30,975,308
6400 Federal Funds Ltd	150,000	(150,000)	-	-	-
All Funds	25,908,271	4,767,037	30,675,308	4,293,616	34,968,924
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	63,638	(6,336)	57,302	-	57,302
4400 Dues and Subscriptions					
8000 General Fund	590	25	615	18,674	19,289
3400 Other Funds Ltd	486,070	(33,115)	452,955	40,053	493,008
6400 Federal Funds Ltd	3,935	(3,935)	-	2,558	2,558
All Funds	490,595	(37,025)	453,570	61,285	514,855
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	15,256,427	9,277,441	24,533,868	(11,710)	24,522,158
4450 Fuels and Utilities					
3400 Other Funds Ltd	8,962,232	372,893	9,335,125	-	9,335,125
4475 Facilities Maintenance					
3400 Other Funds Ltd	271,161	(52,364)	218,797	-	218,797
4575 Agency Program Related S and S					
3200 Other Funds Non-Ltd	59,423,448	-	59,423,448	-	59,423,448
3400 Other Funds Ltd	30,416,857	(2,880,689)	27,536,168	-	27,536,168
All Funds	89,840,305	(2,880,689)	86,959,616	-	86,959,616
4625 Other COP Costs					
3400 Other Funds Ltd	50,000	-	50,000	-	50,000
4650 Other Services and Supplies					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	4,312,543	(4,299,473)	13,070	28,013,358	28,026,428
3200 Other Funds Non-Ltd	122,150,773	113	122,150,886	-	122,150,886
3400 Other Funds Ltd	21,463,127	(539,291)	20,923,836	3,247,771	24,171,607
6400 Federal Funds Ltd	2,815	(2,815)	-	1,830	1,830
All Funds	147,929,258	(4,841,466)	143,087,792	31,262,959	174,350,751
4700 Expendable Prop 250 - 5000					
8000 General Fund	504	21	525	15,952	16,477
3400 Other Funds Ltd	625,176	(153,548)	471,628	34,463	506,091
6400 Federal Funds Ltd	3,360	(3,360)	-	2,184	2,184
All Funds	629,040	(156,887)	472,153	52,599	524,752
4715 IT Expendable Property					
8000 General Fund	2,110	89	2,199	66,774	68,973
3400 Other Funds Ltd	104,812,712	4,136,934	108,949,646	10,134,302	119,083,948
6400 Federal Funds Ltd	6,162,493	(6,162,493)	-	9,142	9,142
All Funds	110,977,315	(2,025,470)	108,951,845	10,210,218	119,162,063
TOTAL SERVICES & SUPPLIES					
8000 General Fund	5,162,588	(5,130,570)	32,018	35,876,539	35,908,557
3200 Other Funds Non-Ltd	201,818,826	-	201,818,826	-	201,818,826
3400 Other Funds Ltd	364,670,529	14,623,032	379,293,561	63,845,768	443,139,329
6400 Federal Funds Ltd	9,929,431	(9,929,431)	-	50,630	50,630
TOTAL SERVICES & SUPPLIES	**$581,581,374**	**($436,969)**	**$581,144,405**	**$99,772,937**	**$680,917,342**
CAPITAL OUTLAY					
5150 Telecommunications Equipment					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	4,103,415	172,343	4,275,758	-	4,275,758
6400 Federal Funds Ltd	6,007,029	(6,007,029)	-	-	-
All Funds	10,110,444	(5,834,686)	4,275,758	-	4,275,758
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	59,717	2,508	62,225	-	62,225
5400 Automotive and Aircraft					
3400 Other Funds Ltd	26,666,258	(6,570,617)	20,095,641	-	20,095,641
5550 Data Processing Software					
3400 Other Funds Ltd	2,546,190	106,940	2,653,130	-	2,653,130
5600 Data Processing Hardware					
3400 Other Funds Ltd	1,272,432	53,442	1,325,874	-	1,325,874
5900 Other Capital Outlay					
3010 Other Funds Cap Improve	4,954,969	730,883	5,685,852	250,000	5,935,852
3020 Other Funds Cap Construct	-	-	-	224,838,690	224,838,690
3400 Other Funds Ltd	11,141,718	(27,107)	11,114,611	-	11,114,611
All Funds	16,096,687	703,776	16,800,463	225,088,690	241,889,153
TOTAL CAPITAL OUTLAY					
3010 Other Funds Cap Improve	4,954,969	730,883	5,685,852	250,000	5,935,852
3020 Other Funds Cap Construct	-	-	-	224,838,690	224,838,690
3400 Other Funds Ltd	45,789,730	(6,262,491)	39,527,239	-	39,527,239
6400 Federal Funds Ltd	6,007,029	(6,007,029)	-	-	-
TOTAL CAPITAL OUTLAY	**$56,751,728**	**($11,538,637)**	**$45,213,091**	**$225,088,690**	**$270,301,781**
SPECIAL PAYMENTS					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6025 Dist to Other Gov Unit					
8000 General Fund	2,265,299	95,143	2,360,442	-	2,360,442
3200 Other Funds Non-Ltd	24,716,507	-	24,716,507	-	24,716,507
3400 Other Funds Ltd	13,600,000	(13,600,000)	-	-	-
All Funds	40,581,806	(13,504,857)	27,076,949	-	27,076,949
6030 Dist to Non-Gov Units					
8000 General Fund	3,391,054	142,424	3,533,478	-	3,533,478
3400 Other Funds Ltd	2,708,864	113,772	2,822,636	-	2,822,636
All Funds	6,099,918	256,196	6,356,114	-	6,356,114
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	9,217,086	(6,594,282)	2,622,804	-	2,622,804
6085 Other Special Payments					
8000 General Fund	275,912,275	(275,912,275)	-	-	-
4400 Lottery Funds Ltd	3,828,000	160,776	3,988,776	-	3,988,776
3400 Other Funds Ltd	227,329,338	(227,329,338)	-	-	-
6400 Federal Funds Ltd	6,707,413	(6,707,413)	-	-	-
All Funds	513,777,026	(509,788,250)	3,988,776	-	3,988,776
6123 Spc Pmt to OR Business Development					
6400 Federal Funds Ltd	156,795,418	(156,795,418)	-	163,911,525	163,911,525
6291 Spc Pmt to Corrections, Dept of					
6400 Federal Funds Ltd	90,177	(90,177)	-	-	-
TOTAL SPECIAL PAYMENTS					
8000 General Fund	290,785,714	(282,268,990)	8,516,724	-	8,516,724

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4400 Lottery Funds Ltd	3,828,000	160,776	3,988,776	-	3,988,776
3200 Other Funds Non-Ltd	24,716,507	-	24,716,507	-	24,716,507
3400 Other Funds Ltd	243,638,202	(240,815,566)	2,822,636	-	2,822,636
6400 Federal Funds Ltd	163,593,008	(163,593,008)	-	163,911,525	163,911,525
TOTAL SPECIAL PAYMENTS	**$726,561,431**	**($686,516,788)**	**$40,044,643**	**$163,911,525**	**$203,956,168**
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	2,475,000	-	2,475,000	1,635,000	4,110,000
4430 Lottery Funds Debt Svc Ltd	21,133,643	-	21,133,643	-	21,133,643
3430 Other Funds Debt Svc Ltd	519,485,000	-	519,485,000	4,155,000	523,640,000
All Funds	543,093,643	-	543,093,643	5,790,000	548,883,643
7150 Interest - Bonds					
8030 General Fund Debt Svc	357,316	-	357,316	2,166,661	2,523,977
4430 Lottery Funds Debt Svc Ltd	32,778,874	-	32,778,874	-	32,778,874
3430 Other Funds Debt Svc Ltd	58,910,596	-	58,910,596	9,933,103	68,843,699
All Funds	92,046,786	-	92,046,786	12,099,764	104,146,550
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3430 Other Funds Debt Svc Ltd	578,395,596	-	578,395,596	14,088,103	592,483,699
TOTAL DEBT SERVICE	**$635,140,429**	**-**	**$635,140,429**	**$17,889,764**	**$653,030,193**
TOTAL EXPENDITURES					
8000 General Fund	296,465,718	(287,414,168)	9,051,550	38,729,291	47,780,841

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4400 Lottery Funds Ltd	3,828,000	160,776	3,988,776	-	3,988,776
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3010 Other Funds Cap Improve	4,954,969	730,883	5,685,852	250,000	5,935,852
3020 Other Funds Cap Construct	-	-	-	224,838,690	224,838,690
3200 Other Funds Non-Ltd	226,535,333	-	226,535,333	-	226,535,333
3400 Other Funds Ltd	989,493,204	(239,304,763)	750,188,441	74,778,955	824,967,396
3430 Other Funds Debt Svc Ltd	578,395,596	-	578,395,596	14,088,103	592,483,699
6400 Federal Funds Ltd	179,529,468	(179,529,468)	-	165,284,328	165,284,328
TOTAL EXPENDITURES	**$2,335,947,121**	**($705,356,740)**	**$1,630,590,381**	**$521,771,028**	**$2,152,361,409**
ENDING BALANCE					
4400 Lottery Funds Ltd	1,234,283,259	(160,776)	1,234,122,483	-	1,234,122,483
3010 Other Funds Cap Improve	730,883	(730,883)	-	-	-
3020 Other Funds Cap Construct	45,104,476	-	45,104,476	(45,104,476)	-
3200 Other Funds Non-Ltd	(122,775,000)	-	(122,775,000)	146,319,793	23,544,793
3400 Other Funds Ltd	(89,911,534)	232,710,481	142,798,947	(73,252,645)	69,546,302
6400 Federal Funds Ltd	(227,890)	227,890	-	-	-
TOTAL ENDING BALANCE	**$1,067,204,194**	**$232,046,712**	**$1,299,250,906**	**$27,962,672**	**$1,327,213,578**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	975	-	975	53	1,028
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	974.50	-	974.50	51.05	1,025.55

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,649,548	-	1,649,548	-	1,649,548
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	6,207,684	235,776	6,443,460	-	6,443,460
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	6,991,051	-	6,991,051	-	6,991,051
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	515,942	-	515,942	-	515,942
TRANSFERS IN					
1060 Transfer from General Fund					
3400 Other Funds Ltd	2,517,086	105,718	2,622,804	-	2,622,804
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	199,833	-	199,833	-	199,833
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	2,716,919	105,718	2,822,637	-	2,822,637
TOTAL REVENUES					
8000 General Fund	6,207,684	235,776	6,443,460	-	6,443,460
3400 Other Funds Ltd	10,223,912	105,718	10,329,630	-	10,329,630

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL REVENUES	**$16,431,596**	**$341,494**	**$16,773,090**	**-**	**$16,773,090**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(637,276)	-	(637,276)	-	(637,276)
2121 Tsfr To Governor, Office of the					
3400 Other Funds Ltd	(559,712)	-	(559,712)	-	(559,712)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(1,196,988)	-	(1,196,988)	-	(1,196,988)
AVAILABLE REVENUES					
8000 General Fund	6,207,684	235,776	6,443,460	-	6,443,460
3400 Other Funds Ltd	10,676,472	105,718	10,782,190	-	10,782,190
TOTAL AVAILABLE REVENUES	**$16,884,156**	**$341,494**	**$17,225,650**	**-**	**$17,225,650**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	181,083	-	181,083	-	181,083
3400 Other Funds Ltd	5,302,893	(1,623,120)	3,679,773	(265,560)	3,414,213
All Funds	5,483,976	(1,623,120)	3,860,856	(265,560)	3,595,296
3190 All Other Differential					
3400 Other Funds Ltd	25,728	1,081	26,809	-	26,809
TOTAL SALARIES & WAGES					
8000 General Fund	181,083	-	181,083	-	181,083

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	5,328,621	(1,622,039)	3,706,582	(265,560)	3,441,022
TOTAL SALARIES & WAGES	**$5,509,704**	**($1,622,039)**	**$3,887,665**	**($265,560)**	**$3,622,105**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	58	-	58	-	58
3400 Other Funds Ltd	1,310	(504)	806	(72)	734
All Funds	1,368	(504)	864	(72)	792
3220 Public Employees' Retire Cont					
8000 General Fund	38,100	-	38,100	-	38,100
3400 Other Funds Ltd	1,121,139	(341,277)	779,862	(55,874)	723,988
All Funds	1,159,239	(341,277)	817,962	(55,874)	762,088
3221 Pension Obligation Bond					
8000 General Fund	11,164	(4,063)	7,101	-	7,101
3400 Other Funds Ltd	252,348	(43,906)	208,442	-	208,442
All Funds	263,512	(47,969)	215,543	-	215,543
3230 Social Security Taxes					
8000 General Fund	13,809	-	13,809	-	13,809
3400 Other Funds Ltd	373,904	(124,087)	249,817	(20,315)	229,502
All Funds	387,713	(124,087)	263,626	(20,315)	243,311
3241 Paid Family Medical Leave Insurance					
8000 General Fund	721	-	721	-	721
3400 Other Funds Ltd	19,139	(6,489)	12,650	(1,062)	11,588
All Funds	19,860	(6,489)	13,371	(1,062)	12,309

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)					
8000 General Fund	34	-	34	-	34
3400 Other Funds Ltd	764	(294)	470	(42)	428
All Funds	798	(294)	504	(42)	462
3260 Mass Transit Tax					
8000 General Fund	1,267	(181)	1,086	-	1,086
3400 Other Funds Ltd	27,085	4,893	31,978	(1,593)	30,385
All Funds	28,352	4,712	33,064	(1,593)	31,471
3270 Flexible Benefits					
8000 General Fund	34,584	-	34,584	-	34,584
3400 Other Funds Ltd	771,168	(296,856)	474,312	(42,408)	431,904
All Funds	805,752	(296,856)	508,896	(42,408)	466,488
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	99,737	(4,244)	95,493	-	95,493
3400 Other Funds Ltd	2,566,857	(808,520)	1,758,337	(121,366)	1,636,971
TOTAL OTHER PAYROLL EXPENSES	**$2,666,594**	**($812,764)**	**$1,853,830**	**($121,366)**	**$1,732,464**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(9,054)	(9,054)	-	(9,054)
3400 Other Funds Ltd	(214,480)	(51,288)	(265,768)	-	(265,768)
All Funds	(214,480)	(60,342)	(274,822)	-	(274,822)
TOTAL PERSONAL SERVICES					
8000 General Fund	280,820	(13,298)	267,522	-	267,522

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	7,680,998	(2,481,847)	5,199,151	(386,926)	4,812,225
TOTAL PERSONAL SERVICES	**$7,961,818**	**($2,495,145)**	**$5,466,673**	**($386,926)**	**$5,079,747**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	1,210	51	1,261	-	1,261
3400 Other Funds Ltd	24,855	(6,784)	18,071	-	18,071
All Funds	26,065	(6,733)	19,332	-	19,332
4150 Employee Training					
3400 Other Funds Ltd	59,409	(14,447)	44,962	-	44,962
4175 Office Expenses					
3400 Other Funds Ltd	40,662	(22,310)	18,352	-	18,352
4200 Telecommunications					
3400 Other Funds Ltd	82,732	(23,414)	59,318	-	59,318
4250 Data Processing					
3400 Other Funds Ltd	341,611	5,214	346,825	-	346,825
4275 Publicity and Publications					
3400 Other Funds Ltd	27,785	1,166	28,951	-	28,951
4300 Professional Services					
8000 General Fund	5,573	379	5,952	-	5,952
3400 Other Funds Ltd	808,660	54,989	863,649	-	863,649
All Funds	814,233	55,368	869,601	-	869,601
4325 Attorney General					
3400 Other Funds Ltd	279,563	65,026	344,589	-	344,589

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	1,575	66	1,641	-	1,641
4400 Dues and Subscriptions					
3400 Other Funds Ltd	24,584	(5,541)	19,043	-	19,043
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	172,244	7,235	179,479	-	179,479
4650 Other Services and Supplies					
8000 General Fund	11,941	502	12,443	-	12,443
3400 Other Funds Ltd	199,980	7,939	207,919	-	207,919
All Funds	211,921	8,441	220,362	-	220,362
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	22,465	(4,671)	17,794	-	17,794
4715 IT Expendable Property					
3400 Other Funds Ltd	574,720	648	575,368	-	575,368
TOTAL SERVICES & SUPPLIES					
8000 General Fund	18,724	932	19,656	-	19,656
3400 Other Funds Ltd	2,660,845	65,116	2,725,961	-	2,725,961
TOTAL SERVICES & SUPPLIES	**$2,679,569**	**$66,048**	**$2,745,617**	**-**	**$2,745,617**
SPECIAL PAYMENTS					
6030 Dist to Non-Gov Units					
8000 General Fund	3,391,054	142,424	3,533,478	-	3,533,478
3400 Other Funds Ltd	2,708,864	113,772	2,822,636	-	2,822,636
All Funds	6,099,918	256,196	6,356,114	-	6,356,114

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	2,517,086	105,718	2,622,804	-	2,622,804
TOTAL SPECIAL PAYMENTS					
8000 General Fund	5,908,140	248,142	6,156,282	-	6,156,282
3400 Other Funds Ltd	2,708,864	113,772	2,822,636	-	2,822,636
TOTAL SPECIAL PAYMENTS	**$8,617,004**	**$361,914**	**$8,978,918**	**-**	**$8,978,918**
TOTAL EXPENDITURES					
8000 General Fund	6,207,684	235,776	6,443,460	-	6,443,460
3400 Other Funds Ltd	13,050,707	(2,302,959)	10,747,748	(386,926)	10,360,822
TOTAL EXPENDITURES	**$19,258,391**	**($2,067,183)**	**$17,191,208**	**($386,926)**	**$16,804,282**
ENDING BALANCE					
3400 Other Funds Ltd	(2,374,235)	2,408,677	34,442	386,926	421,368
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	19	(7)	12	(1)	11
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	19.00	(7.00)	12.00	(1.00)	11.00

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	4,602,423	-	4,602,423	-	4,602,423
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	1,103,275	-	1,103,275	-	1,103,275
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	20,573,381	-	20,573,381	-	20,573,381
TOTAL REVENUES					
3400 Other Funds Ltd	21,676,656	-	21,676,656	-	21,676,656
AVAILABLE REVENUES					
3400 Other Funds Ltd	26,279,079	-	26,279,079	-	26,279,079
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	10,755,144	247,584	11,002,728	1,385,136	12,387,864
3160 Temporary Appointments					
3400 Other Funds Ltd	304,159	12,775	316,934	-	316,934
3170 Overtime Payments					
3400 Other Funds Ltd	46,793	1,965	48,758	-	48,758

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3190 All Other Differential					
3400 Other Funds Ltd	150,970	6,341	157,311	-	157,311
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	11,257,066	268,665	11,525,731	1,385,136	12,910,867
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	3,384	72	3,456	576	4,032
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	2,304,494	53,840	2,358,334	291,432	2,649,766
3221 Pension Obligation Bond					
3400 Other Funds Ltd	432,907	(3,387)	429,520	-	429,520
3230 Social Security Taxes					
3400 Other Funds Ltd	851,880	20,553	872,433	105,963	978,396
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	43,211	1,023	44,234	5,540	49,774
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	1,974	42	2,016	336	2,352
3260 Mass Transit Tax					
3400 Other Funds Ltd	56,796	10,872	67,668	8,312	75,980
3270 Flexible Benefits					
3400 Other Funds Ltd	1,993,176	42,408	2,035,584	339,264	2,374,848
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	5,687,822	125,423	5,813,245	751,423	6,564,668

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(425,153)	(225,303)	(650,456)	-	(650,456)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	16,519,735	168,785	16,688,520	2,136,559	18,825,079
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	16,130	(4,244)	11,886	7,140	19,026
4125 Out of State Travel					
3400 Other Funds Ltd	12,732	(3,245)	9,487	-	9,487
4150 Employee Training					
3400 Other Funds Ltd	148,671	(64,307)	84,364	25,508	109,872
4175 Office Expenses					
3400 Other Funds Ltd	40,659	(3,416)	37,243	23,008	60,251
4200 Telecommunications					
3400 Other Funds Ltd	175,521	14,671	190,192	25,760	215,952
4250 Data Processing					
3400 Other Funds Ltd	1,703,966	414,041	2,118,007	8,752	2,126,759
4275 Publicity and Publications					
3400 Other Funds Ltd	5,722	(2,141)	3,581	-	3,581
4300 Professional Services					
3400 Other Funds Ltd	2,291	18,656	20,947	-	20,947
4315 IT Professional Services					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	143,533	906,250	1,049,783	-	1,049,783
4325 Attorney General					
3400 Other Funds Ltd	499	1,817	2,316	-	2,316
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	3,145	(3,013)	132	-	132
4400 Dues and Subscriptions					
3400 Other Funds Ltd	10,478	(9,250)	1,228	6,296	7,524
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	128,250	465,137	593,387	-	593,387
4450 Fuels and Utilities					
3400 Other Funds Ltd	5,022	(3,311)	1,711	-	1,711
4475 Facilities Maintenance					
3400 Other Funds Ltd	6,313	7,952	14,265	-	14,265
4575 Agency Program Related S and S					
3400 Other Funds Ltd	13,345	(12,284)	1,061	-	1,061
4650 Other Services and Supplies					
3400 Other Funds Ltd	113,722	352,916	466,638	4,504	471,142
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	34,322	(23,208)	11,114	5,376	16,490
4715 IT Expendable Property					
3400 Other Funds Ltd	3,160,413	(1,792,410)	1,368,003	22,504	1,390,507
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	5,724,734	260,611	5,985,345	128,848	6,114,193

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
CAPITAL OUTLAY					
5600 Data Processing Hardware					
3400 Other Funds Ltd	13,469	566	14,035	-	14,035
TOTAL EXPENDITURES					
3400 Other Funds Ltd	22,257,938	429,962	22,687,900	2,265,407	24,953,307
ENDING BALANCE					
3400 Other Funds Ltd	4,021,141	(429,962)	3,591,179	(2,265,407)	1,325,772
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	47	1	48	8	56
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	47.00	1.00	48.00	8.00	56.00

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	8,200,519	-	8,200,519	-	8,200,519
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(953,798)	-	(953,798)	-	(953,798)
AVAILABLE REVENUES					
3400 Other Funds Ltd	7,246,721	-	7,246,721	-	7,246,721
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	-	4,544,688	4,544,688	-	4,544,688
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	-	1,296	1,296	-	1,296
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	-	956,201	956,201	-	956,201
3221 Pension Obligation Bond					
3400 Other Funds Ltd	-	44,177	44,177	-	44,177
3230 Social Security Taxes					
3400 Other Funds Ltd	-	330,675	330,675	-	330,675

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					
3400 Other Funds Ltd	-	17,082	17,082	-	17,082
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	-	756	756	-	756
3260 Mass Transit Tax					
3400 Other Funds Ltd	-	8,862	8,862	-	8,862
3270 Flexible Benefits					
3400 Other Funds Ltd	-	763,344	763,344	-	763,344
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	-	2,122,393	2,122,393	-	2,122,393
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	-	(43,462)	(43,462)	-	(43,462)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	-	6,623,619	6,623,619	-	6,623,619
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	-	15,752	15,752	-	15,752
4150 Employee Training					
3400 Other Funds Ltd	-	45,377	45,377	-	45,377
4175 Office Expenses					
3400 Other Funds Ltd	-	51,055	51,055	-	51,055
4200 Telecommunications					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	-	53,000	53,000	-	53,000
4250 Data Processing					
3400 Other Funds Ltd	-	18,567	18,567	-	18,567
4275 Publicity and Publications					
3400 Other Funds Ltd	-	2,108	2,108	-	2,108
4300 Professional Services					
3400 Other Funds Ltd	-	337,488	337,488	-	337,488
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	-	1,736	1,736	-	1,736
4400 Dues and Subscriptions					
3400 Other Funds Ltd	-	13,412	13,412	-	13,412
4650 Other Services and Supplies					
3400 Other Funds Ltd	-	23,915	23,915	-	23,915
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	-	19,543	19,543	-	19,543
4715 IT Expendable Property					
3400 Other Funds Ltd	-	41,149	41,149	-	41,149
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	-	623,102	623,102	-	623,102
TOTAL EXPENDITURES					
3400 Other Funds Ltd	-	7,246,721	7,246,721	-	7,246,721
ENDING BALANCE					
3400 Other Funds Ltd	7,246,721	(7,246,721)	-	-	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	-	18	18	-	18
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	-	18.00	18.00	-	18.00

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	4,974,137	-	4,974,137	-	4,974,137
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	248,460	(812)	247,648	-	247,648
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	6,847,071	-	6,847,071	-	6,847,071
0415 Admin and Service Charges					
3400 Other Funds Ltd	34,405,454	-	34,405,454	-	34,405,454
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	41,252,525	-	41,252,525	-	41,252,525
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	-	-	-	1,372,803	1,372,803
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	1,872,607	-	1,872,607	-	1,872,607
TOTAL REVENUES					
8000 General Fund	248,460	(812)	247,648	-	247,648
3400 Other Funds Ltd	43,125,132	-	43,125,132	-	43,125,132

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	-	-	-	1,372,803	1,372,803
TOTAL REVENUES	**$43,373,592**	**($812)**	**$43,372,780**	**$1,372,803**	**$44,745,583**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(6,118,292)	-	(6,118,292)	-	(6,118,292)
AVAILABLE REVENUES					
8000 General Fund	248,460	(812)	247,648	-	247,648
3400 Other Funds Ltd	41,980,977	-	41,980,977	-	41,980,977
6400 Federal Funds Ltd	-	-	-	1,372,803	1,372,803
TOTAL AVAILABLE REVENUES	**$42,229,437**	**($812)**	**$42,228,625**	**$1,372,803**	**$43,601,428**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	149,880	-	149,880	-	149,880
3400 Other Funds Ltd	12,138,192	8,494,920	20,633,112	(729,744)	19,903,368
6400 Federal Funds Ltd	-	-	-	917,172	917,172
All Funds	12,288,072	8,494,920	20,782,992	187,428	20,970,420
3160 Temporary Appointments					
3400 Other Funds Ltd	6,415	63,083	69,498	-	69,498
3170 Overtime Payments					
3400 Other Funds Ltd	8,663	364	9,027	-	9,027
3180 Shift Differential					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	35	60	95	-	95
3190 All Other Differential					
3400 Other Funds Ltd	29,466	8,510	37,976	-	37,976
TOTAL SALARIES & WAGES					
8000 General Fund	149,880	-	149,880	-	149,880
3400 Other Funds Ltd	12,182,771	8,566,937	20,749,708	(729,744)	20,019,964
6400 Federal Funds Ltd	-	-	-	917,172	917,172
TOTAL SALARIES & WAGES	**$12,332,651**	**$8,566,937**	**$20,899,588**	**$187,428**	**$21,087,016**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	72	-	72	-	72
3400 Other Funds Ltd	3,096	2,664	5,760	(144)	5,616
6400 Federal Funds Ltd	-	-	-	234	234
All Funds	3,168	2,664	5,832	90	5,922
3220 Public Employees' Retire Cont					
8000 General Fund	31,535	-	31,535	-	31,535
3400 Other Funds Ltd	2,561,645	1,789,206	4,350,851	(153,538)	4,197,313
6400 Federal Funds Ltd	-	-	-	192,972	192,972
All Funds	2,593,180	1,789,206	4,382,386	39,434	4,421,820
3221 Pension Obligation Bond					
8000 General Fund	-	5,878	5,878	-	5,878
3400 Other Funds Ltd	542,328	230,537	772,865	(46,637)	726,228
All Funds	542,328	236,415	778,743	(46,637)	732,106

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3230 Social Security Taxes					
8000 General Fund	11,466	-	11,466	-	11,466
3400 Other Funds Ltd	906,169	653,211	1,559,380	(55,825)	1,503,555
6400 Federal Funds Ltd	-	-	-	70,164	70,164
All Funds	917,635	653,211	1,570,846	14,339	1,585,185
3241 Paid Family Medical Leave Insurance					
8000 General Fund	600	-	600	-	600
3400 Other Funds Ltd	47,036	33,870	80,906	(2,919)	77,987
6400 Federal Funds Ltd	-	-	-	3,670	3,670
All Funds	47,636	33,870	81,506	751	82,257
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	42	-	42	-	42
3400 Other Funds Ltd	1,806	1,554	3,360	(84)	3,276
6400 Federal Funds Ltd	-	-	-	135	135
All Funds	1,848	1,554	3,402	51	3,453
3260 Mass Transit Tax					
8000 General Fund	593	306	899	-	899
3400 Other Funds Ltd	60,217	67,355	127,572	(9,561)	118,011
All Funds	60,810	67,661	128,471	(9,561)	118,910
3270 Flexible Benefits					
8000 General Fund	42,408	-	42,408	-	42,408
3400 Other Funds Ltd	1,823,544	1,569,096	3,392,640	(84,816)	3,307,824
6400 Federal Funds Ltd	-	-	-	137,826	137,826

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	1,865,952	1,569,096	3,435,048	53,010	3,488,058
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	86,716	6,184	92,900	-	92,900
3400 Other Funds Ltd	5,945,841	4,347,493	10,293,334	(353,524)	9,939,810
6400 Federal Funds Ltd	-	-	-	405,001	405,001
TOTAL OTHER PAYROLL EXPENSES	**$6,032,557**	**$4,353,677**	**$10,386,234**	**$51,477**	**$10,437,711**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	-	(7,494)	(7,494)	-	(7,494)
3400 Other Funds Ltd	(513,460)	(524,302)	(1,037,762)	68,607	(969,155)
All Funds	(513,460)	(531,796)	(1,045,256)	68,607	(976,649)
TOTAL PERSONAL SERVICES					
8000 General Fund	236,596	(1,310)	235,286	-	235,286
3400 Other Funds Ltd	17,615,152	12,390,128	30,005,280	(1,014,661)	28,990,619
6400 Federal Funds Ltd	-	-	-	1,322,173	1,322,173
TOTAL PERSONAL SERVICES	**$17,851,748**	**$12,388,818**	**$30,240,566**	**$307,512**	**$30,548,078**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	860	36	896	-	896
3400 Other Funds Ltd	19,237	21,092	40,329	(17,052)	23,277
6400 Federal Funds Ltd	5,730	(5,730)	-	3,725	3,725
All Funds	25,827	15,398	41,225	(13,327)	27,898
4150 Employee Training					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	1,805	76	1,881	-	1,881
3400 Other Funds Ltd	93,119	77,659	170,778	(35,816)	134,962
6400 Federal Funds Ltd	12,035	(12,035)	-	7,823	7,823
All Funds	106,959	65,700	172,659	(27,993)	144,666
4175 Office Expenses					
8000 General Fund	2,157	91	2,248	-	2,248
3400 Other Funds Ltd	84,389	479,336	563,725	(42,794)	520,931
6400 Federal Funds Ltd	14,380	(14,380)	-	9,347	9,347
All Funds	100,926	465,047	565,973	(33,447)	532,526
4200 Telecommunications					
8000 General Fund	2,415	101	2,516	-	2,516
3400 Other Funds Ltd	129,585	97,308	226,893	152,088	378,981
6400 Federal Funds Ltd	16,100	(16,100)	-	10,465	10,465
All Funds	148,100	81,309	229,409	162,553	391,962
4250 Data Processing					
8000 General Fund	821	34	855	-	855
3400 Other Funds Ltd	314,545	2,261,664	2,576,209	(297,266)	2,278,943
6400 Federal Funds Ltd	5,470	(5,470)	-	3,556	3,556
All Funds	320,836	2,256,228	2,577,064	(293,710)	2,283,354
4275 Publicity and Publications					
3400 Other Funds Ltd	21,166	133,317	154,483	-	154,483
4300 Professional Services					
3400 Other Funds Ltd	3,092,265	(2,452,299)	639,966	300,000	939,966

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4315 IT Professional Services					
3400 Other Funds Ltd	168,676	4,542,624	4,711,300	(4,348,207)	363,093
4325 Attorney General					
3400 Other Funds Ltd	56,493	61,707	118,200	-	118,200
6400 Federal Funds Ltd	150,000	(150,000)	-	-	-
All Funds	206,493	(88,293)	118,200	-	118,200
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	10,413	1,430	11,843	-	11,843
4400 Dues and Subscriptions					
8000 General Fund	590	25	615	-	615
3400 Other Funds Ltd	24,035	15,071	39,106	-	39,106
6400 Federal Funds Ltd	3,935	(3,935)	-	2,558	2,558
All Funds	28,560	11,161	39,721	2,558	42,279
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	409,988	300,639	710,627	(11,710)	698,917
4450 Fuels and Utilities					
3400 Other Funds Ltd	5,101	215	5,316	-	5,316
4650 Other Services and Supplies					
8000 General Fund	602	25	627	-	627
3400 Other Funds Ltd	36,352	323,404	359,756	(8,378)	351,378
6400 Federal Funds Ltd	2,815	(2,815)	-	1,830	1,830
All Funds	39,769	320,614	360,383	(6,548)	353,835
4700 Expendable Prop 250 - 5000					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	504	21	525	-	525
3400 Other Funds Ltd	53,991	37,739	91,730	(10,000)	81,730
6400 Federal Funds Ltd	3,360	(3,360)	-	2,184	2,184
All Funds	57,855	34,400	92,255	(7,816)	84,439
4715 IT Expendable Property					
8000 General Fund	2,110	89	2,199	-	2,199
3400 Other Funds Ltd	63,135	72,164	135,299	(41,857)	93,442
6400 Federal Funds Ltd	14,065	(14,065)	-	9,142	9,142
All Funds	79,310	58,188	137,498	(32,715)	104,783
TOTAL SERVICES & SUPPLIES					
8000 General Fund	11,864	498	12,362	-	12,362
3400 Other Funds Ltd	4,582,490	5,973,070	10,555,560	(4,360,992)	6,194,568
6400 Federal Funds Ltd	227,890	(227,890)	-	50,630	50,630
TOTAL SERVICES & SUPPLIES	**$4,822,244**	**$5,745,678**	**$10,567,922**	**($4,310,362)**	**$6,257,560**
TOTAL EXPENDITURES					
8000 General Fund	248,460	(812)	247,648	-	247,648
3400 Other Funds Ltd	22,197,642	18,363,198	40,560,840	(5,375,653)	35,185,187
6400 Federal Funds Ltd	227,890	(227,890)	-	1,372,803	1,372,803
TOTAL EXPENDITURES	**$22,673,992**	**$18,134,496**	**$40,808,488**	**($4,002,850)**	**$36,805,638**
ENDING BALANCE					
3400 Other Funds Ltd	19,783,335	(18,363,198)	1,420,137	5,375,653	6,795,790
6400 Federal Funds Ltd	(227,890)	227,890	-	-	-
TOTAL ENDING BALANCE	**$19,555,445**	**($18,135,308)**	**$1,420,137**	**$5,375,653**	**$6,795,790**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	44	37	81	2	83
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	44.00	37.00	81.00	1.25	82.25

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	1,890,143	-	1,890,143	-	1,890,143
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	-	-	-	4,923,404	4,923,404
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	224,149,721	-	224,149,721	-	224,149,721
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	5,472,367	-	5,472,367	-	5,472,367
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	15,708,570	(15,708,570)	-	-	-
TOTAL REVENUES					
8000 General Fund	-	-	-	4,923,404	4,923,404
3400 Other Funds Ltd	229,622,088	-	229,622,088	-	229,622,088
6400 Federal Funds Ltd	15,708,570	(15,708,570)	-	-	-
TOTAL REVENUES	**$245,330,658**	**($15,708,570)**	**$229,622,088**	**$4,923,404**	**$234,545,492**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	(7,432,062)	-	(7,432,062)	-	(7,432,062)
AVAILABLE REVENUES					
8000 General Fund	-	-	-	4,923,404	4,923,404
3400 Other Funds Ltd	224,080,169	-	224,080,169	-	224,080,169
6400 Federal Funds Ltd	15,708,570	(15,708,570)	-	-	-
TOTAL AVAILABLE REVENUES	**$239,788,739**	**($15,708,570)**	**$224,080,169**	**$4,923,404**	**$229,003,573**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	-	-	-	731,451	731,451
3400 Other Funds Ltd	41,708,232	-	41,708,232	(686,208)	41,022,024
All Funds	41,708,232	-	41,708,232	45,243	41,753,475
3160 Temporary Appointments					
3400 Other Funds Ltd	403,597	16,951	420,548	-	420,548
3190 All Other Differential					
3400 Other Funds Ltd	841,890	35,359	877,249	-	877,249
TOTAL SALARIES & WAGES					
8000 General Fund	-	-	-	731,451	731,451
3400 Other Funds Ltd	42,953,719	52,310	43,006,029	(686,208)	42,319,821
TOTAL SALARIES & WAGES	**$42,953,719**	**$52,310**	**$43,006,029**	**$45,243**	**$43,051,272**
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
8000 General Fund	-	-	-	315	315
3400 Other Funds Ltd	10,224	-	10,224	(216)	10,008
All Funds	10,224	-	10,224	99	10,323
3220 Public Employees' Retire Cont					
8000 General Fund	-	-	-	153,898	153,898
3400 Other Funds Ltd	8,952,549	7,439	8,959,988	(144,378)	8,815,610
All Funds	8,952,549	7,439	8,959,988	9,520	8,969,508
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,833,122	(164,513)	1,668,609	-	1,668,609
3230 Social Security Taxes					
8000 General Fund	-	-	-	55,955	55,955
3400 Other Funds Ltd	3,136,605	4,002	3,140,607	(52,495)	3,088,112
All Funds	3,136,605	4,002	3,140,607	3,460	3,144,067
3241 Paid Family Medical Leave Insurance					
8000 General Fund	-	-	-	2,926	2,926
3400 Other Funds Ltd	160,556	142	160,698	(2,745)	157,953
All Funds	160,556	142	160,698	181	160,879
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	-	-	-	185	185
3400 Other Funds Ltd	5,964	-	5,964	(126)	5,838
All Funds	5,964	-	5,964	59	6,023
3260 Mass Transit Tax					
8000 General Fund	-	-	-	4,388	4,388

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	216,446	41,591	258,037	-	258,037
All Funds	216,446	41,591	258,037	4,388	262,425
3270 Flexible Benefits					
8000 General Fund	-	-	-	185,535	185,535
3400 Other Funds Ltd	6,021,936	-	6,021,936	(127,224)	5,894,712
All Funds	6,021,936	-	6,021,936	58,311	6,080,247
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	-	-	-	403,202	403,202
3400 Other Funds Ltd	20,337,402	(111,339)	20,226,063	(327,184)	19,898,879
TOTAL OTHER PAYROLL EXPENSES	**$20,337,402**	**($111,339)**	**$20,226,063**	**$76,018**	**$20,302,081**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(341,172)	(1,806,514)	(2,147,686)	-	(2,147,686)
TOTAL PERSONAL SERVICES					
8000 General Fund	-	-	-	1,134,653	1,134,653
3400 Other Funds Ltd	62,949,949	(1,865,543)	61,084,406	(1,013,392)	60,071,014
TOTAL PERSONAL SERVICES	**$62,949,949**	**($1,865,543)**	**$61,084,406**	**$121,261**	**$61,205,667**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	-	-	-	14,322	14,322
3400 Other Funds Ltd	52,683	529	53,212	(2,532)	50,680
All Funds	52,683	529	53,212	11,790	65,002
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	43	2	45	-	45
4150 Employee Training					
8000 General Fund	-	-	-	61,169	61,169
3400 Other Funds Ltd	1,733,885	65,636	1,799,521	(10,803)	1,788,718
All Funds	1,733,885	65,636	1,799,521	50,366	1,849,887
4175 Office Expenses					
8000 General Fund	-	-	-	51,005	51,005
3400 Other Funds Ltd	132,332	(436)	131,896	(9,009)	122,887
All Funds	132,332	(436)	131,896	41,996	173,892
4200 Telecommunications					
8000 General Fund	-	-	-	57,103	57,103
3400 Other Funds Ltd	13,576,279	563,493	14,139,772	(10,086)	14,129,686
All Funds	13,576,279	563,493	14,139,772	47,017	14,186,789
4250 Data Processing					
8000 General Fund	-	-	-	19,404	19,404
3400 Other Funds Ltd	4,044,403	167,585	4,211,988	33,673,997	37,885,985
All Funds	4,044,403	167,585	4,211,988	33,693,401	37,905,389
4275 Publicity and Publications					
3400 Other Funds Ltd	4,283	179	4,462	-	4,462
4300 Professional Services					
3400 Other Funds Ltd	334,133	22,721	356,854	-	356,854
4315 IT Professional Services					
8000 General Fund	-	-	-	3,500,000	3,500,000

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	17,049,311	(1,054,678)	15,994,633	-	15,994,633
6400 Federal Funds Ltd	3,553,113	(3,553,113)	-	-	-
All Funds	20,602,424	(4,607,791)	15,994,633	3,500,000	19,494,633
4325 Attorney General					
3400 Other Funds Ltd	431,765	100,429	532,194	-	532,194
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	359	15	374	-	374
4400 Dues and Subscriptions					
8000 General Fund	-	-	-	13,952	13,952
3400 Other Funds Ltd	127,813	3,728	131,541	(2,466)	129,075
All Funds	127,813	3,728	131,541	11,486	143,027
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	793,403	33,323	826,726	-	826,726
4475 Facilities Maintenance					
3400 Other Funds Ltd	9	-	9	-	9
4575 Agency Program Related S and S					
3400 Other Funds Ltd	188	8	196	-	196
4650 Other Services and Supplies					
8000 General Fund	-	-	-	9,980	9,980
3400 Other Funds Ltd	1,097,488	44,922	1,142,410	(1,764)	1,140,646
All Funds	1,097,488	44,922	1,142,410	8,216	1,150,626
4700 Expendable Prop 250 - 5000					
8000 General Fund	-	-	-	11,920	11,920

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	15,034	(770)	14,264	(2,106)	12,158
All Funds	15,034	(770)	14,264	9,814	24,078
4715 IT Expendable Property					
8000 General Fund	-	-	-	49,896	49,896
3400 Other Funds Ltd	63,986,394	2,351,051	66,337,445	6,114,099	72,451,544
6400 Federal Funds Ltd	6,148,428	(6,148,428)	-	-	-
All Funds	70,134,822	(3,797,377)	66,337,445	6,163,995	72,501,440
TOTAL SERVICES & SUPPLIES					
8000 General Fund	-	-	-	3,788,751	3,788,751
3400 Other Funds Ltd	103,379,805	2,297,737	105,677,542	39,749,330	145,426,872
6400 Federal Funds Ltd	9,701,541	(9,701,541)	-	-	-
TOTAL SERVICES & SUPPLIES	**$113,081,346**	**($7,403,804)**	**$105,677,542**	**$43,538,081**	**$149,215,623**
CAPITAL OUTLAY					
5150 Telecommunications Equipment					
3400 Other Funds Ltd	1,340,389	56,296	1,396,685	-	1,396,685
6400 Federal Funds Ltd	6,007,029	(6,007,029)	-	-	-
All Funds	7,347,418	(5,950,733)	1,396,685	-	1,396,685
5550 Data Processing Software					
3400 Other Funds Ltd	2,300,000	96,600	2,396,600	-	2,396,600
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	3,640,389	152,896	3,793,285	-	3,793,285
6400 Federal Funds Ltd	6,007,029	(6,007,029)	-	-	-
TOTAL CAPITAL OUTLAY	**$9,647,418**	**($5,854,133)**	**$3,793,285**	**-**	**$3,793,285**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL EXPENDITURES					
8000 General Fund	-	-	-	4,923,404	4,923,404
3400 Other Funds Ltd	169,970,143	585,090	170,555,233	38,735,938	209,291,171
6400 Federal Funds Ltd	15,708,570	(15,708,570)	-	-	-
TOTAL EXPENDITURES	**$185,678,713**	**($15,123,480)**	**$170,555,233**	**$43,659,342**	**$214,214,575**
ENDING BALANCE					
3400 Other Funds Ltd	54,110,026	(585,090)	53,524,936	(38,735,938)	14,788,998
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	142	-	142	2	144
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	142.00	-	142.00	1.40	143.40

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	1,585,198	-	1,585,198	-	1,585,198
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	2,501,375	-	2,501,375	-	2,501,375
0415 Admin and Service Charges					
3400 Other Funds Ltd	30,914,134	-	30,914,134	-	30,914,134
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	33,415,509	-	33,415,509	-	33,415,509
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	282,393	-	282,393	-	282,393
TOTAL REVENUES					
3400 Other Funds Ltd	33,697,902	-	33,697,902	-	33,697,902
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(2,484,105)	-	(2,484,105)	-	(2,484,105)
2121 Tsfr To Governor, Office of the					
3400 Other Funds Ltd	(990,004)	-	(990,004)	-	(990,004)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(3,474,109)	-	(3,474,109)	-	(3,474,109)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
AVAILABLE REVENUES					
3400 Other Funds Ltd	31,808,991	-	31,808,991	-	31,808,991
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	22,755,018	(1,754,904)	21,000,114	(4,173,096)	16,827,018
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	6,408	(432)	5,976	(1,152)	4,824
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	4,787,415	(369,231)	4,418,184	(878,016)	3,540,168
3221 Pension Obligation Bond					
3400 Other Funds Ltd	913,467	(70,799)	842,668	(305,195)	537,473
3230 Social Security Taxes					
3400 Other Funds Ltd	1,706,943	(121,755)	1,585,188	(319,241)	1,265,947
3240 Unemployment Assessments					
3400 Other Funds Ltd	9,423	396	9,819	-	9,819
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	88,828	(6,213)	82,615	(16,689)	65,926
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,738	(252)	3,486	(672)	2,814
3260 Mass Transit Tax					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	114,994	12,673	127,667	(25,039)	102,628
3270 Flexible Benefits					
3400 Other Funds Ltd	3,774,312	(254,448)	3,519,864	(678,528)	2,841,336
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	11,405,528	(810,061)	10,595,467	(2,224,532)	8,370,935
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(189,540)	(866,174)	(1,055,714)	198,258	(857,456)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	33,971,006	(3,431,139)	30,539,867	(6,199,370)	24,340,497
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	68,617	(1,995)	66,622	(16,109)	50,513
4150 Employee Training					
3400 Other Funds Ltd	622,860	4,626	627,486	(27,992)	599,494
4175 Office Expenses					
3400 Other Funds Ltd	195,613	(6,802)	188,811	(23,315)	165,496
4200 Telecommunications					
3400 Other Funds Ltd	214,100	(3,664)	210,436	(40,394)	170,042
4250 Data Processing					
3400 Other Funds Ltd	452,326	14,134	466,460	(38,081)	428,379
4275 Publicity and Publications					
3400 Other Funds Ltd	62,655	523	63,178	(4,000)	59,178

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4300 Professional Services					
3400 Other Funds Ltd	3,149,966	(123,291)	3,026,675	(1,208,075)	1,818,600
4315 IT Professional Services					
3400 Other Funds Ltd	9,540,684	648,767	10,189,451	(10,189,451)	-
4325 Attorney General					
3400 Other Funds Ltd	595,626	138,542	734,168	-	734,168
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	22,863	(777)	22,086	(3,333)	18,753
4400 Dues and Subscriptions					
3400 Other Funds Ltd	102,181	743	102,924	(3,148)	99,776
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	787,407	33,071	820,478	(379,568)	440,910
4575 Agency Program Related S and S					
3400 Other Funds Ltd	10,599	445	11,044	-	11,044
4650 Other Services and Supplies					
3400 Other Funds Ltd	358,311	(1,811)	356,500	(24,802)	331,698
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	70,317	(8,166)	62,151	(10,362)	51,789
4715 IT Expendable Property					
3400 Other Funds Ltd	543,498	16,922	560,420	3,046	563,466
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	16,797,623	711,267	17,508,890	(11,965,584)	5,543,306
TOTAL EXPENDITURES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	50,768,629	(2,719,872)	48,048,757	(18,164,954)	29,883,803
ENDING BALANCE					
3400 Other Funds Ltd	(18,959,638)	2,719,872	(16,239,766)	18,164,954	1,925,188
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	89	(6)	83	(16)	67
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	89.00	(6.00)	83.00	(16.00)	67.00

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	(3,137,644)	-	(3,137,644)	-	(3,137,644)
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	111,433,418	-	111,433,418	-	111,433,418
0415 Admin and Service Charges					
3400 Other Funds Ltd	102,121,192	-	102,121,192	-	102,121,192
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	213,554,610	-	213,554,610	-	213,554,610
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	2,496,949	-	2,496,949	-	2,496,949
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	28,368,638	-	28,368,638	-	28,368,638
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	5,128,480	-	5,128,480	-	5,128,480
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	33,497,118	-	33,497,118	-	33,497,118
TOTAL REVENUES					
3400 Other Funds Ltd	249,548,677	-	249,548,677	-	249,548,677

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(36,121,454)	-	(36,121,454)	-	(36,121,454)
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(5,128,479)	-	(5,128,479)	-	(5,128,479)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(41,249,933)	-	(41,249,933)	-	(41,249,933)
AVAILABLE REVENUES					
3400 Other Funds Ltd	205,161,100	-	205,161,100	-	205,161,100
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	38,256,576	-	38,256,576	875,616	39,132,192
3160 Temporary Appointments					
3400 Other Funds Ltd	231,628	9,728	241,356	-	241,356
3170 Overtime Payments					
3400 Other Funds Ltd	64,341	2,703	67,044	-	67,044
3190 All Other Differential					
3400 Other Funds Ltd	1,058,709	44,468	1,103,177	-	1,103,177
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	39,611,254	56,899	39,668,153	875,616	40,543,769
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	10,521	-	10,521	315	10,836
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	8,285,487	9,926	8,295,413	184,230	8,479,643
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,788,630	(244,353)	1,544,277	-	1,544,277
3230 Social Security Taxes					
3400 Other Funds Ltd	3,007,735	4,352	3,012,087	66,984	3,079,071
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	156,048	189	156,237	3,504	159,741
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	6,137	-	6,137	185	6,322
3260 Mass Transit Tax					
3400 Other Funds Ltd	208,663	29,347	238,010	5,252	243,262
3270 Flexible Benefits					
3400 Other Funds Ltd	6,196,869	-	6,196,869	185,535	6,382,404
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	19,660,090	(200,539)	19,459,551	446,005	19,905,556
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(379,080)	(1,601,483)	(1,980,563)	-	(1,980,563)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	58,892,264	(1,745,123)	57,147,141	1,321,621	58,468,762

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	184,283	4,142	188,425	3,555	191,980
4125 Out of State Travel					
3400 Other Funds Ltd	78,671	3,303	81,974	-	81,974
4150 Employee Training					
3400 Other Funds Ltd	451,465	(151,544)	299,921	15,176	315,097
4175 Office Expenses					
3400 Other Funds Ltd	203,177	96,251	299,428	12,654	312,082
4200 Telecommunications					
3400 Other Funds Ltd	9,154,332	295,753	9,450,085	14,168	9,464,253
4250 Data Processing					
3400 Other Funds Ltd	27,852,072	(3,922,874)	23,929,198	14,217,072	38,146,270
4275 Publicity and Publications					
3400 Other Funds Ltd	50,044	2,102	52,146	-	52,146
4300 Professional Services					
3400 Other Funds Ltd	4,092	264	4,356	3,463	7,819
4315 IT Professional Services					
3400 Other Funds Ltd	12,619,064	1,817,649	14,436,713	-	14,436,713
4325 Attorney General					
3400 Other Funds Ltd	67,510	15,703	83,213	-	83,213
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	17,239	19	17,258	-	17,258

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4400 Dues and Subscriptions					
3400 Other Funds Ltd	37,100	(4,624)	32,476	2,477	34,953
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	6,751,384	283,425	7,034,809	-	7,034,809
4450 Fuels and Utilities					
3400 Other Funds Ltd	6,982	293	7,275	-	7,275
4475 Facilities Maintenance					
3400 Other Funds Ltd	-	2,534	2,534	-	2,534
4650 Other Services and Supplies					
3400 Other Funds Ltd	4,379,655	(1,868,124)	2,511,531	2,957	2,514,488
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	136,084	5,716	141,800	12,377	154,177
4715 IT Expendable Property					
3400 Other Funds Ltd	36,151,003	3,431,584	39,582,587	3,918,935	43,501,522
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	98,144,157	11,572	98,155,729	18,202,834	116,358,563
CAPITAL OUTLAY					
5150 Telecommunications Equipment					
3400 Other Funds Ltd	2,763,026	116,047	2,879,073	-	2,879,073
5550 Data Processing Software					
3400 Other Funds Ltd	246,190	10,340	256,530	-	256,530
5600 Data Processing Hardware					
3400 Other Funds Ltd	1,258,963	52,876	1,311,839	-	1,311,839

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
5900 Other Capital Outlay					
3400 Other Funds Ltd	11,141,718	(27,107)	11,114,611	-	11,114,611
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	15,409,897	152,156	15,562,053	-	15,562,053
TOTAL EXPENDITURES					
3400 Other Funds Ltd	172,446,318	(1,581,395)	170,864,923	19,524,455	190,389,378
ENDING BALANCE					
3400 Other Funds Ltd	32,714,782	1,581,395	34,296,177	(19,524,455)	14,771,722
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	146	-	146	5	151
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	146.00	-	146.00	4.40	150.40

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	863,597	-	863,597	-	863,597
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3400 Other Funds Ltd	31,940,820	-	31,940,820	-	31,940,820
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	7,164,216	-	7,164,216	-	7,164,216
TOTAL REVENUES					
3400 Other Funds Ltd	39,105,036	-	39,105,036	-	39,105,036
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(2,500,077)	-	(2,500,077)	-	(2,500,077)
AVAILABLE REVENUES					
3400 Other Funds Ltd	37,468,556	-	37,468,556	-	37,468,556
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	-	-	-	9,709,656	9,709,656
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	-	-	-	2,808	2,808
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	-	-	-	2,042,904	2,042,904
3221 Pension Obligation Bond					
3400 Other Funds Ltd	-	-	-	351,832	351,832
3230 Social Security Taxes					
3400 Other Funds Ltd	-	-	-	729,659	729,659
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	-	-	-	37,988	37,988
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	-	-	-	1,638	1,638
3260 Mass Transit Tax					
3400 Other Funds Ltd	-	-	-	58,536	58,536
3270 Flexible Benefits					
3400 Other Funds Ltd	-	-	-	1,653,912	1,653,912
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	-	-	-	4,879,277	4,879,277
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	-	-	-	(266,865)	(266,865)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	-	-	-	14,322,068	14,322,068

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	-	-	-	54,234	54,234
4150 Employee Training					
3400 Other Funds Ltd	-	-	-	113,563	113,563
4175 Office Expenses					
3400 Other Funds Ltd	-	-	-	123,629	123,629
4200 Telecommunications					
3400 Other Funds Ltd	-	-	-	152,706	152,706
4250 Data Processing					
3400 Other Funds Ltd	-	-	-	357,227	357,227
4275 Publicity and Publications					
3400 Other Funds Ltd	-	-	-	4,000	4,000
4300 Professional Services					
3400 Other Funds Ltd	-	-	-	1,208,075	1,208,075
4315 IT Professional Services					
3400 Other Funds Ltd	-	-	-	15,851,872	15,851,872
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	-	-	-	3,333	3,333
4400 Dues and Subscriptions					
3400 Other Funds Ltd	-	-	-	30,598	30,598
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	-	-	-	379,568	379,568

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4650 Other Services and Supplies					
3400 Other Funds Ltd	-	-	-	44,440	44,440
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	-	-	-	33,802	33,802
4715 IT Expendable Property					
3400 Other Funds Ltd	-	-	-	95,071	95,071
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	-	-	-	18,452,118	18,452,118
TOTAL EXPENDITURES					
3400 Other Funds Ltd	-	-	-	32,774,186	32,774,186
ENDING BALANCE					
3400 Other Funds Ltd	37,468,556	-	37,468,556	(32,774,186)	4,694,370
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	-	-	-	39	39
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	-	-	-	39.00	39.00

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	8,623,610	-	8,623,610	-	8,623,610
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	300,000	(300,000)	-	16,822,271	16,822,271
LICENSES AND FEES					
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	3,050,340	-	3,050,340	-	3,050,340
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	63,888,768	-	63,888,768	-	63,888,768
0415 Admin and Service Charges					
3400 Other Funds Ltd	11,764,010	-	11,764,010	-	11,764,010
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	75,652,778	-	75,652,778	-	75,652,778
FINES, RENTS AND ROYALTIES					
0510 Rents and Royalties					
3400 Other Funds Ltd	138,896,784	-	138,896,784	-	138,896,784
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	4,583,359	-	4,583,359	-	4,583,359

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	2,819,354	-	2,819,354	-	2,819,354
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	7,402,713	-	7,402,713	-	7,402,713
TOTAL REVENUES					
8000 General Fund	300,000	(300,000)	-	16,822,271	16,822,271
3400 Other Funds Ltd	225,002,615	-	225,002,615	-	225,002,615
TOTAL REVENUES	**$225,302,615**	**($300,000)**	**$225,002,615**	**$16,822,271**	**$241,824,886**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(79,751,110)	-	(79,751,110)	-	(79,751,110)
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(2,819,355)	-	(2,819,355)	-	(2,819,355)
2050 Transfer to Other					
3400 Other Funds Ltd	(13,196,664)	-	(13,196,664)	-	(13,196,664)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(95,767,129)	-	(95,767,129)	-	(95,767,129)
AVAILABLE REVENUES					
8000 General Fund	300,000	(300,000)	-	16,822,271	16,822,271
3400 Other Funds Ltd	137,859,096	-	137,859,096	-	137,859,096
TOTAL AVAILABLE REVENUES	**$138,159,096**	**($300,000)**	**$137,859,096**	**$16,822,271**	**$154,681,367**
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					
8000 General Fund	-	-	-	1,128,048	1,128,048
3400 Other Funds Ltd	34,072,212	(409,080)	33,663,132	-	33,663,132
All Funds	34,072,212	(409,080)	33,663,132	1,128,048	34,791,180
3160 Temporary Appointments					
3400 Other Funds Ltd	118,626	4,983	123,609	-	123,609
3170 Overtime Payments					
3400 Other Funds Ltd	134,426	5,646	140,072	-	140,072
3180 Shift Differential					
3400 Other Funds Ltd	20,757	872	21,629	-	21,629
3190 All Other Differential					
3400 Other Funds Ltd	312,764	13,136	325,900	-	325,900
TOTAL SALARIES & WAGES					
8000 General Fund	-	-	-	1,128,048	1,128,048
3400 Other Funds Ltd	34,658,785	(384,443)	34,274,342	-	34,274,342
TOTAL SALARIES & WAGES	**$34,658,785**	**($384,443)**	**$34,274,342**	**$1,128,048**	**$35,402,390**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	-	-	-	432	432
3400 Other Funds Ltd	15,228	(216)	15,012	-	15,012
All Funds	15,228	(216)	15,012	432	15,444
3220 Public Employees' Retire Cont					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	-	-	-	237,340	237,340
3400 Other Funds Ltd	7,267,240	(81,936)	7,185,304	-	7,185,304
All Funds	7,267,240	(81,936)	7,185,304	237,340	7,422,644
3221 Pension Obligation Bond					
3400 Other Funds Ltd	1,483,091	(128,312)	1,354,779	-	1,354,779
3230 Social Security Taxes					
8000 General Fund	-	-	-	86,297	86,297
3400 Other Funds Ltd	2,637,642	(29,410)	2,608,232	-	2,608,232
All Funds	2,637,642	(29,410)	2,608,232	86,297	2,694,529
3240 Unemployment Assessments					
3400 Other Funds Ltd	14,557	611	15,168	-	15,168
3241 Paid Family Medical Leave Insurance					
8000 General Fund	-	-	-	4,513	4,513
3400 Other Funds Ltd	137,262	(1,557)	135,705	-	135,705
All Funds	137,262	(1,557)	135,705	4,513	140,218
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	-	-	-	252	252
3400 Other Funds Ltd	8,883	(126)	8,757	-	8,757
All Funds	8,883	(126)	8,757	252	9,009
3260 Mass Transit Tax					
8000 General Fund	-	-	-	6,769	6,769
3400 Other Funds Ltd	174,664	33,437	208,101	-	208,101
All Funds	174,664	33,437	208,101	6,769	214,870

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3270 Flexible Benefits					
8000 General Fund	-	-	-	254,448	254,448
3400 Other Funds Ltd	8,969,292	(127,224)	8,842,068	-	8,842,068
All Funds	8,969,292	(127,224)	8,842,068	254,448	9,096,516
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	-	-	-	590,051	590,051
3400 Other Funds Ltd	20,707,859	(334,733)	20,373,126	-	20,373,126
TOTAL OTHER PAYROLL EXPENSES	**$20,707,859**	**($334,733)**	**$20,373,126**	**$590,051**	**$20,963,177**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(606,528)	(1,116,382)	(1,722,910)	-	(1,722,910)
TOTAL PERSONAL SERVICES					
8000 General Fund	-	-	-	1,718,099	1,718,099
3400 Other Funds Ltd	54,760,116	(1,835,558)	52,924,558	-	52,924,558
TOTAL PERSONAL SERVICES	**$54,760,116**	**($1,835,558)**	**$52,924,558**	**$1,718,099**	**$54,642,657**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	-	-	-	6,538	6,538
3400 Other Funds Ltd	178,678	5,328	184,006	-	184,006
All Funds	178,678	5,328	184,006	6,538	190,544
4125 Out of State Travel					
3400 Other Funds Ltd	27,662	1,161	28,823	-	28,823
4150 Employee Training					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	-	-	-	15,484	15,484
3400 Other Funds Ltd	123,415	801	124,216	-	124,216
All Funds	123,415	801	124,216	15,484	139,700
4175 Office Expenses					
8000 General Fund	-	-	-	17,256	17,256
3400 Other Funds Ltd	178,969	(1,492)	177,477	-	177,477
All Funds	178,969	(1,492)	177,477	17,256	194,733
4200 Telecommunications					
8000 General Fund	-	-	-	19,320	19,320
3400 Other Funds Ltd	639,619	16,779	656,398	-	656,398
All Funds	639,619	16,779	656,398	19,320	675,718
4250 Data Processing					
8000 General Fund	-	-	-	6,564	6,564
3400 Other Funds Ltd	835,240	27,897	863,137	-	863,137
All Funds	835,240	27,897	863,137	6,564	869,701
4275 Publicity and Publications					
3400 Other Funds Ltd	46,383	1,947	48,330	-	48,330
4300 Professional Services					
3400 Other Funds Ltd	215,384	14,646	230,030	-	230,030
4315 IT Professional Services					
3400 Other Funds Ltd	103,823	7,060	110,883	-	110,883
4325 Attorney General					
8000 General Fund	-	-	-	10,000	10,000

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	404,578	94,104	498,682	-	498,682
All Funds	404,578	94,104	498,682	10,000	508,682
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	2,142	90	2,232	-	2,232
4400 Dues and Subscriptions					
8000 General Fund	-	-	-	4,722	4,722
3400 Other Funds Ltd	84,867	1,098	85,965	-	85,965
All Funds	84,867	1,098	85,965	4,722	90,687
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	4,099,043	172,160	4,271,203	-	4,271,203
4450 Fuels and Utilities					
3400 Other Funds Ltd	8,945,127	375,696	9,320,823	-	9,320,823
4475 Facilities Maintenance					
3400 Other Funds Ltd	190,700	8,009	198,709	-	198,709
4575 Agency Program Related S and S					
3400 Other Funds Ltd	18,821,298	3,790,494	22,611,792	-	22,611,792
4650 Other Services and Supplies					
8000 General Fund	300,000	(300,000)	-	15,003,378	15,003,378
3400 Other Funds Ltd	12,639,137	273,368	12,912,505	2,000,000	14,912,505
All Funds	12,939,137	(26,632)	12,912,505	17,003,378	29,915,883
4700 Expendable Prop 250 - 5000					
8000 General Fund	-	-	-	4,032	4,032
3400 Other Funds Ltd	38,469	(1,193)	37,276	-	37,276

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	38,469	(1,193)	37,276	4,032	41,308
4715 IT Expendable Property					
8000 General Fund	-	-	-	16,878	16,878
3400 Other Funds Ltd	156,232	(2,250)	153,982	-	153,982
All Funds	156,232	(2,250)	153,982	16,878	170,860
TOTAL SERVICES & SUPPLIES					
8000 General Fund	300,000	(300,000)	-	15,104,172	15,104,172
3400 Other Funds Ltd	47,730,766	4,785,703	52,516,469	2,000,000	54,516,469
TOTAL SERVICES & SUPPLIES	**$48,030,766**	**$4,485,703**	**$52,516,469**	**$17,104,172**	**$69,620,641**
CAPITAL OUTLAY					
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	59,717	2,508	62,225	-	62,225
5400 Automotive and Aircraft					
3400 Other Funds Ltd	26,666,258	(6,570,617)	20,095,641	-	20,095,641
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	26,725,975	(6,568,109)	20,157,866	-	20,157,866
TOTAL EXPENDITURES					
8000 General Fund	300,000	(300,000)	-	16,822,271	16,822,271
3400 Other Funds Ltd	129,216,857	(3,617,964)	125,598,893	2,000,000	127,598,893
TOTAL EXPENDITURES	**$129,516,857**	**($3,917,964)**	**$125,598,893**	**$18,822,271**	**$144,421,164**
ENDING BALANCE					
3400 Other Funds Ltd	8,642,239	3,617,964	12,260,203	(2,000,000)	10,260,203
AUTHORIZED POSITIONS					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8150 Class/Unclass Positions	212	(3)	209	6	215
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	211.50	(3.00)	208.50	6.00	214.50

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	(67,386,143)	-	(67,386,143)	-	(67,386,143)
3400 Other Funds Ltd	3,551,746	-	3,551,746	-	3,551,746
All Funds	(63,834,397)	-	(63,834,397)	-	(63,834,397)
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	4,832,000	(4,832,000)	-	16,983,616	16,983,616
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	76,933,507	-	76,933,507	-	76,933,507
0415 Admin and Service Charges					
3200 Other Funds Non-Ltd	182,567,154	-	182,567,154	146,319,793	328,886,947
3400 Other Funds Ltd	7,502,015	-	7,502,015	-	7,502,015
All Funds	190,069,169	-	190,069,169	146,319,793	336,388,962
TOTAL CHARGES FOR SERVICES					
3200 Other Funds Non-Ltd	182,567,154	-	182,567,154	146,319,793	328,886,947
3400 Other Funds Ltd	84,435,522	-	84,435,522	-	84,435,522
TOTAL CHARGES FOR SERVICES	**$267,002,676**	**-**	**$267,002,676**	**$146,319,793**	**$413,322,469**
INTEREST EARNINGS					
0605 Interest Income					
3200 Other Funds Non-Ltd	4,400,000	-	4,400,000	-	4,400,000

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	6,471,068	-	6,471,068	-	6,471,068
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	58,487,170	-	58,487,170	-	58,487,170
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	1,071,867	-	1,071,867	-	1,071,867
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	59,559,037	-	59,559,037	-	59,559,037
TOTAL REVENUES					
8000 General Fund	4,832,000	(4,832,000)	-	16,983,616	16,983,616
3200 Other Funds Non-Ltd	186,967,154	-	186,967,154	146,319,793	333,286,947
3400 Other Funds Ltd	150,465,627	-	150,465,627	-	150,465,627
TOTAL REVENUES	**$342,264,781**	**($4,832,000)**	**$337,432,781**	**$163,303,409**	**$500,736,190**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3200 Other Funds Non-Ltd	(45,983,974)	-	(45,983,974)	-	(45,983,974)
3400 Other Funds Ltd	(20,764,662)	-	(20,764,662)	-	(20,764,662)
All Funds	(66,748,636)	-	(66,748,636)	-	(66,748,636)
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(1,071,867)	-	(1,071,867)	-	(1,071,867)
TOTAL TRANSFERS OUT					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	(45,983,974)	-	(45,983,974)	-	(45,983,974)
3400 Other Funds Ltd	(21,836,529)	-	(21,836,529)	-	(21,836,529)
TOTAL TRANSFERS OUT	**($67,820,503)**	**-**	**($67,820,503)**	**-**	**($67,820,503)**
AVAILABLE REVENUES					
8000 General Fund	4,832,000	(4,832,000)	-	16,983,616	16,983,616
3200 Other Funds Non-Ltd	73,597,037	-	73,597,037	146,319,793	219,916,830
3400 Other Funds Ltd	132,180,844	-	132,180,844	-	132,180,844
TOTAL AVAILABLE REVENUES	**$210,609,881**	**($4,832,000)**	**$205,777,881**	**$163,303,409**	**$369,081,290**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	52,144,488	(9,129,168)	43,015,320	1,100,400	44,115,720
3160 Temporary Appointments					
3400 Other Funds Ltd	245,699	(52,494)	193,205	-	193,205
3170 Overtime Payments					
3400 Other Funds Ltd	25,482	1,070	26,552	-	26,552
3180 Shift Differential					
3400 Other Funds Ltd	68	(57)	11	-	11
3190 All Other Differential					
3400 Other Funds Ltd	11,807	(6,778)	5,029	-	5,029
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	52,427,544	(9,187,427)	43,240,117	1,100,400	44,340,517

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					
3400 Other Funds Ltd	19,152	(2,736)	16,416	576	16,992
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	10,979,035	(1,921,985)	9,057,050	231,524	9,288,574
3221 Pension Obligation Bond					
3400 Other Funds Ltd	2,060,860	(307,827)	1,753,033	-	1,753,033
3230 Social Security Taxes					
3400 Other Funds Ltd	3,988,557	(696,179)	3,292,378	84,181	3,376,559
3240 Unemployment Assessments					
3400 Other Funds Ltd	13,504	567	14,071	-	14,071
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	207,296	(36,104)	171,192	4,404	175,596
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	11,172	(1,596)	9,576	336	9,912
3260 Mass Transit Tax					
3400 Other Funds Ltd	265,966	(5,793)	260,173	6,603	266,776
3270 Flexible Benefits					
3400 Other Funds Ltd	11,280,528	(1,611,504)	9,669,024	339,264	10,008,288
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	28,826,070	(4,583,157)	24,242,913	666,888	24,909,801
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	(1,962,012)	(113,292)	(2,075,304)	-	(2,075,304)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	79,291,602	(13,883,876)	65,407,726	1,767,288	67,175,014
SERVICES & SUPPLIES					
4100 Instate Travel					
3200 Other Funds Non-Ltd	59	(59)	-	-	-
3400 Other Funds Ltd	65,958	(40,958)	25,000	5,003	30,003
All Funds	66,017	(41,017)	25,000	5,003	30,003
4125 Out of State Travel					
3400 Other Funds Ltd	30,177	(23,176)	7,001	-	7,001
4150 Employee Training					
3400 Other Funds Ltd	363,960	(217,486)	146,474	11,701	158,175
4175 Office Expenses					
3200 Other Funds Non-Ltd	54	(54)	-	-	-
3400 Other Funds Ltd	730,693	(554,452)	176,241	23,008	199,249
All Funds	730,747	(554,506)	176,241	23,008	199,249
4200 Telecommunications					
3400 Other Funds Ltd	648,841	(204,025)	444,816	25,760	470,576
4250 Data Processing					
3400 Other Funds Ltd	3,160,961	(2,744,967)	415,994	8,752	424,746
4275 Publicity and Publications					
3400 Other Funds Ltd	170,526	(122,157)	48,369	-	48,369
4300 Professional Services					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	20,244,492	-	20,244,492	-	20,244,492
3400 Other Funds Ltd	6,557,779	1,120,205	7,677,984	-	7,677,984
All Funds	26,802,271	1,120,205	27,922,476	-	27,922,476
4315 IT Professional Services					
3400 Other Funds Ltd	11,102,732	(10,153,931)	948,801	-	948,801
4325 Attorney General					
8000 General Fund	832,000	(832,000)	-	3,983,616	3,983,616
3400 Other Funds Ltd	22,767,328	5,566,380	28,333,708	-	28,333,708
All Funds	23,599,328	4,734,380	28,333,708	3,983,616	32,317,324
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	5,902	(5,902)	-	-	-
4400 Dues and Subscriptions					
3400 Other Funds Ltd	75,012	(47,752)	27,260	6,296	33,556
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	1,986,727	7,977,076	9,963,803	-	9,963,803
4475 Facilities Maintenance					
3400 Other Funds Ltd	74,139	(70,859)	3,280	-	3,280
4575 Agency Program Related S and S					
3200 Other Funds Non-Ltd	59,423,448	-	59,423,448	-	59,423,448
3400 Other Funds Ltd	11,560,559	(6,659,808)	4,900,751	-	4,900,751
All Funds	70,984,007	(6,659,808)	64,324,199	-	64,324,199
4650 Other Services and Supplies					
8000 General Fund	4,000,000	(4,000,000)	-	13,000,000	13,000,000

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	122,150,773	113	122,150,886	-	122,150,886
3400 Other Funds Ltd	1,758,030	407,051	2,165,081	4,504	2,169,585
All Funds	127,908,803	(3,592,836)	124,315,967	13,004,504	137,320,471
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	254,494	(178,538)	75,956	5,376	81,332
4715 IT Expendable Property					
3400 Other Funds Ltd	177,317	18,076	195,393	22,504	217,897
TOTAL SERVICES & SUPPLIES					
8000 General Fund	4,832,000	(4,832,000)	-	16,983,616	16,983,616
3200 Other Funds Non-Ltd	201,818,826	-	201,818,826	-	201,818,826
3400 Other Funds Ltd	61,491,135	(5,935,223)	55,555,912	112,904	55,668,816
TOTAL SERVICES & SUPPLIES	**$268,141,961**	**($10,767,223)**	**$257,374,738**	**$17,096,520**	**$274,471,258**
TOTAL EXPENDITURES					
8000 General Fund	4,832,000	(4,832,000)	-	16,983,616	16,983,616
3200 Other Funds Non-Ltd	201,818,826	-	201,818,826	-	201,818,826
3400 Other Funds Ltd	140,782,737	(19,819,099)	120,963,638	1,880,192	122,843,830
TOTAL EXPENDITURES	**$347,433,563**	**($24,651,099)**	**$322,782,464**	**$18,863,808**	**$341,646,272**
ENDING BALANCE					
3200 Other Funds Non-Ltd	(128,221,789)	-	(128,221,789)	146,319,793	18,098,004
3400 Other Funds Ltd	(8,601,893)	19,819,099	11,217,206	(1,880,192)	9,337,014
TOTAL ENDING BALANCE	**($136,823,682)**	**$19,819,099**	**($117,004,583)**	**$144,439,601**	**$27,435,018**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	266	(38)	228	8	236

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	266.00	(38.00)	228.00	8.00	236.00

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	1,449,661	-	1,449,661	-	1,449,661
REVENUE CATEGORIES					
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	5,246,331	-	5,246,331	-	5,246,331
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	25,675,054	-	25,675,054	-	25,675,054
TOTAL REVENUES					
3400 Other Funds Ltd	30,921,385	-	30,921,385	-	30,921,385
AVAILABLE REVENUES					
3400 Other Funds Ltd	32,371,046	-	32,371,046	-	32,371,046
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	2,451,792	(370,920)	2,080,872	-	2,080,872
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	720	(144)	576	-	576
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	515,855	(78,041)	437,814	-	437,814
3221 Pension Obligation Bond					
3400 Other Funds Ltd	113,142	(16,995)	96,147	-	96,147
3230 Social Security Taxes					
3400 Other Funds Ltd	185,400	(28,375)	157,025	-	157,025
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	9,668	(1,484)	8,184	-	8,184
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	420	(84)	336	-	336
3260 Mass Transit Tax					
3400 Other Funds Ltd	12,844	1,867	14,711	-	14,711
3270 Flexible Benefits					
3400 Other Funds Ltd	424,080	(84,816)	339,264	-	339,264
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	1,262,129	(208,072)	1,054,057	-	1,054,057
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	-	(210,192)	(210,192)	-	(210,192)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	3,713,921	(789,184)	2,924,737	-	2,924,737
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	544	23	567	-	567

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4150 Employee Training					
3400 Other Funds Ltd	33,354	(2,047)	31,307	-	31,307
4175 Office Expenses					
3400 Other Funds Ltd	49,025	(3,947)	45,078	-	45,078
4200 Telecommunications					
3400 Other Funds Ltd	6,756	(6,440)	316	-	316
4225 State Gov. Service Charges					
3400 Other Funds Ltd	21,526,745	6,782,689	28,309,434	-	28,309,434
4250 Data Processing					
3400 Other Funds Ltd	10,234	(1,854)	8,380	-	8,380
4275 Publicity and Publications					
3400 Other Funds Ltd	1,167	49	1,216	-	1,216
4300 Professional Services					
3400 Other Funds Ltd	88,047	5,987	94,034	-	94,034
4315 IT Professional Services					
3400 Other Funds Ltd	5,129	349	5,478	-	5,478
4325 Attorney General					
3400 Other Funds Ltd	22,909	5,329	28,238	-	28,238
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	127,981	5,375	133,356	-	133,356
4575 Agency Program Related S and S					
3400 Other Funds Ltd	10,868	456	11,324	-	11,324
4650 Other Services and Supplies					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	469,484	308,097	777,581	-	777,581
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	22,352,243	7,094,066	29,446,309	-	29,446,309
TOTAL EXPENDITURES					
3400 Other Funds Ltd	26,066,164	6,304,882	32,371,046	-	32,371,046
ENDING BALANCE					
3400 Other Funds Ltd	6,304,882	(6,304,882)	-	-	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	10	(2)	8	-	8
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	10.00	(2.00)	8.00	-	8.00

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3010 Other Funds Cap Improve	5,685,852	-	5,685,852	250,000	5,935,852
AVAILABLE REVENUES					
3010 Other Funds Cap Improve	5,685,852	-	5,685,852	250,000	5,935,852
EXPENDITURES					
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3010 Other Funds Cap Improve	4,954,969	730,883	5,685,852	250,000	5,935,852
ENDING BALANCE					
3010 Other Funds Cap Improve	730,883	(730,883)	-	-	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0030 Beginning Balance Adjustment					
3020 Other Funds Cap Construct	45,104,476	-	45,104,476	-	45,104,476
REVENUE CATEGORIES					
BOND SALES					
0560 Dedicated Fund Oblig Bonds					
3020 Other Funds Cap Construct	-	-	-	150,000,000	150,000,000
TRANSFERS IN					
1010 Transfer In - Intrafund					
3020 Other Funds Cap Construct	-	-	-	8,895,524	8,895,524
TOTAL REVENUES					
3020 Other Funds Cap Construct	-	-	-	158,895,524	158,895,524
AVAILABLE REVENUES					
3020 Other Funds Cap Construct	45,104,476	-	45,104,476	158,895,524	204,000,000
EXPENDITURES					
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3020 Other Funds Cap Construct	-	-	-	204,000,000	204,000,000
ENDING BALANCE					
3020 Other Funds Cap Construct	45,104,476	-	45,104,476	(45,104,476)	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0405 Central Service Charges					
3400 Other Funds Ltd	4,500,000	-	4,500,000	-	4,500,000
8800 General Fund Revenue	21,239,843	-	21,239,843	-	21,239,843
All Funds	25,739,843	-	25,739,843	-	25,739,843
0415 Admin and Service Charges					
3400 Other Funds Ltd	22,942,900	-	22,942,900	-	22,942,900
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	27,442,900	-	27,442,900	-	27,442,900
8800 General Fund Revenue	21,239,843	-	21,239,843	-	21,239,843
TOTAL CHARGES FOR SERVICES	**$48,682,743**	**-**	**$48,682,743**	**-**	**$48,682,743**
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	108,794,185	-	108,794,185	-	108,794,185
TRANSFERS IN					
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	27,550,764	-	27,550,764	-	27,550,764
1845 Tsfr From OLCC					
3400 Other Funds Ltd	74,180,843	-	74,180,843	-	74,180,843
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	101,731,607	-	101,731,607	-	101,731,607
TOTAL REVENUES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	129,174,507	-	129,174,507	-	129,174,507
8800 General Fund Revenue	21,239,843	-	21,239,843	-	21,239,843
6400 Federal Funds Ltd	108,794,185	-	108,794,185	-	108,794,185
TOTAL REVENUES	**$259,208,535**	**-**	**$259,208,535**	**-**	**$259,208,535**
TRANSFERS OUT					
2060 Transfer to General Fund					
8800 General Fund Revenue	(21,239,843)	-	(21,239,843)	-	(21,239,843)
2070 Transfer to Cities					
3400 Other Funds Ltd	(89,030,214)	-	(89,030,214)	-	(89,030,214)
2080 Transfer to Counties					
3400 Other Funds Ltd	(12,701,393)	-	(12,701,393)	-	(12,701,393)
6400 Federal Funds Ltd	(108,794,185)	-	(108,794,185)	-	(108,794,185)
All Funds	(121,495,578)	-	(121,495,578)	-	(121,495,578)
2104 Tsfr To Public Records Advocate, Office of					
3400 Other Funds Ltd	(1,773,562)	-	(1,773,562)	-	(1,773,562)
2123 Tsfr To OR Business Development					
3400 Other Funds Ltd	(6,322,110)	-	(6,322,110)	-	(6,322,110)
2145 Tsfr To Leg Fiscal Officer					
3400 Other Funds Ltd	(4,500,000)	-	(4,500,000)	-	(4,500,000)
2198 Tsfr To Judicial Dept					
3400 Other Funds Ltd	(4,468,410)	-	(4,468,410)	-	(4,468,410)
2543 Tsfr To State Library					
3400 Other Funds Ltd	(10,378,818)	-	(10,378,818)	-	(10,378,818)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(129,174,507)	-	(129,174,507)	-	(129,174,507)
8800 General Fund Revenue	(21,239,843)	-	(21,239,843)	-	(21,239,843)
6400 Federal Funds Ltd	(108,794,185)	-	(108,794,185)	-	(108,794,185)
TOTAL TRANSFERS OUT	**($259,208,535)**	**-**	**($259,208,535)**	**-**	**($259,208,535)**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0415 Admin and Service Charges					
3200 Other Funds Non-Ltd	24,716,507	-	24,716,507	-	24,716,507
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	24,716,507	-	24,716,507	-	24,716,507
EXPENDITURES					
SPECIAL PAYMENTS					
6025 Dist to Other Gov Unit					
3200 Other Funds Non-Ltd	24,716,507	-	24,716,507	-	24,716,507

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	18,435,342	-	18,435,342	-	18,435,342
REVENUE CATEGORIES					
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	106,741,747	-	106,741,747	-	106,741,747
TRANSFERS OUT					
2137 Tsfr To Justice, Dept of					
3200 Other Funds Non-Ltd	(1,730,300)	-	(1,730,300)	-	(1,730,300)
2443 Tsfr To Oregon Health Authority					
3200 Other Funds Non-Ltd	(114,900,000)	-	(114,900,000)	-	(114,900,000)
2581 Tsfr To Education, Dept of					
3200 Other Funds Non-Ltd	(3,100,000)	-	(3,100,000)	-	(3,100,000)
TOTAL TRANSFERS OUT					
3200 Other Funds Non-Ltd	(119,730,300)	-	(119,730,300)	-	(119,730,300)
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	5,446,789	-	5,446,789	-	5,446,789
ENDING BALANCE					
3200 Other Funds Non-Ltd	5,446,789	-	5,446,789	-	5,446,789

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
BOND SALES					
0560 Dedicated Fund Oblig Bonds					
3400 Other Funds Ltd	-	-	-	960,000	960,000
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	50,000	-	50,000	-	50,000
3430 Other Funds Debt Svc Ltd	34,217,122	-	34,217,122	14,088,103	48,305,225
All Funds	34,267,122	-	34,267,122	14,088,103	48,355,225
TOTAL REVENUES					
3400 Other Funds Ltd	50,000	-	50,000	960,000	1,010,000
3430 Other Funds Debt Svc Ltd	34,217,122	-	34,217,122	14,088,103	48,305,225
TOTAL REVENUES	**$34,267,122**	**-**	**$34,267,122**	**$15,048,103**	**$49,315,225**
AVAILABLE REVENUES					
3400 Other Funds Ltd	50,000	-	50,000	960,000	1,010,000
3430 Other Funds Debt Svc Ltd	34,217,122	-	34,217,122	14,088,103	48,305,225
TOTAL AVAILABLE REVENUES	**$34,267,122**	**-**	**$34,267,122**	**$15,048,103**	**$49,315,225**
EXPENDITURES					
SERVICES & SUPPLIES					
4625 Other COP Costs					
3400 Other Funds Ltd	50,000	-	50,000	-	50,000
4650 Other Services and Supplies					
3400 Other Funds Ltd	-	-	-	960,000	960,000

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	50,000	-	50,000	960,000	1,010,000
DEBT SERVICE					
7100 Principal - Bonds					
3430 Other Funds Debt Svc Ltd	20,180,000	-	20,180,000	4,155,000	24,335,000
7150 Interest - Bonds					
3430 Other Funds Debt Svc Ltd	14,037,122	-	14,037,122	9,933,103	23,970,225
TOTAL DEBT SERVICE					
3430 Other Funds Debt Svc Ltd	34,217,122	-	34,217,122	14,088,103	48,305,225
TOTAL EXPENDITURES					
3400 Other Funds Ltd	50,000	-	50,000	960,000	1,010,000
3430 Other Funds Debt Svc Ltd	34,217,122	-	34,217,122	14,088,103	48,305,225
TOTAL EXPENDITURES	**$34,267,122**	**-**	**$34,267,122**	**$15,048,103**	**$49,315,225**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	492,742	-	492,742	-	492,742
3430 Other Funds Debt Svc Ltd	544,178,474	-	544,178,474	-	544,178,474
All Funds	544,671,216	-	544,671,216	-	544,671,216
AVAILABLE REVENUES					
3400 Other Funds Ltd	492,742	-	492,742	-	492,742
3430 Other Funds Debt Svc Ltd	544,178,474	-	544,178,474	-	544,178,474
TOTAL AVAILABLE REVENUES	**$544,671,216**	**-**	**$544,671,216**	**-**	**$544,671,216**
EXPENDITURES					
SERVICES & SUPPLIES					
4225 State Gov. Service Charges					
3400 Other Funds Ltd	1,045,763	(553,021)	492,742	-	492,742
DEBT SERVICE					
7100 Principal - Bonds					
3430 Other Funds Debt Svc Ltd	499,305,000	-	499,305,000	-	499,305,000
7150 Interest - Bonds					
3430 Other Funds Debt Svc Ltd	44,873,474	-	44,873,474	-	44,873,474
TOTAL DEBT SERVICE					
3430 Other Funds Debt Svc Ltd	544,178,474	-	544,178,474	-	544,178,474
TOTAL EXPENDITURES					
3400 Other Funds Ltd	1,045,763	(553,021)	492,742	-	492,742

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3430 Other Funds Debt Svc Ltd	544,178,474	-	544,178,474	-	544,178,474
TOTAL EXPENDITURES	**$545,224,237**	**($553,021)**	**$544,671,216**	**-**	**$544,671,216**
ENDING BALANCE					
3400 Other Funds Ltd	(553,021)	553,021	-	-	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
4400 Lottery Funds Ltd	44,301,604	-	44,301,604	-	44,301,604
REVENUE CATEGORIES					
INTEREST EARNINGS					
0605 Interest Income					
4400 Lottery Funds Ltd	2,000,000	-	2,000,000	-	2,000,000
TRANSFERS IN					
1010 Transfer In - Intrafund					
4400 Lottery Funds Ltd	29,423,924	-	29,423,924	-	29,423,924
1177 Tsfr From Lottery Comm					
4400 Lottery Funds Ltd	1,548,860,192	-	1,548,860,192	-	1,548,860,192
4430 Lottery Funds Debt Svc Ltd	412,734,715	-	412,734,715	-	412,734,715
All Funds	1,961,594,907	-	1,961,594,907	-	1,961,594,907
TOTAL TRANSFERS IN					
4400 Lottery Funds Ltd	1,578,284,116	-	1,578,284,116	-	1,578,284,116
4430 Lottery Funds Debt Svc Ltd	412,734,715	-	412,734,715	-	412,734,715
TOTAL TRANSFERS IN	**$1,991,018,831**	**-**	**$1,991,018,831**	**-**	**$1,991,018,831**
TOTAL REVENUES					
4400 Lottery Funds Ltd	1,580,284,116	-	1,580,284,116	-	1,580,284,116
4430 Lottery Funds Debt Svc Ltd	412,734,715	-	412,734,715	-	412,734,715
TOTAL REVENUES	**$1,993,018,831**	**-**	**$1,993,018,831**	**-**	**$1,993,018,831**
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					
4400 Lottery Funds Ltd	(545,657,432)	-	(545,657,432)	-	(545,657,432)
4430 Lottery Funds Debt Svc Ltd	(53,912,517)	-	(53,912,517)	-	(53,912,517)
All Funds	(599,569,949)	-	(599,569,949)	-	(599,569,949)
2080 Transfer to Counties					
4400 Lottery Funds Ltd	(66,256,311)	-	(66,256,311)	-	(66,256,311)
2121 Tsfr To Governor, Office of the					
4400 Lottery Funds Ltd	(5,286,477)	-	(5,286,477)	-	(5,286,477)
2123 Tsfr To OR Business Development					
4400 Lottery Funds Ltd	(91,293,017)	-	(91,293,017)	-	(91,293,017)
4430 Lottery Funds Debt Svc Ltd	(66,293,285)	-	(66,293,285)	-	(66,293,285)
All Funds	(157,586,302)	-	(157,586,302)	-	(157,586,302)
2213 Tsfr To Criminal Justice Comm					
4400 Lottery Funds Ltd	(628,510)	-	(628,510)	-	(628,510)
2274 Tsfr To Veterans' Affairs					
4400 Lottery Funds Ltd	(21,534,312)	-	(21,534,312)	-	(21,534,312)
4430 Lottery Funds Debt Svc Ltd	(551,000)	-	(551,000)	-	(551,000)
All Funds	(22,085,312)	-	(22,085,312)	-	(22,085,312)
2443 Tsfr To Oregon Health Authority					
4400 Lottery Funds Ltd	(26,014,738)	-	(26,014,738)	-	(26,014,738)
4430 Lottery Funds Debt Svc Ltd	(16,513,581)	-	(16,513,581)	-	(16,513,581)
All Funds	(42,528,319)	-	(42,528,319)	-	(42,528,319)
2459 Tsfr To Public Emp Ret Sys					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4400 Lottery Funds Ltd	(45,010,271)	-	(45,010,271)	-	(45,010,271)
2525 Tsfr To HECC					
4400 Lottery Funds Ltd	(79,746,532)	-	(79,746,532)	-	(79,746,532)
4430 Lottery Funds Debt Svc Ltd	(47,162,988)	-	(47,162,988)	-	(47,162,988)
All Funds	(126,909,520)	-	(126,909,520)	-	(126,909,520)
2581 Tsfr To Education, Dept of					
4400 Lottery Funds Ltd	(737,693,453)	-	(737,693,453)	-	(737,693,453)
4430 Lottery Funds Debt Svc Ltd	(8,693,643)	-	(8,693,643)	-	(8,693,643)
All Funds	(746,387,096)	-	(746,387,096)	-	(746,387,096)
2629 Tsfr To Forestry, Dept of					
4430 Lottery Funds Debt Svc Ltd	(2,558,120)	-	(2,558,120)	-	(2,558,120)
2634 Tsfr To Parks and Rec Dept					
4430 Lottery Funds Debt Svc Ltd	(5,467,397)	-	(5,467,397)	-	(5,467,397)
2635 Tsfr To Fish/Wildlife, Dept of					
4430 Lottery Funds Debt Svc Ltd	(2,437,793)	-	(2,437,793)	-	(2,437,793)
2690 Tsfr To Water Resources Dept					
4430 Lottery Funds Debt Svc Ltd	(24,352,512)	-	(24,352,512)	-	(24,352,512)
2691 Tsfr To Watershd Enhance Bd					
4430 Lottery Funds Debt Svc Ltd	(711,079)	-	(711,079)	-	(711,079)
2730 Tsfr To Transportation, Dept					
4430 Lottery Funds Debt Svc Ltd	(143,579,808)	-	(143,579,808)	-	(143,579,808)
2839 Tsfr To Labor and Ind, Bureau					
4400 Lottery Funds Ltd	(307,006)	-	(307,006)	-	(307,006)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
2914 Tsfr To Housing and Com Svcs					
4430 Lottery Funds Debt Svc Ltd	(40,500,992)	-	(40,500,992)	-	(40,500,992)
TOTAL TRANSFERS OUT					
4400 Lottery Funds Ltd	(1,619,428,059)	-	(1,619,428,059)	-	(1,619,428,059)
4430 Lottery Funds Debt Svc Ltd	(412,734,715)	-	(412,734,715)	-	(412,734,715)
TOTAL TRANSFERS OUT	**($2,032,162,774)**	**-**	**($2,032,162,774)**	**-**	**($2,032,162,774)**
AVAILABLE REVENUES					
4400 Lottery Funds Ltd	5,157,661	-	5,157,661	-	5,157,661
ENDING BALANCE					
4400 Lottery Funds Ltd	5,157,661	-	5,157,661	-	5,157,661

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
4400 Lottery Funds Ltd	1,007,045,065	-	1,007,045,065	-	1,007,045,065
0030 Beginning Balance Adjustment					
4400 Lottery Funds Ltd	(74,515)	-	(74,515)	-	(74,515)
TOTAL BEGINNING BALANCE					
4400 Lottery Funds Ltd	1,006,970,550	-	1,006,970,550	-	1,006,970,550
REVENUE CATEGORIES					
INTEREST EARNINGS					
0605 Interest Income					
4400 Lottery Funds Ltd	75,323,069	-	75,323,069	-	75,323,069
TRANSFERS IN					
1010 Transfer In - Intrafund					
4400 Lottery Funds Ltd	218,166,272	-	218,166,272	-	218,166,272
TOTAL REVENUES					
4400 Lottery Funds Ltd	293,489,341	-	293,489,341	-	293,489,341
TRANSFERS OUT					
2525 Tsfr To HECC					
4400 Lottery Funds Ltd	(75,323,069)	-	(75,323,069)	-	(75,323,069)
AVAILABLE REVENUES					
4400 Lottery Funds Ltd	1,225,136,822	-	1,225,136,822	-	1,225,136,822
ENDING BALANCE					
4400 Lottery Funds Ltd	1,225,136,822	-	1,225,136,822	-	1,225,136,822

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
4400 Lottery Funds Ltd	294,239,236	-	294,239,236	-	294,239,236
TRANSFERS OUT					
2634 Tsfr To Parks and Rec Dept					
4400 Lottery Funds Ltd	(147,119,618)	-	(147,119,618)	-	(147,119,618)
2691 Tsfr To Watershd Enhance Bd					
4400 Lottery Funds Ltd	(147,119,618)	-	(147,119,618)	-	(147,119,618)
TOTAL TRANSFERS OUT					
4400 Lottery Funds Ltd	(294,239,236)	-	(294,239,236)	-	(294,239,236)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	5,225,877	-	5,225,877	-	5,225,877
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	284,877,574	(282,517,132)	2,360,442	-	2,360,442
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
All Funds	287,709,890	(282,517,132)	5,192,758	3,801,661	8,994,419
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	20,838,690	20,838,690
3400 Other Funds Ltd	-	-	-	266,310	266,310
All Funds	-	-	-	21,105,000	21,105,000
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	-	-	-	300,000	300,000
TRANSFERS IN					
1010 Transfer In - Intrafund					
4400 Lottery Funds Ltd	3,828,000	-	3,828,000	-	3,828,000
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
All Funds	57,740,517	-	57,740,517	-	57,740,517
1040 Transfer In Lottery Proceeds					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4400 Lottery Funds Ltd	3,988,776	-	3,988,776	-	3,988,776
1060 Transfer from General Fund					
3400 Other Funds Ltd	6,700,000	(6,700,000)	-	-	-
TOTAL TRANSFERS IN					
4400 Lottery Funds Ltd	7,816,776	-	7,816,776	-	7,816,776
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3400 Other Funds Ltd	6,700,000	(6,700,000)	-	-	-
TOTAL TRANSFERS IN	**$68,429,293**	**($6,700,000)**	**$61,729,293**	**-**	**$61,729,293**
TOTAL REVENUES					
8000 General Fund	284,877,574	(282,517,132)	2,360,442	-	2,360,442
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4400 Lottery Funds Ltd	7,816,776	-	7,816,776	-	7,816,776
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3020 Other Funds Cap Construct	-	-	-	20,838,690	20,838,690
3400 Other Funds Ltd	6,700,000	(6,700,000)	-	566,310	566,310
TOTAL REVENUES	**$356,139,183**	**($289,217,132)**	**$66,922,051**	**$25,206,661**	**$92,128,712**
AVAILABLE REVENUES					
8000 General Fund	284,877,574	(282,517,132)	2,360,442	-	2,360,442
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4400 Lottery Funds Ltd	7,816,776	-	7,816,776	-	7,816,776
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3020 Other Funds Cap Construct	-	-	-	20,838,690	20,838,690
3400 Other Funds Ltd	11,925,877	(6,700,000)	5,225,877	566,310	5,792,187

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL AVAILABLE REVENUES	**$361,365,060**	**($289,217,132)**	**$72,147,928**	**$25,206,661**	**$97,354,589**
EXPENDITURES					
SERVICES & SUPPLIES					
4325 Attorney General					
3400 Other Funds Ltd	300,000	(300,000)	-	300,000	300,000
4650 Other Services and Supplies					
3400 Other Funds Ltd	410,968	(410,968)	-	266,310	266,310
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	710,968	(710,968)	-	566,310	566,310
CAPITAL OUTLAY					
5900 Other Capital Outlay					
3020 Other Funds Cap Construct	-	-	-	20,838,690	20,838,690
SPECIAL PAYMENTS					
6025 Dist to Other Gov Unit					
8000 General Fund	2,265,299	95,143	2,360,442	-	2,360,442
3400 Other Funds Ltd	13,600,000	(13,600,000)	-	-	-
All Funds	15,865,299	(13,504,857)	2,360,442	-	2,360,442
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	6,700,000	(6,700,000)	-	-	-
6085 Other Special Payments					
8000 General Fund	275,912,275	(275,912,275)	-	-	-
4400 Lottery Funds Ltd	3,828,000	160,776	3,988,776	-	3,988,776
3400 Other Funds Ltd	227,329,338	(227,329,338)	-	-	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	507,069,613	(503,080,837)	3,988,776	-	3,988,776
TOTAL SPECIAL PAYMENTS					
8000 General Fund	284,877,574	(282,517,132)	2,360,442	-	2,360,442
4400 Lottery Funds Ltd	3,828,000	160,776	3,988,776	-	3,988,776
3400 Other Funds Ltd	240,929,338	(240,929,338)	-	-	-
TOTAL SPECIAL PAYMENTS	**$529,634,912**	**($523,285,694)**	**$6,349,218**	**-**	**$6,349,218**
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	2,475,000	-	2,475,000	1,635,000	4,110,000
4430 Lottery Funds Debt Svc Ltd	21,133,643	-	21,133,643	-	21,133,643
All Funds	23,608,643	-	23,608,643	1,635,000	25,243,643
7150 Interest - Bonds					
8030 General Fund Debt Svc	357,316	-	357,316	2,166,661	2,523,977
4430 Lottery Funds Debt Svc Ltd	32,778,874	-	32,778,874	-	32,778,874
All Funds	33,136,190	-	33,136,190	2,166,661	35,302,851
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
TOTAL DEBT SERVICE	**$56,744,833**	**-**	**$56,744,833**	**$3,801,661**	**$60,546,494**
TOTAL EXPENDITURES					
8000 General Fund	284,877,574	(282,517,132)	2,360,442	-	2,360,442
8030 General Fund Debt Svc	2,832,316	-	2,832,316	3,801,661	6,633,977
4400 Lottery Funds Ltd	3,828,000	160,776	3,988,776	-	3,988,776

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4430 Lottery Funds Debt Svc Ltd	53,912,517	-	53,912,517	-	53,912,517
3020 Other Funds Cap Construct	-	-	-	20,838,690	20,838,690
3400 Other Funds Ltd	241,640,306	(241,640,306)	-	566,310	566,310
TOTAL EXPENDITURES	**$587,090,713**	**($523,996,662)**	**$63,094,051**	**$25,206,661**	**$88,300,712**
ENDING BALANCE					
4400 Lottery Funds Ltd	3,988,776	(160,776)	3,828,000	-	3,828,000
3400 Other Funds Ltd	(229,714,429)	234,940,306	5,225,877	-	5,225,877
TOTAL ENDING BALANCE	**($225,725,653)**	**$234,779,530**	**$9,053,877**	**-**	**$9,053,877**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	163,593,008	(163,593,008)	-	163,911,525	163,911,525
AVAILABLE REVENUES					
6400 Federal Funds Ltd	163,593,008	(163,593,008)	-	163,911,525	163,911,525
EXPENDITURES					
SPECIAL PAYMENTS					
6085 Other Special Payments					
6400 Federal Funds Ltd	6,707,413	(6,707,413)	-	-	-
6123 Spc Pmt to OR Business Development					
6400 Federal Funds Ltd	156,795,418	(156,795,418)	-	163,911,525	163,911,525
6291 Spc Pmt to Corrections, Dept of					
6400 Federal Funds Ltd	90,177	(90,177)	-	-	-
TOTAL SPECIAL PAYMENTS					
6400 Federal Funds Ltd	163,593,008	(163,593,008)	-	163,911,525	163,911,525

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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: 033 Exceptional Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(287,414,168)	(14,608)	-	(287,744,275)	344,715	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	(179,301,578)	-	-	(179,301,578)	-	-
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	(6,594,282)	-	-	(6,700,000)	105,718	-
REVENUE CATEGORIES						
8000 General Fund	(287,414,168)	(14,608)	-	(287,744,275)	344,715	-
3400 Other Funds Ltd	(6,594,282)	-	-	(6,700,000)	105,718	-
6400 Federal Funds Ltd	(179,301,578)	-	-	(179,301,578)	-	-
TOTAL REVENUE CATEGORIES	**($473,310,028)**	**($14,608)**	**-**	**($473,745,853)**	**$450,433**	**-**
AVAILABLE REVENUES						
8000 General Fund	(287,414,168)	(14,608)	-	(287,744,275)	344,715	-
3400 Other Funds Ltd	(6,594,282)	-	-	(6,700,000)	105,718	-
6400 Federal Funds Ltd	(179,301,578)	-	-	(179,301,578)	-	-
TOTAL AVAILABLE REVENUES	**($473,310,028)**	**($14,608)**	**-**	**($473,745,853)**	**$450,433**	**-**
EXPENDITURES						
PERSONAL SERVICES						

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: 033 Exceptional Inflation Priority: 00
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	55,026	55,026	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	11,748	11,748	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	875	875	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	102,117	102,117	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	169,766	169,766	-	-	-	-
TOTAL SALARIES & WAGES	**$169,766**	**$169,766**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	24,142	24,142	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	1,815	1,815	-	-	-	-
3400 Other Funds Ltd	(705,378)	(705,378)	-	-	-	-
All Funds	(703,563)	(703,563)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	12,987	12,987	-	-	-	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	1,574	1,574	-	-	-	-

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: 033 Exceptional Inflation Priority: 00
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	459	459	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	125	125	-	-	-	-
3400 Other Funds Ltd	205,104	205,104	-	-	-	-
All Funds	205,229	205,229	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	1,940	1,940	-	-	-	-
3400 Other Funds Ltd	(461,112)	(461,112)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($459,172)**	**($459,172)**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(16,548)	(16,548)	-	-	-	-
3400 Other Funds Ltd	(6,558,392)	(6,558,392)	-	-	-	-
All Funds	(6,574,940)	(6,574,940)	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(14,608)	(14,608)	-	-	-	-
3400 Other Funds Ltd	(6,849,738)	(6,849,738)	-	-	-	-
TOTAL PERSONAL SERVICES	**($6,864,346)**	**($6,864,346)**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	87	-	-	-	87	-

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: 033 Exceptional Inflation Priority: 00
3200 Other Funds Non-Ltd	(59)	-	-	-	-	-
3400 Other Funds Ltd	(7,115)	-	-	(7,074)	25,365	-
6400 Federal Funds Ltd	(5,730)	-	-	(5,730)	-	-
All Funds	(12,817)	-	-	(12,804)	25,452	-
4125 Out of State Travel						
3400 Other Funds Ltd	(21,955)	-	-	-	6,269	-
4150 Employee Training						
8000 General Fund	76	-	-	-	76	-
3400 Other Funds Ltd	(255,732)	-	-	(174,743)	145,127	-
6400 Federal Funds Ltd	(12,035)	-	-	(12,035)	-	-
All Funds	(267,691)	-	-	(186,778)	145,203	-
4175 Office Expenses						
8000 General Fund	91	-	-	-	91	-
3200 Other Funds Non-Ltd	(54)	-	-	-	-	-
3400 Other Funds Ltd	33,787	-	-	(21,944)	68,612	-
6400 Federal Funds Ltd	(14,380)	-	-	(14,380)	-	-
All Funds	19,444	-	-	(36,324)	68,703	-
4200 Telecommunications						
8000 General Fund	101	-	-	-	101	-
3400 Other Funds Ltd	803,461	-	-	(24,569)	1,033,334	-
6400 Federal Funds Ltd	(16,100)	-	-	(16,100)	-	-
All Funds	787,462	-	-	(40,669)	1,033,435	-
4225 State Gov. Service Charges						

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: 033 Exceptional Inflation Priority: 00
3400 Other Funds Ltd	6,229,668	-	-	-	6,229,668	-
4250 Data Processing						
8000 General Fund	34	-	-	-	34	-
3400 Other Funds Ltd	(3,760,593)	-	-	(64,030)	1,623,356	-
6400 Federal Funds Ltd	(5,470)	-	-	(5,470)	-	-
All Funds	(3,766,029)	-	-	(69,500)	1,623,390	-
4275 Publicity and Publications						
3400 Other Funds Ltd	17,093	-	-	-	16,366	-
4300 Professional Services						
8000 General Fund	379	-	-	-	379	-
3400 Other Funds Ltd	(1,000,634)	-	-	(2,495,630)	799,476	-
All Funds	(1,000,255)	-	-	(2,495,630)	799,855	-
4315 IT Professional Services						
3400 Other Funds Ltd	(3,285,910)	-	-	(6,694,025)	2,994,646	-
6400 Federal Funds Ltd	(3,553,113)	-	-	(3,553,113)	-	-
All Funds	(6,839,023)	-	-	(10,247,138)	2,994,646	-
4325 Attorney General						
8000 General Fund	(832,000)	-	-	(832,000)	-	-
3400 Other Funds Ltd	5,749,037	-	-	(300,000)	5,728,071	-
6400 Federal Funds Ltd	(150,000)	-	-	(150,000)	-	-
All Funds	4,767,037	-	-	(1,282,000)	5,728,071	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(6,336)	-	-	-	2,672	-

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: 033 Exceptional Inflation Priority: 00
4400 Dues and Subscriptions						
8000 General Fund	25	-	-	-	25	-
3400 Other Funds Ltd	(33,115)	-	-	(6,005)	20,163	-
6400 Federal Funds Ltd	(3,935)	-	-	(3,935)	-	-
All Funds	(37,025)	-	-	(9,940)	20,188	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	9,277,441	-	-	-	640,770	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	372,893	-	-	-	376,415	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	(52,364)	-	-	-	11,388	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(2,880,689)	-	-	-	1,277,507	3,000,000
4650 Other Services and Supplies						
8000 General Fund	(4,299,473)	-	-	(4,300,000)	527	-
3200 Other Funds Non-Ltd	113	-	-	-	-	-
3400 Other Funds Ltd	(539,291)	-	300,000	(659,008)	873,771	-
6400 Federal Funds Ltd	(2,815)	-	-	(2,815)	-	-
All Funds	(4,841,466)	-	300,000	(4,961,823)	874,298	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	21	-	-	-	21	-
3400 Other Funds Ltd	(153,548)	-	-	(2,520)	26,151	-
6400 Federal Funds Ltd	(3,360)	-	-	(3,360)	-	-

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: 033 Exceptional Inflation Priority: 00
All Funds	(156,887)	-	-	(5,880)	26,172	-
4715 IT Expendable Property						
8000 General Fund	89	-	-	-	89	-
3400 Other Funds Ltd	4,136,934	-	-	(4,067,326)	4,231,305	-
6400 Federal Funds Ltd	(6,162,493)	-	-	(6,162,493)	-	-
All Funds	(2,025,470)	-	-	(10,229,819)	4,231,394	-
SERVICES & SUPPLIES						
8000 General Fund	(5,130,570)	-	-	(5,132,000)	1,430	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	14,623,032	-	300,000	(14,516,874)	26,130,432	3,000,000
6400 Federal Funds Ltd	(9,929,431)	-	-	(9,929,431)	-	-
TOTAL SERVICES & SUPPLIES	**($436,969)**	**-**	**$300,000**	**($29,578,305)**	**$26,131,862**	**$3,000,000**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	172,343	-	-	-	172,343	-
6400 Federal Funds Ltd	(6,007,029)	-	-	(6,007,029)	-	-
All Funds	(5,834,686)	-	-	(6,007,029)	172,343	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	2,508	-	-	-	2,508	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(6,570,617)	-	-	(9,300,000)	729,383	2,000,000
5550 Data Processing Software						
3400 Other Funds Ltd	106,940	-	-	-	106,940	-

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: 033 Exceptional Inflation Priority: 00
5600 Data Processing Hardware						
3400 Other Funds Ltd	53,442	-	-	-	53,442	-
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	730,883	-	522,774	-	208,109	-
3400 Other Funds Ltd	(27,107)	-	-	(753,920)	436,287	-
All Funds	703,776	-	522,774	(753,920)	644,396	-
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	730,883	-	522,774	-	208,109	-
3400 Other Funds Ltd	(6,262,491)	-	-	(10,053,920)	1,500,903	2,000,000
6400 Federal Funds Ltd	(6,007,029)	-	-	(6,007,029)	-	-
TOTAL CAPITAL OUTLAY	**($11,538,637)**	**-**	**$522,774**	**($16,060,949)**	**$1,709,012**	**$2,000,000**
SPECIAL PAYMENTS						
6025 Dist to Other Gov Unit						
8000 General Fund	95,143	-	-	-	95,143	-
3400 Other Funds Ltd	(13,600,000)	-	-	(13,600,000)	-	-
All Funds	(13,504,857)	-	-	(13,600,000)	95,143	-
6030 Dist to Non-Gov Units						
8000 General Fund	142,424	-	-	-	142,424	-
3400 Other Funds Ltd	113,772	-	-	-	113,772	-
All Funds	256,196	-	-	-	256,196	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(6,594,282)	-	-	(6,700,000)	105,718	-
6085 Other 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: 033 Exceptional Inflation Priority: 00
8000 General Fund	(275,912,275)	-	-	(275,912,275)	-	-
4400 Lottery Funds Ltd	160,776	-	-	-	160,776	-
3400 Other Funds Ltd	(227,329,338)	-	-	(227,329,338)	-	-
6400 Federal Funds Ltd	(6,707,413)	-	-	(6,707,413)	-	-
All Funds	(509,788,250)	-	-	(509,949,026)	160,776	-
6123 Spc Pmt to OR Business Development						
6400 Federal Funds Ltd	(156,795,418)	-	-	(156,795,418)	-	-
6291 Spc Pmt to Corrections, Dept of						
6400 Federal Funds Ltd	(90,177)	-	-	(90,177)	-	-
SPECIAL PAYMENTS						
8000 General Fund	(282,268,990)	-	-	(282,612,275)	343,285	-
4400 Lottery Funds Ltd	160,776	-	-	-	160,776	-
3400 Other Funds Ltd	(240,815,566)	-	-	(240,929,338)	113,772	-
6400 Federal Funds Ltd	(163,593,008)	-	-	(163,593,008)	-	-
TOTAL SPECIAL PAYMENTS	**($686,516,788)**	**-**	**-**	**($687,134,621)**	**$617,833**	**-**
EXPENDITURES						
8000 General Fund	(287,414,168)	(14,608)	-	(287,744,275)	344,715	-
4400 Lottery Funds Ltd	160,776	-	-	-	160,776	-
3010 Other Funds Cap Improve	730,883	-	522,774	-	208,109	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	(239,304,763)	(6,849,738)	300,000	(265,500,132)	27,745,107	5,000,000
6400 Federal Funds Ltd	(179,529,468)	-	-	(179,529,468)	-	-

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: 033 Exceptional Inflation Priority: 00
TOTAL EXPENDITURES	**($705,356,740)**	**($6,864,346)**	**$822,774**	**($732,773,875)**	**$28,458,707**	**$5,000,000**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
4400 Lottery Funds Ltd	(160,776)	-	-	-	(160,776)	-
3010 Other Funds Cap Improve	(730,883)	-	(522,774)	-	(208,109)	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	232,710,481	6,849,738	(300,000)	258,800,132	(27,639,389)	(5,000,000)
6400 Federal Funds Ltd	227,890	-	-	227,890	-	-
TOTAL ENDING BALANCE	**$232,046,712**	**$6,849,738**	**($822,774)**	**$259,028,022**	**($28,008,274)**	**($5,000,000)**

Description	Pkg: 060 Technical Adjustments Priority: 00					
EXPENDITURES						
SERVICES & SUPPLIES						
4100 Instate Travel						
3200 Other Funds Non-Ltd	(59)					
3400 Other Funds Ltd	(25,406)					
All Funds	(25,465)					
4125 Out of State Travel						
3400 Other Funds Ltd	(28,224)					
4150 Employee Training						
3400 Other Funds Ltd	(226,116)					
4175 Office Expenses						
3200 Other Funds Non-Ltd	(54)					
3400 Other Funds Ltd	(12,881)					
All Funds	(12,935)					
4200 Telecommunications						
3400 Other Funds Ltd	(205,304)					
4250 Data Processing						
3400 Other Funds Ltd	(5,319,919)					
4275 Publicity and Publications						
3400 Other Funds Ltd	727					
4300 Professional Services						
3400 Other Funds Ltd	695,520					
4315 IT Professional Services						

Description	Pkg: 060 Technical Adjustments Priority: 00					
3400 Other Funds Ltd	413,469					
4325 Attorney General						
3400 Other Funds Ltd	320,966					
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(9,008)					
4400 Dues and Subscriptions						
3400 Other Funds Ltd	(47,273)					
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	8,636,671					
4450 Fuels and Utilities						
3400 Other Funds Ltd	(3,522)					
4475 Facilities Maintenance						
3400 Other Funds Ltd	(63,752)					
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(7,158,196)					
4650 Other Services and Supplies						
3200 Other Funds Non-Ltd	113					
3400 Other Funds Ltd	(1,054,054)					
All Funds	(1,053,941)					
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(177,179)					
4715 IT Expendable Property						
3400 Other Funds Ltd	3,972,955					

Description	Pkg: 060 Technical Adjustments Priority: 00					
SERVICES & SUPPLIES						
3200 Other Funds Non-Ltd	-					
3400 Other Funds Ltd	(290,526)					
TOTAL SERVICES & SUPPLIES	**($290,526)**					
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3400 Other Funds Ltd	290,526					
EXPENDITURES						
3200 Other Funds Non-Ltd	-					
3400 Other Funds Ltd	-					
TOTAL EXPENDITURES	**-**					
ENDING BALANCE						
3200 Other Funds Non-Ltd	-					
3400 Other Funds Ltd	-					
TOTAL ENDING BALANCE	**-**					

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: 060 Technical Adjustments Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	235,776	(13,298)	-	249,074	-	
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	105,718	-	-	105,718	-	
REVENUE CATEGORIES						
8000 General Fund	235,776	(13,298)	-	249,074	-	
3400 Other Funds Ltd	105,718	-	-	105,718	-	
TOTAL REVENUE CATEGORIES	**$341,494**	**($13,298)**	**-**	**$354,792**	**-**	
AVAILABLE REVENUES						
8000 General Fund	235,776	(13,298)	-	249,074	-	
3400 Other Funds Ltd	105,718	-	-	105,718	-	
TOTAL AVAILABLE REVENUES	**$341,494**	**($13,298)**	**-**	**$354,792**	**-**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(1,623,120)	-	-	-	(1,623,120)	
3190 All Other Differential						
3400 Other Funds Ltd	1,081	1,081	-	-	-	

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: 060 Technical Adjustments Priority: 00	
SALARIES & WAGES						
3400 Other Funds Ltd	(1,622,039)	1,081	-	-	(1,623,120)	
TOTAL SALARIES & WAGES	**($1,622,039)**	**$1,081**	**-**	**-**	**($1,623,120)**	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(504)	-	-	-	(504)	
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(341,277)	227	-	-	(341,504)	
3221 Pension Obligation Bond						
8000 General Fund	(4,063)	(4,063)	-	-	-	
3400 Other Funds Ltd	(43,906)	(43,906)	-	-	-	
All Funds	(47,969)	(47,969)	-	-	-	
3230 Social Security Taxes						
3400 Other Funds Ltd	(124,087)	83	-	-	(124,170)	
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(6,489)	4	-	-	(6,493)	
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(294)	-	-	-	(294)	
3260 Mass Transit Tax						
8000 General Fund	(181)	(181)	-	-	-	
3400 Other Funds Ltd	4,893	4,893	-	-	-	
All Funds	4,712	4,712	-	-	-	
3270 Flexible Benefits						

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	(296,856)	-	-	-	(296,856)	
OTHER PAYROLL EXPENSES						
8000 General Fund	(4,244)	(4,244)	-	-	-	
3400 Other Funds Ltd	(808,520)	(38,699)	-	-	(769,821)	
TOTAL OTHER PAYROLL EXPENSES	**($812,764)**	**($42,943)**	**-**	**-**	**($769,821)**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(9,054)	(9,054)	-	-	-	
3400 Other Funds Ltd	(51,288)	(51,288)	-	-	-	
All Funds	(60,342)	(60,342)	-	-	-	
PERSONAL SERVICES						
8000 General Fund	(13,298)	(13,298)	-	-	-	
3400 Other Funds Ltd	(2,481,847)	(88,906)	-	-	(2,392,941)	
TOTAL PERSONAL SERVICES	**($2,495,145)**	**($102,204)**	**-**	**-**	**($2,392,941)**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	51	-	-	51	-	
3400 Other Funds Ltd	(6,784)	-	(1,146)	996	(6,634)	
All Funds	(6,733)	-	(1,146)	1,047	(6,634)	
4150 Employee Training						
3400 Other Funds Ltd	(14,447)	-	(2,407)	2,395	(14,435)	
4175 Office Expenses						

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	(22,310)	-	(2,876)	1,587	(21,021)	
4200 Telecommunications						
3400 Other Funds Ltd	(23,414)	-	(3,220)	3,340	(23,534)	
4250 Data Processing						
3400 Other Funds Ltd	5,214	-	(1,094)	14,302	(7,994)	
4275 Publicity and Publications						
3400 Other Funds Ltd	1,166	-	-	1,166	-	
4300 Professional Services						
8000 General Fund	379	-	-	379	-	
3400 Other Funds Ltd	54,989	-	-	54,989	-	
All Funds	55,368	-	-	55,368	-	
4325 Attorney General						
3400 Other Funds Ltd	65,026	-	-	65,026	-	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	66	-	-	66	-	
4400 Dues and Subscriptions						
3400 Other Funds Ltd	(5,541)	-	(787)	1,000	(5,754)	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	7,235	-	-	7,235	-	
4650 Other Services and Supplies						
8000 General Fund	502	-	-	502	-	
3400 Other Funds Ltd	7,939	-	3,508	8,547	(4,116)	
All Funds	8,441	-	3,508	9,049	(4,116)	

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: 060 Technical Adjustments Priority: 00	
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(4,671)	-	(672)	915	(4,914)	
4715 IT Expendable Property						
3400 Other Funds Ltd	648	-	(2,813)	24,020	(20,559)	
SERVICES & SUPPLIES						
8000 General Fund	932	-	-	932	-	
3400 Other Funds Ltd	65,116	-	(11,507)	185,584	(108,961)	
TOTAL SERVICES & SUPPLIES	**$66,048**	**-**	**($11,507)**	**$186,516**	**($108,961)**	
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
8000 General Fund	142,424	-	-	142,424	-	
3400 Other Funds Ltd	113,772	-	-	113,772	-	
All Funds	256,196	-	-	256,196	-	
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	105,718	-	-	105,718	-	
SPECIAL PAYMENTS						
8000 General Fund	248,142	-	-	248,142	-	
3400 Other Funds Ltd	113,772	-	-	113,772	-	
TOTAL SPECIAL PAYMENTS	**$361,914**	**-**	**-**	**$361,914**	**-**	
EXPENDITURES						
8000 General Fund	235,776	(13,298)	-	249,074	-	
3400 Other Funds Ltd	(2,302,959)	(88,906)	(11,507)	299,356	(2,501,902)	

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: 060 Technical Adjustments Priority: 00	
TOTAL EXPENDITURES	**($2,067,183)**	**($102,204)**	**($11,507)**	**$548,430**	**($2,501,902)**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	2,408,677	88,906	11,507	(193,638)	2,501,902	
TOTAL ENDING BALANCE	**$2,408,677**	**$88,906**	**$11,507**	**($193,638)**	**$2,501,902**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(7)	-	-	-	(7)	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(7.00)	-	-	-	(7.00)	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	247,584	-	-	247,584		
3160 Temporary Appointments						
3400 Other Funds Ltd	12,775	12,775	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	1,965	1,965	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	6,341	6,341	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	268,665	21,081	-	247,584		
TOTAL SALARIES & WAGES	**$268,665**	**$21,081**	**-**	**$247,584**		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	72	-	-	72		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	53,840	1,748	-	52,092		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(3,387)	(3,387)	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	20,553	1,613	-	18,940		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	1,023	33	-	990		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	42	-	-	42		
3260 Mass Transit Tax						
3400 Other Funds Ltd	10,872	10,872	-	-		
3270 Flexible Benefits						
3400 Other Funds Ltd	42,408	-	-	42,408		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	125,423	10,879	-	114,544		
TOTAL OTHER PAYROLL EXPENSES	**$125,423**	**$10,879**	**-**	**$114,544**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(225,303)	(225,303)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	168,785	(193,343)	-	362,128		
TOTAL PERSONAL SERVICES	**$168,785**	**($193,343)**	**-**	**$362,128**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(4,244)	-	678	(4,922)		
4125 Out of State Travel						
3400 Other Funds Ltd	(3,245)	-	535	(3,780)		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
4150 Employee Training						
3400 Other Funds Ltd	(64,307)	-	6,244	(70,551)		
4175 Office Expenses						
3400 Other Funds Ltd	(3,416)	-	1,708	(5,124)		
4200 Telecommunications						
3400 Other Funds Ltd	14,671	-	7,372	7,299		
4250 Data Processing						
3400 Other Funds Ltd	414,041	-	71,567	342,474		
4275 Publicity and Publications						
3400 Other Funds Ltd	(2,141)	-	241	(2,382)		
4300 Professional Services						
3400 Other Funds Ltd	18,656	-	156	18,500		
4315 IT Professional Services						
3400 Other Funds Ltd	906,250	-	9,760	896,490		
4325 Attorney General						
3400 Other Funds Ltd	1,817	-	116	1,701		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(3,013)	-	132	(3,145)		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	(9,250)	-	441	(9,691)		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	465,137	-	5,387	459,750		
4450 Fuels and Utilities						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	(3,311)	-	211	(3,522)		
4475 Facilities Maintenance						
3400 Other Funds Ltd	7,952	-	265	7,687		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(12,284)	-	561	(12,845)		
4650 Other Services and Supplies						
3400 Other Funds Ltd	352,916	-	4,776	348,140		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(23,208)	-	1,442	(24,650)		
4715 IT Expendable Property						
3400 Other Funds Ltd	(1,792,410)	-	132,737	(1,925,147)		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	260,611	-	244,329	16,282		
TOTAL SERVICES & SUPPLIES	**$260,611**	**-**	**$244,329**	**$16,282**		
CAPITAL OUTLAY						
5600 Data Processing Hardware						
3400 Other Funds Ltd	566	-	566	-		
EXPENDITURES						
3400 Other Funds Ltd	429,962	(193,343)	244,895	378,410		
TOTAL EXPENDITURES	**$429,962**	**($193,343)**	**$244,895**	**$378,410**		
ENDING BALANCE						
3400 Other Funds Ltd	(429,962)	193,343	(244,895)	(378,410)		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL ENDING BALANCE	**($429,962)**	**$193,343**	**($244,895)**	**($378,410)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	-	-	1		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.00	-	-	1.00		

Description	Total Essential Packages	Pkg: 060 Technical Adjustments Priority: 00				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	4,544,688	4,544,688				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,296	1,296				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	956,201	956,201				
3221 Pension Obligation Bond						
3400 Other Funds Ltd	44,177	44,177				
3230 Social Security Taxes						
3400 Other Funds Ltd	330,675	330,675				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	17,082	17,082				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	756	756				
3260 Mass Transit Tax						
3400 Other Funds Ltd	8,862	8,862				
3270 Flexible Benefits						
3400 Other Funds Ltd	763,344	763,344				
OTHER PAYROLL EXPENSES						

Description	Total Essential Packages	Pkg: 060 Technical Adjustments Priority: 00				
3400 Other Funds Ltd	2,122,393	2,122,393				
TOTAL OTHER PAYROLL EXPENSES	**$2,122,393**	**$2,122,393**				
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(43,462)	(43,462)				
PERSONAL SERVICES						
3400 Other Funds Ltd	6,623,619	6,623,619				
TOTAL PERSONAL SERVICES	**$6,623,619**	**$6,623,619**				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	15,752	15,752				
4150 Employee Training						
3400 Other Funds Ltd	45,377	45,377				
4175 Office Expenses						
3400 Other Funds Ltd	51,055	51,055				
4200 Telecommunications						
3400 Other Funds Ltd	53,000	53,000				
4250 Data Processing						
3400 Other Funds Ltd	18,567	18,567				
4275 Publicity and Publications						
3400 Other Funds Ltd	2,108	2,108				
4300 Professional Services						

Description	Total Essential Packages	Pkg: 060 Technical Adjustments Priority: 00				
3400 Other Funds Ltd	337,488	337,488				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,736	1,736				
4400 Dues and Subscriptions						
3400 Other Funds Ltd	13,412	13,412				
4650 Other Services and Supplies						
3400 Other Funds Ltd	23,915	23,915				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	19,543	19,543				
4715 IT Expendable Property						
3400 Other Funds Ltd	41,149	41,149				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	623,102	623,102				
TOTAL SERVICES & SUPPLIES	**$623,102**	**$623,102**				
EXPENDITURES						
3400 Other Funds Ltd	7,246,721	7,246,721				
TOTAL EXPENDITURES	**$7,246,721**	**$7,246,721**				
ENDING BALANCE						
3400 Other Funds Ltd	(7,246,721)	(7,246,721)				
TOTAL ENDING BALANCE	**($7,246,721)**	**($7,246,721)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	18	18				

Description	Total Essential Packages	Pkg: 060 Technical Adjustments Priority: 00				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	18.00	18.00				

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: 060 Technical Adjustments Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(812)	(1,310)	-	498	-	
AVAILABLE REVENUES						
8000 General Fund	(812)	(1,310)	-	498	-	
TOTAL AVAILABLE REVENUES	**($812)**	**($1,310)**	**-**	**$498**	**-**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	8,494,920	-	-	-	8,494,920	
3160 Temporary Appointments						
3400 Other Funds Ltd	63,083	269	-	-	62,814	
3170 Overtime Payments						
3400 Other Funds Ltd	364	364	-	-	-	
3180 Shift Differential						
3400 Other Funds Ltd	60	1	-	-	59	
3190 All Other Differential						
3400 Other Funds Ltd	8,510	1,237	-	-	7,273	
SALARIES & WAGES						
3400 Other Funds Ltd	8,566,937	1,871	-	-	8,565,066	

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: 060 Technical Adjustments Priority: 00	
TOTAL SALARIES & WAGES	**$8,566,937**	**$1,871**	**-**	**-**	**$8,565,066**	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,664	-	-	-	2,664	
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,789,206	337	-	-	1,788,869	
3221 Pension Obligation Bond						
8000 General Fund	5,878	5,878	-	-	-	
3400 Other Funds Ltd	230,537	(64,831)	-	-	295,368	
All Funds	236,415	(58,953)	-	-	295,368	
3230 Social Security Taxes						
3400 Other Funds Ltd	653,211	143	-	-	653,068	
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	33,870	6	-	-	33,864	
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,554	-	-	-	1,554	
3260 Mass Transit Tax						
8000 General Fund	306	306	-	-	-	
3400 Other Funds Ltd	67,355	12,891	-	-	54,464	
All Funds	67,661	13,197	-	-	54,464	
3270 Flexible Benefits						
3400 Other Funds Ltd	1,569,096	-	-	-	1,569,096	
OTHER PAYROLL EXPENSES						

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	6,184	6,184	-	-	-	
3400 Other Funds Ltd	4,347,493	(51,454)	-	-	4,398,947	
TOTAL OTHER PAYROLL EXPENSES	**$4,353,677**	**($45,270)**	**-**	**-**	**$4,398,947**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	(7,494)	(7,494)	-	-	-	
3400 Other Funds Ltd	(524,302)	(89,788)	-	-	(434,514)	
All Funds	(531,796)	(97,282)	-	-	(434,514)	
PERSONAL SERVICES						
8000 General Fund	(1,310)	(1,310)	-	-	-	
3400 Other Funds Ltd	12,390,128	(139,371)	-	-	12,529,499	
TOTAL PERSONAL SERVICES	**$12,388,818**	**($140,681)**	**-**	**-**	**$12,529,499**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	36	-	-	36	-	
3400 Other Funds Ltd	21,092	-	-	808	20,284	
6400 Federal Funds Ltd	(5,730)	-	(5,730)	-	-	
All Funds	15,398	-	(5,730)	844	20,284	
4150 Employee Training						
8000 General Fund	76	-	-	76	-	
3400 Other Funds Ltd	77,659	-	-	3,911	73,748	
6400 Federal Funds Ltd	(12,035)	-	(12,035)	-	-	

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: 060 Technical Adjustments Priority: 00	
All Funds	65,700	-	(12,035)	3,987	73,748	
4175 Office Expenses						
8000 General Fund	91	-	-	91	-	
3400 Other Funds Ltd	479,336	-	-	3,544	475,792	
6400 Federal Funds Ltd	(14,380)	-	(14,380)	-	-	
All Funds	465,047	-	(14,380)	3,635	475,792	
4200 Telecommunications						
8000 General Fund	101	-	-	101	-	
3400 Other Funds Ltd	97,308	-	-	5,442	91,866	
6400 Federal Funds Ltd	(16,100)	-	(16,100)	-	-	
All Funds	81,309	-	(16,100)	5,543	91,866	
4250 Data Processing						
8000 General Fund	34	-	-	34	-	
3400 Other Funds Ltd	2,261,664	-	-	13,210	2,248,454	
6400 Federal Funds Ltd	(5,470)	-	(5,470)	-	-	
All Funds	2,256,228	-	(5,470)	13,244	2,248,454	
4275 Publicity and Publications						
3400 Other Funds Ltd	133,317	-	-	889	132,428	
4300 Professional Services						
3400 Other Funds Ltd	(2,452,299)	-	(2,495,630)	40,572	2,759	
4315 IT Professional Services						
3400 Other Funds Ltd	4,542,624	-	-	11,470	4,531,154	
4325 Attorney General						

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	61,707	-	-	13,141	48,566	
6400 Federal Funds Ltd	(150,000)	-	(150,000)	-	-	
All Funds	(88,293)	-	(150,000)	13,141	48,566	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,430	-	-	437	993	
4400 Dues and Subscriptions						
8000 General Fund	25	-	-	25	-	
3400 Other Funds Ltd	15,071	-	-	1,009	14,062	
6400 Federal Funds Ltd	(3,935)	-	(3,935)	-	-	
All Funds	11,161	-	(3,935)	1,034	14,062	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	300,639	-	-	17,219	283,420	
4450 Fuels and Utilities						
3400 Other Funds Ltd	215	-	-	215	-	
4650 Other Services and Supplies						
8000 General Fund	25	-	-	25	-	
3400 Other Funds Ltd	323,404	-	-	1,526	321,878	
6400 Federal Funds Ltd	(2,815)	-	(2,815)	-	-	
All Funds	320,614	-	(2,815)	1,551	321,878	
4700 Expendable Prop 250 - 5000						
8000 General Fund	21	-	-	21	-	
3400 Other Funds Ltd	37,739	-	-	2,268	35,471	
6400 Federal Funds Ltd	(3,360)	-	(3,360)	-	-	

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: 060 Technical Adjustments Priority: 00	
All Funds	34,400	-	(3,360)	2,289	35,471	
4715 IT Expendable Property						
8000 General Fund	89	-	-	89	-	
3400 Other Funds Ltd	72,164	-	-	2,653	69,511	
6400 Federal Funds Ltd	(14,065)	-	(14,065)	-	-	
All Funds	58,188	-	(14,065)	2,742	69,511	
SERVICES & SUPPLIES						
8000 General Fund	498	-	-	498	-	
3400 Other Funds Ltd	5,973,070	-	(2,495,630)	118,314	8,350,386	
6400 Federal Funds Ltd	(227,890)	-	(227,890)	-	-	
TOTAL SERVICES & SUPPLIES	**$5,745,678**	**-**	**($2,723,520)**	**$118,812**	**$8,350,386**	
EXPENDITURES						
8000 General Fund	(812)	(1,310)	-	498	-	
3400 Other Funds Ltd	18,363,198	(139,371)	(2,495,630)	118,314	20,879,885	
6400 Federal Funds Ltd	(227,890)	-	(227,890)	-	-	
TOTAL EXPENDITURES	**$18,134,496**	**($140,681)**	**($2,723,520)**	**$118,812**	**$20,879,885**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(18,363,198)	139,371	2,495,630	(118,314)	(20,879,885)	
6400 Federal Funds Ltd	227,890	-	227,890	-	-	
TOTAL ENDING BALANCE	**($18,135,308)**	**$139,371**	**$2,723,520**	**($118,314)**	**($20,879,885)**	
AUTHORIZED POSITIONS						

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: 060 Technical Adjustments Priority: 00	
8150 Class/Unclass Positions	37	-	-	-	37	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	37.00	-	-	-	37.00	

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		
REVENUE CATEGORIES						
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	(15,708,570)	-	(15,708,570)	-		
AVAILABLE REVENUES						
6400 Federal Funds Ltd	(15,708,570)	-	(15,708,570)	-		
TOTAL AVAILABLE REVENUES	**($15,708,570)**	**-**	**($15,708,570)**	**-**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	16,951	16,951	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	35,359	35,359	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	52,310	52,310	-	-		
TOTAL SALARIES & WAGES	**$52,310**	**$52,310**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	7,439	7,439	-	-		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(164,513)	(164,513)	-	-		

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		
3230 Social Security Taxes						
3400 Other Funds Ltd	4,002	4,002	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	142	142	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	41,591	41,591	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(111,339)	(111,339)	-	-		
TOTAL OTHER PAYROLL EXPENSES	**($111,339)**	**($111,339)**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,806,514)	(1,806,514)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,865,543)	(1,865,543)	-	-		
TOTAL PERSONAL SERVICES	**($1,865,543)**	**($1,865,543)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	529	-	(1,616)	2,145		
4125 Out of State Travel						
3400 Other Funds Ltd	2	-	-	2		
4150 Employee Training						
3400 Other Funds Ltd	65,636	-	(6,898)	72,534		

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		
4175 Office Expenses						
3400 Other Funds Ltd	(436)	-	(5,752)	5,316		
4200 Telecommunications						
3400 Other Funds Ltd	563,493	-	(6,440)	569,933		
4250 Data Processing						
3400 Other Funds Ltd	167,585	-	(2,188)	169,773		
4275 Publicity and Publications						
3400 Other Funds Ltd	179	-	-	179		
4300 Professional Services						
3400 Other Funds Ltd	22,721	-	-	22,721		
4315 IT Professional Services						
3400 Other Funds Ltd	(1,054,678)	-	(2,073,062)	1,018,384		
6400 Federal Funds Ltd	(3,553,113)	-	(3,553,113)	-		
All Funds	(4,607,791)	-	(5,626,175)	1,018,384		
4325 Attorney General						
3400 Other Funds Ltd	100,429	-	-	100,429		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	15	-	-	15		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	3,728	-	(1,574)	5,302		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	33,323	-	-	33,323		
4575 Agency Program Related S and S						

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		
3400 Other Funds Ltd	8	-	-	8		
4650 Other Services and Supplies						
3400 Other Funds Ltd	44,922	-	(1,126)	46,048		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(770)	-	(1,344)	574		
4715 IT Expendable Property						
3400 Other Funds Ltd	2,351,051	-	(322,819)	2,673,870		
6400 Federal Funds Ltd	(6,148,428)	-	(6,148,428)	-		
All Funds	(3,797,377)	-	(6,471,247)	2,673,870		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,297,737	-	(2,422,819)	4,720,556		
6400 Federal Funds Ltd	(9,701,541)	-	(9,701,541)	-		
TOTAL SERVICES & SUPPLIES	**($7,403,804)**	**-**	**($12,124,360)**	**$4,720,556**		
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	56,296	-	-	56,296		
6400 Federal Funds Ltd	(6,007,029)	-	(6,007,029)	-		
All Funds	(5,950,733)	-	(6,007,029)	56,296		
5550 Data Processing Software						
3400 Other Funds Ltd	96,600	-	-	96,600		
CAPITAL OUTLAY						
3400 Other Funds Ltd	152,896	-	-	152,896		
6400 Federal Funds Ltd	(6,007,029)	-	(6,007,029)	-		

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		
TOTAL CAPITAL OUTLAY	**($5,854,133)**	**-**	**($6,007,029)**	**$152,896**		
EXPENDITURES						
3400 Other Funds Ltd	585,090	(1,865,543)	(2,422,819)	4,873,452		
6400 Federal Funds Ltd	(15,708,570)	-	(15,708,570)	-		
TOTAL EXPENDITURES	**($15,123,480)**	**($1,865,543)**	**($18,131,389)**	**$4,873,452**		
ENDING BALANCE						
3400 Other Funds Ltd	(585,090)	1,865,543	2,422,819	(4,873,452)		
6400 Federal Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**($585,090)**	**$1,865,543**	**$2,422,819**	**($4,873,452)**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(1,754,904)	-	-	(1,754,904)		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(432)	-	-	(432)		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(369,231)	-	-	(369,231)		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(70,799)	(26,622)	-	(44,177)		
3230 Social Security Taxes						
3400 Other Funds Ltd	(121,755)	-	-	(121,755)		
3240 Unemployment Assessments						
3400 Other Funds Ltd	396	396	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(6,213)	-	-	(6,213)		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(252)	-	-	(252)		
3260 Mass Transit Tax						
3400 Other Funds Ltd	12,673	21,535	-	(8,862)		
3270 Flexible Benefits						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	(254,448)	-	-	(254,448)		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(810,061)	(4,691)	-	(805,370)		
TOTAL OTHER PAYROLL EXPENSES	**($810,061)**	**($4,691)**	**-**	**($805,370)**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(866,174)	(909,636)	-	43,462		
PERSONAL SERVICES						
3400 Other Funds Ltd	(3,431,139)	(914,327)	-	(2,516,812)		
TOTAL PERSONAL SERVICES	**($3,431,139)**	**($914,327)**	**-**	**($2,516,812)**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(1,995)	-	2,881	(4,876)		
4150 Employee Training						
3400 Other Funds Ltd	4,626	-	26,159	(21,533)		
4175 Office Expenses						
3400 Other Funds Ltd	(6,802)	-	8,217	(15,019)		
4200 Telecommunications						
3400 Other Funds Ltd	(3,664)	-	8,992	(12,656)		
4250 Data Processing						
3400 Other Funds Ltd	14,134	-	18,997	(4,863)		
4275 Publicity and Publications						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
3400 Other Funds Ltd	523	-	2,631	(2,108)		
4300 Professional Services						
3400 Other Funds Ltd	(123,291)	-	214,197	(337,488)		
4315 IT Professional Services						
3400 Other Funds Ltd	648,767	-	648,767	-		
4325 Attorney General						
3400 Other Funds Ltd	138,542	-	138,542	-		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(777)	-	959	(1,736)		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	743	-	4,291	(3,548)		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	33,071	-	33,071	-		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	445	-	445	-		
4650 Other Services and Supplies						
3400 Other Funds Ltd	(1,811)	-	15,048	(16,859)		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(8,166)	-	2,953	(11,119)		
4715 IT Expendable Property						
3400 Other Funds Ltd	16,922	-	22,827	(5,905)		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	711,267	-	1,148,977	(437,710)		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00		
TOTAL SERVICES & SUPPLIES	**$711,267**	**-**	**$1,148,977**	**($437,710)**		
EXPENDITURES						
3400 Other Funds Ltd	(2,719,872)	(914,327)	1,148,977	(2,954,522)		
TOTAL EXPENDITURES	**($2,719,872)**	**($914,327)**	**$1,148,977**	**($2,954,522)**		
ENDING BALANCE						
3400 Other Funds Ltd	2,719,872	914,327	(1,148,977)	2,954,522		
TOTAL ENDING BALANCE	**$2,719,872**	**$914,327**	**($1,148,977)**	**$2,954,522**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(6)	-	-	(6)		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(6.00)	-	-	(6.00)		

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: 060 Technical Adjustments Priority: 00	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	9,728	9,728	-	-	-	
3170 Overtime Payments						
3400 Other Funds Ltd	2,703	2,703	-	-	-	
3190 All Other Differential						
3400 Other Funds Ltd	44,468	44,468	-	-	-	
SALARIES & WAGES						
3400 Other Funds Ltd	56,899	56,899	-	-	-	
TOTAL SALARIES & WAGES	**$56,899**	**$56,899**	**-**	**-**	**-**	
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	9,926	9,926	-	-	-	
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(244,353)	(244,353)	-	-	-	
3230 Social Security Taxes						
3400 Other Funds Ltd	4,352	4,352	-	-	-	
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	189	189	-	-	-	
3260 Mass Transit Tax						
3400 Other Funds Ltd	29,347	29,347	-	-	-	

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: 060 Technical Adjustments Priority: 00	
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(200,539)	(200,539)	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**($200,539)**	**($200,539)**	**-**	**-**	**-**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,601,483)	(1,601,483)	-	-	-	
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,745,123)	(1,745,123)	-	-	-	
TOTAL PERSONAL SERVICES	**($1,745,123)**	**($1,745,123)**	**-**	**-**	**-**	
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	4,142	-	(3,452)	7,594	-	
4125 Out of State Travel						
3400 Other Funds Ltd	3,303	-	-	3,303	-	
4150 Employee Training						
3400 Other Funds Ltd	(151,544)	-	(163,633)	12,089	-	
4175 Office Expenses						
3400 Other Funds Ltd	96,251	-	(11,159)	8,065	99,345	
4200 Telecommunications						
3400 Other Funds Ltd	295,753	-	(12,494)	383,956	(75,709)	
4250 Data Processing						
3400 Other Funds Ltd	(3,922,874)	-	(59,927)	1,167,270	(5,030,217)	

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: 060 Technical Adjustments Priority: 00	
4275 Publicity and Publications						
3400 Other Funds Ltd	2,102	-	-	2,102	-	
4300 Professional Services						
3400 Other Funds Ltd	264	-	-	278	(14)	
4315 IT Professional Services						
3400 Other Funds Ltd	1,817,649	-	-	858,096	959,553	
4325 Attorney General						
3400 Other Funds Ltd	15,703	-	-	15,703	-	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	19	-	-	724	(705)	
4400 Dues and Subscriptions						
3400 Other Funds Ltd	(4,624)	-	(3,054)	1,430	(3,000)	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	283,425	-	-	283,558	(133)	
4450 Fuels and Utilities						
3400 Other Funds Ltd	293	-	-	293	-	
4475 Facilities Maintenance						
3400 Other Funds Ltd	2,534	-	-	-	2,534	
4650 Other Services and Supplies						
3400 Other Funds Ltd	(1,868,124)	-	-	183,945	(2,052,069)	
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,716	-	-	5,716	-	
4715 IT Expendable Property						

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: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	3,431,584	-	(3,739,584)	1,361,279	5,809,889	
SERVICES & SUPPLIES						
3400 Other Funds Ltd	11,572	-	(3,993,303)	4,295,401	(290,526)	
TOTAL SERVICES & SUPPLIES	**$11,572**	**-**	**($3,993,303)**	**$4,295,401**	**($290,526)**	
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	116,047	-	-	116,047	-	
5550 Data Processing Software						
3400 Other Funds Ltd	10,340	-	-	10,340	-	
5600 Data Processing Hardware						
3400 Other Funds Ltd	52,876	-	-	52,876	-	
5900 Other Capital Outlay						
3400 Other Funds Ltd	(27,107)	-	(753,920)	436,287	290,526	
CAPITAL OUTLAY						
3400 Other Funds Ltd	152,156	-	(753,920)	615,550	290,526	
TOTAL CAPITAL OUTLAY	**$152,156**	**-**	**($753,920)**	**$615,550**	**$290,526**	
EXPENDITURES						
3400 Other Funds Ltd	(1,581,395)	(1,745,123)	(4,747,223)	4,910,951	-	
TOTAL EXPENDITURES	**($1,581,395)**	**($1,745,123)**	**($4,747,223)**	**$4,910,951**	**-**	
ENDING BALANCE						
3400 Other Funds Ltd	1,581,395	1,745,123	4,747,223	(4,910,951)	-	
TOTAL ENDING BALANCE	**$1,581,395**	**$1,745,123**	**$4,747,223**	**($4,910,951)**	**-**	

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(300,000)	-	(300,000)	-	-	-
AVAILABLE REVENUES						
8000 General Fund	(300,000)	-	(300,000)	-	-	-
TOTAL AVAILABLE REVENUES	**($300,000)**	**-**	**($300,000)**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(409,080)	-	-	-	-	(409,080)
3160 Temporary Appointments						
3400 Other Funds Ltd	4,983	4,983	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	5,646	5,646	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	872	872	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	13,136	13,136	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	(384,443)	24,637	-	-	-	(409,080)

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
TOTAL SALARIES & WAGES	**($384,443)**	**$24,637**	**-**	**-**	**-**	**($409,080)**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(216)	-	-	-	-	(216)
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(81,936)	4,135	-	-	-	(86,071)
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(128,312)	(128,312)	-	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	(29,410)	1,885	-	-	-	(31,295)
3240 Unemployment Assessments						
3400 Other Funds Ltd	611	611	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(1,557)	79	-	-	-	(1,636)
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(126)	-	-	-	-	(126)
3260 Mass Transit Tax						
3400 Other Funds Ltd	33,437	33,437	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	(127,224)	-	-	-	-	(127,224)
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(334,733)	(88,165)	-	-	-	(246,568)

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
TOTAL OTHER PAYROLL EXPENSES	**($334,733)**	**($88,165)**	**-**	**-**	**-**	**($246,568)**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(1,116,382)	(1,116,382)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,835,558)	(1,179,910)	-	-	-	(655,648)
TOTAL PERSONAL SERVICES	**($1,835,558)**	**($1,179,910)**	**-**	**-**	**-**	**($655,648)**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	5,328	-	-	7,505	-	(2,177)
4125 Out of State Travel						
3400 Other Funds Ltd	1,161	-	-	1,161	-	-
4150 Employee Training						
3400 Other Funds Ltd	801	-	-	5,184	-	(4,383)
4175 Office Expenses						
3400 Other Funds Ltd	(1,492)	-	-	7,517	-	(9,009)
4200 Telecommunications						
3400 Other Funds Ltd	16,779	-	-	26,865	-	(10,086)
4250 Data Processing						
3400 Other Funds Ltd	27,897	-	-	35,082	-	(7,185)
4275 Publicity and Publications						
3400 Other Funds Ltd	1,947	-	-	1,947	-	-

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4300 Professional Services						
3400 Other Funds Ltd	14,646	-	-	14,646	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	7,060	-	-	7,060	-	-
4325 Attorney General						
3400 Other Funds Ltd	94,104	-	-	94,104	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	90	-	-	90	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,098	-	-	3,564	-	(2,466)
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	172,160	-	-	172,160	-	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	375,696	-	-	375,696	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	8,009	-	-	8,009	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	3,790,494	-	-	790,494	3,000,000	-
4650 Other Services and Supplies						
8000 General Fund	(300,000)	-	(300,000)	-	-	-
3400 Other Funds Ltd	273,368	-	(250,000)	520,344	-	3,024
All Funds	(26,632)	-	(550,000)	520,344	-	3,024
4700 Expendable Prop 250 - 5000						

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	(1,193)	-	-	1,615	-	(2,808)
4715 IT Expendable Property						
3400 Other Funds Ltd	(2,250)	-	-	6,561	-	(8,811)
SERVICES & SUPPLIES						
8000 General Fund	(300,000)	-	(300,000)	-	-	-
3400 Other Funds Ltd	4,785,703	-	(250,000)	2,079,604	3,000,000	(43,901)
TOTAL SERVICES & SUPPLIES	**$4,485,703**	**-**	**($550,000)**	**$2,079,604**	**$3,000,000**	**($43,901)**
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	2,508	-	-	2,508	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(6,570,617)	-	(9,300,000)	729,383	2,000,000	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	(6,568,109)	-	(9,300,000)	731,891	2,000,000	-
TOTAL CAPITAL OUTLAY	**($6,568,109)**	**-**	**($9,300,000)**	**$731,891**	**$2,000,000**	**-**
EXPENDITURES						
8000 General Fund	(300,000)	-	(300,000)	-	-	-
3400 Other Funds Ltd	(3,617,964)	(1,179,910)	(9,550,000)	2,811,495	5,000,000	(699,549)
TOTAL EXPENDITURES	**($3,917,964)**	**($1,179,910)**	**($9,850,000)**	**$2,811,495**	**$5,000,000**	**($699,549)**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	3,617,964	1,179,910	9,550,000	(2,811,495)	(5,000,000)	699,549

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: 033 Exceptional Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
TOTAL ENDING BALANCE	**$3,617,964**	**$1,179,910**	**$9,550,000**	**($2,811,495)**	**($5,000,000)**	**$699,549**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(3)	-	-	-	-	(3)
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(3.00)	-	-	-	-	(3.00)

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: 060 Technical Adjustments Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(4,832,000)	-	(4,832,000)	-	-	
AVAILABLE REVENUES						
8000 General Fund	(4,832,000)	-	(4,832,000)	-	-	
TOTAL AVAILABLE REVENUES	**($4,832,000)**	**-**	**($4,832,000)**	**-**	**-**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(9,129,168)	-	-	-	(9,129,168)	
3160 Temporary Appointments						
3400 Other Funds Ltd	(52,494)	10,320	-	-	(62,814)	
3170 Overtime Payments						
3400 Other Funds Ltd	1,070	1,070	-	-	-	
3180 Shift Differential						
3400 Other Funds Ltd	(57)	2	-	-	(59)	
3190 All Other Differential						
3400 Other Funds Ltd	(6,778)	495	-	-	(7,273)	
SALARIES & WAGES						
3400 Other Funds Ltd	(9,187,427)	11,887	-	-	(9,199,314)	

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: 060 Technical Adjustments Priority: 00	
TOTAL SALARIES & WAGES	**($9,187,427)**	**$11,887**	**-**	**-**	**($9,199,314)**	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(2,736)	-	-	-	(2,736)	
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(1,921,985)	330	-	-	(1,922,315)	
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(307,827)	(12,459)	-	-	(295,368)	
3230 Social Security Taxes						
3400 Other Funds Ltd	(696,179)	909	-	-	(697,088)	
3240 Unemployment Assessments						
3400 Other Funds Ltd	567	567	-	-	-	
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(36,104)	6	-	-	(36,110)	
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(1,596)	-	-	-	(1,596)	
3260 Mass Transit Tax						
3400 Other Funds Ltd	(5,793)	48,671	-	-	(54,464)	
3270 Flexible Benefits						
3400 Other Funds Ltd	(1,611,504)	-	-	-	(1,611,504)	
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(4,583,157)	38,024	-	-	(4,621,181)	

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: 060 Technical Adjustments Priority: 00	
TOTAL OTHER PAYROLL EXPENSES	**($4,583,157)**	**$38,024**	**-**	**-**	**($4,621,181)**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(113,292)	(547,806)	-	-	434,514	
PERSONAL SERVICES						
3400 Other Funds Ltd	(13,883,876)	(497,895)	-	-	(13,385,981)	
TOTAL PERSONAL SERVICES	**($13,883,876)**	**($497,895)**	**-**	**-**	**($13,385,981)**	
SERVICES & SUPPLIES						
4100 Instate Travel						
3200 Other Funds Non-Ltd	(59)	-	-	-	(59)	
3400 Other Funds Ltd	(40,958)	-	(860)	2,735	(42,833)	
All Funds	(41,017)	-	(860)	2,735	(42,892)	
4125 Out of State Travel						
3400 Other Funds Ltd	(23,176)	-	-	1,268	(24,444)	
4150 Employee Training						
3400 Other Funds Ltd	(217,486)	-	(1,805)	15,210	(230,891)	
4175 Office Expenses						
3200 Other Funds Non-Ltd	(54)	-	-	-	(54)	
3400 Other Funds Ltd	(554,452)	-	(2,157)	30,599	(582,894)	
All Funds	(554,506)	-	(2,157)	30,599	(582,948)	
4200 Telecommunications						
3400 Other Funds Ltd	(204,025)	-	(2,415)	27,150	(228,760)	

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: 060 Technical Adjustments Priority: 00	
4250 Data Processing						
3400 Other Funds Ltd	(2,744,967)	-	(821)	132,725	(2,876,871)	
4275 Publicity and Publications						
3400 Other Funds Ltd	(122,157)	-	-	7,162	(129,319)	
4300 Professional Services						
3400 Other Funds Ltd	1,120,205	-	-	445,930	674,275	
4315 IT Professional Services						
3400 Other Funds Ltd	(10,153,931)	-	(4,620,963)	440,760	(5,973,728)	
4325 Attorney General						
8000 General Fund	(832,000)	-	(832,000)	-	-	
3400 Other Funds Ltd	5,566,380	-	-	5,295,681	270,699	
All Funds	4,734,380	-	(832,000)	5,295,681	270,699	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(5,902)	-	-	249	(6,151)	
4400 Dues and Subscriptions						
3400 Other Funds Ltd	(47,752)	-	(590)	3,126	(50,288)	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	7,977,076	-	-	83,442	7,893,634	
4475 Facilities Maintenance						
3400 Other Funds Ltd	(70,859)	-	-	3,114	(73,973)	
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(6,659,808)	-	-	485,543	(7,145,351)	
4650 Other Services and Supplies						

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: 060 Technical Adjustments Priority: 00	
8000 General Fund	(4,000,000)	-	(4,000,000)	-	-	
3200 Other Funds Non-Ltd	113	-	-	-	113	
3400 Other Funds Ltd	407,051	-	(422)	73,819	333,654	
All Funds	(3,592,836)	-	(4,000,422)	73,819	333,767	
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(178,538)	-	(504)	10,668	(188,702)	
4715 IT Expendable Property						
3400 Other Funds Ltd	18,076	-	(2,110)	7,358	12,828	
SERVICES & SUPPLIES						
8000 General Fund	(4,832,000)	-	(4,832,000)	-	-	
3200 Other Funds Non-Ltd	-	-	-	-	-	
3400 Other Funds Ltd	(5,935,223)	-	(4,632,647)	7,066,539	(8,369,115)	
TOTAL SERVICES & SUPPLIES	**($10,767,223)**	**-**	**($9,464,647)**	**$7,066,539**	**($8,369,115)**	
EXPENDITURES						
8000 General Fund	(4,832,000)	-	(4,832,000)	-	-	
3200 Other Funds Non-Ltd	-	-	-	-	-	
3400 Other Funds Ltd	(19,819,099)	(497,895)	(4,632,647)	7,066,539	(21,755,096)	
TOTAL EXPENDITURES	**($24,651,099)**	**($497,895)**	**($9,464,647)**	**$7,066,539**	**($21,755,096)**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3200 Other Funds Non-Ltd	-	-	-	-	-	
3400 Other Funds Ltd	19,819,099	497,895	4,632,647	(7,066,539)	21,755,096	

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: 060 Technical Adjustments Priority: 00	
TOTAL ENDING BALANCE	**$19,819,099**	**$497,895**	**$4,632,647**	**($7,066,539)**	**$21,755,096**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(38)	-	-	-	(38)	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(38.00)	-	-	-	(38.00)	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(370,920)	-	-	-	(370,920)	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(144)	-	-	-	(144)	
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(78,041)	-	-	-	(78,041)	
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(16,995)	(16,995)	-	-	-	
3230 Social Security Taxes						
3400 Other Funds Ltd	(28,375)	-	-	-	(28,375)	
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(1,484)	-	-	-	(1,484)	
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(84)	-	-	-	(84)	
3260 Mass Transit Tax						
3400 Other Funds Ltd	1,867	1,867	-	-	-	
3270 Flexible Benefits						
3400 Other Funds Ltd	(84,816)	-	-	-	(84,816)	
OTHER PAYROLL EXPENSES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	(208,072)	(15,128)	-	-	(192,944)	
TOTAL OTHER PAYROLL EXPENSES	**($208,072)**	**($15,128)**	**-**	**-**	**($192,944)**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(210,192)	(210,192)	-	-	-	
PERSONAL SERVICES						
3400 Other Funds Ltd	(789,184)	(225,320)	-	-	(563,864)	
TOTAL PERSONAL SERVICES	**($789,184)**	**($225,320)**	**-**	**-**	**($563,864)**	
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	23	-	-	23	-	
4150 Employee Training						
3400 Other Funds Ltd	(2,047)	-	-	1,401	(3,448)	
4175 Office Expenses						
3400 Other Funds Ltd	(3,947)	-	-	2,059	(6,006)	
4200 Telecommunications						
3400 Other Funds Ltd	(6,440)	-	-	284	(6,724)	
4225 State Gov. Service Charges						
3400 Other Funds Ltd	6,782,689	-	-	6,782,689	-	
4250 Data Processing						
3400 Other Funds Ltd	(1,854)	-	-	430	(2,284)	
4275 Publicity and Publications						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	49	-	-	49	-	
4300 Professional Services						
3400 Other Funds Ltd	5,987	-	-	5,987	-	
4315 IT Professional Services						
3400 Other Funds Ltd	349	-	-	349	-	
4325 Attorney General						
3400 Other Funds Ltd	5,329	-	-	5,329	-	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	5,375	-	-	5,375	-	
4575 Agency Program Related S and S						
3400 Other Funds Ltd	456	-	-	456	-	
4650 Other Services and Supplies						
3400 Other Funds Ltd	308,097	-	300,000	19,718	(11,621)	
SERVICES & SUPPLIES						
3400 Other Funds Ltd	7,094,066	-	300,000	6,824,149	(30,083)	
TOTAL SERVICES & SUPPLIES	**$7,094,066**	**-**	**$300,000**	**$6,824,149**	**($30,083)**	
EXPENDITURES						
3400 Other Funds Ltd	6,304,882	(225,320)	300,000	6,824,149	(593,947)	
TOTAL EXPENDITURES	**$6,304,882**	**($225,320)**	**$300,000**	**$6,824,149**	**($593,947)**	
ENDING BALANCE						
3400 Other Funds Ltd	(6,304,882)	225,320	(300,000)	(6,824,149)	593,947	
TOTAL ENDING BALANCE	**($6,304,882)**	**$225,320**	**($300,000)**	**($6,824,149)**	**$593,947**	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(2)	-	-	-	(2)	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(2.00)	-	-	-	(2.00)	

Description	Total Essential Packages	Pkg: 021 Phase-in Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	730,883	522,774	208,109			
ENDING BALANCE						
3010 Other Funds Cap Improve	(730,883)	(522,774)	(208,109)			
TOTAL ENDING BALANCE	**($730,883)**	**($522,774)**	**($208,109)**			

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
3400 Other Funds Ltd	(553,021)	(553,021)				
ENDING BALANCE						
3400 Other Funds Ltd	553,021	553,021				
TOTAL ENDING BALANCE	**$553,021**	**$553,021**				

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(282,517,132)	(282,612,275)	95,143			
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	(6,700,000)	(6,700,000)	-			
REVENUE CATEGORIES						
8000 General Fund	(282,517,132)	(282,612,275)	95,143			
3400 Other Funds Ltd	(6,700,000)	(6,700,000)	-			
TOTAL REVENUE CATEGORIES	**($289,217,132)**	**($289,312,275)**	**$95,143**			
AVAILABLE REVENUES						
8000 General Fund	(282,517,132)	(282,612,275)	95,143			
3400 Other Funds Ltd	(6,700,000)	(6,700,000)	-			
TOTAL AVAILABLE REVENUES	**($289,217,132)**	**($289,312,275)**	**$95,143**			
EXPENDITURES						
SERVICES & SUPPLIES						
4325 Attorney General						
3400 Other Funds Ltd	(300,000)	(300,000)	-			
4650 Other Services and Supplies						
3400 Other Funds Ltd	(410,968)	(410,968)	-			
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3400 Other Funds Ltd	(710,968)	(710,968)	-			
TOTAL SERVICES & SUPPLIES	**($710,968)**	**($710,968)**	**-**			
SPECIAL PAYMENTS						
6025 Dist to Other Gov Unit						
8000 General Fund	95,143	-	95,143			
3400 Other Funds Ltd	(13,600,000)	(13,600,000)	-			
All Funds	(13,504,857)	(13,600,000)	95,143			
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(6,700,000)	(6,700,000)	-			
6085 Other Special Payments						
8000 General Fund	(275,912,275)	(275,912,275)	-			
4400 Lottery Funds Ltd	160,776	-	160,776			
3400 Other Funds Ltd	(227,329,338)	(227,329,338)	-			
All Funds	(503,080,837)	(503,241,613)	160,776			
SPECIAL PAYMENTS						
8000 General Fund	(282,517,132)	(282,612,275)	95,143			
4400 Lottery Funds Ltd	160,776	-	160,776			
3400 Other Funds Ltd	(240,929,338)	(240,929,338)	-			
TOTAL SPECIAL PAYMENTS	**($523,285,694)**	**($523,541,613)**	**$255,919**			
EXPENDITURES						
8000 General Fund	(282,517,132)	(282,612,275)	95,143			
4400 Lottery Funds Ltd	160,776	-	160,776			

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3400 Other Funds Ltd	(241,640,306)	(241,640,306)	-			
TOTAL EXPENDITURES	**($523,996,662)**	**($524,252,581)**	**$255,919**			
ENDING BALANCE						
8000 General Fund	-	-	-			
4400 Lottery Funds Ltd	(160,776)	-	(160,776)			
3400 Other Funds Ltd	234,940,306	234,940,306	-			
TOTAL ENDING BALANCE	**$234,779,530**	**$234,940,306**	**($160,776)**			

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00				
REVENUE CATEGORIES						
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	(163,593,008)	(163,593,008)				
AVAILABLE REVENUES						
6400 Federal Funds Ltd	(163,593,008)	(163,593,008)				
TOTAL AVAILABLE REVENUES	**($163,593,008)**	**($163,593,008)**				
EXPENDITURES						
SPECIAL PAYMENTS						
6085 Other Special Payments						
6400 Federal Funds Ltd	(6,707,413)	(6,707,413)				
6123 Spc Pmt to OR Business Development						
6400 Federal Funds Ltd	(156,795,418)	(156,795,418)				
6291 Spc Pmt to Corrections, Dept of						
6400 Federal Funds Ltd	(90,177)	(90,177)				
SPECIAL PAYMENTS						
6400 Federal Funds Ltd	(163,593,008)	(163,593,008)				
TOTAL SPECIAL PAYMENTS	**($163,593,008)**	**($163,593,008)**				
ENDING BALANCE						
6400 Federal Funds Ltd	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

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Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	38,729,291	-	-	-	-	-
8030 General Fund Debt Svc	3,801,661	-	-	-	-	-
All Funds	42,530,952	-	-	-	-	-
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	146,319,793	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	20,838,690	-	-	-	-	-
3400 Other Funds Ltd	266,310	-	-	-	-	-
All Funds	21,105,000	-	-	-	-	-
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	150,000,000	-	-	-	-	-
3400 Other Funds Ltd	960,000	-	-	-	-	-
All Funds	150,960,000	-	-	-	-	-
BOND SALES						
3020 Other Funds Cap Construct	170,838,690	-	-	-	-	-
3400 Other Funds Ltd	1,226,310	-	-	-	-	-
TOTAL BOND SALES	**$172,065,000**	**-**	**-**	**-**	**-**	**-**
SALES INCOME						

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
0705 Sales Income						
3400 Other Funds Ltd	300,000	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	165,284,328	-	-	-	1,372,803	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	250,000	-	-	-	-	-
3020 Other Funds Cap Construct	8,895,524	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
All Funds	23,233,627	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	38,729,291	-	-	-	-	-
8030 General Fund Debt Svc	3,801,661	-	-	-	-	-
3010 Other Funds Cap Improve	250,000	-	-	-	-	-
3020 Other Funds Cap Construct	179,734,214	-	-	-	-	-
3200 Other Funds Non-Ltd	146,319,793	-	-	-	-	-
3400 Other Funds Ltd	1,526,310	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
6400 Federal Funds Ltd	165,284,328	-	-	-	1,372,803	-
TOTAL REVENUE CATEGORIES	**$549,733,700**	**-**	**-**	**-**	**$1,372,803**	**-**
AVAILABLE REVENUES						
8000 General Fund	38,729,291	-	-	-	-	-

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
8030 General Fund Debt Svc	3,801,661	-	-	-	-	-
3010 Other Funds Cap Improve	250,000	-	-	-	-	-
3020 Other Funds Cap Construct	179,734,214	-	-	-	-	-
3200 Other Funds Non-Ltd	146,319,793	-	-	-	-	-
3400 Other Funds Ltd	1,526,310	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
6400 Federal Funds Ltd	165,284,328	-	-	-	1,372,803	-
TOTAL AVAILABLE REVENUES	**$549,733,700**	**-**	**-**	**-**	**$1,372,803**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,859,499	-	-	-	-	-
3400 Other Funds Ltd	7,216,200	780,288	604,848	-	-	889,080
6400 Federal Funds Ltd	917,172	-	-	-	917,172	-
All Funds	9,992,871	780,288	604,848	-	917,172	889,080
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	747	-	-	-	-	-
3400 Other Funds Ltd	2,691	288	288	-	-	504
6400 Federal Funds Ltd	234	-	-	-	234	-
All Funds	3,672	288	288	-	234	504
3220 Public Employees Retire Cont						

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
8000 General Fund	391,238	-	-	-	-	-
3400 Other Funds Ltd	1,518,284	164,172	127,260	-	-	187,063
6400 Federal Funds Ltd	192,972	-	-	-	192,972	-
All Funds	2,102,494	164,172	127,260	-	192,972	187,063
3230 Social Security Taxes						
8000 General Fund	142,252	-	-	-	-	-
3400 Other Funds Ltd	538,911	59,692	46,271	-	-	68,015
6400 Federal Funds Ltd	70,164	-	-	-	70,164	-
All Funds	751,327	59,692	46,271	-	70,164	68,015
3241 Paid Family Medical Leave Insurance						
8000 General Fund	7,439	-	-	-	-	-
3400 Other Funds Ltd	28,021	3,121	2,419	-	-	3,558
6400 Federal Funds Ltd	3,670	-	-	-	3,670	-
All Funds	39,130	3,121	2,419	-	3,670	3,558
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	437	-	-	-	-	-
3400 Other Funds Ltd	1,571	168	168	-	-	294
6400 Federal Funds Ltd	135	-	-	-	135	-
All Funds	2,143	168	168	-	135	294
3260 Mass Transit Tax						
8000 General Fund	11,157	-	-	-	-	-
3400 Other Funds Ltd	42,510	4,682	3,630	-	-	5,334
All Funds	53,667	4,682	3,630	-	-	5,334

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
3270 Flexible Benefits						
8000 General Fund	439,983	-	-	-	-	-
3400 Other Funds Ltd	1,584,999	169,632	169,632	-	-	296,856
6400 Federal Funds Ltd	137,826	-	-	-	137,826	-
All Funds	2,162,808	169,632	169,632	-	137,826	296,856
OTHER PAYROLL EXPENSES						
8000 General Fund	993,253	-	-	-	-	-
3400 Other Funds Ltd	3,716,987	401,755	349,668	-	-	561,624
6400 Federal Funds Ltd	405,001	-	-	-	405,001	-
TOTAL OTHER PAYROLL EXPENSES	**$5,115,241**	**$401,755**	**$349,668**	**-**	**$405,001**	**$561,624**
PERSONAL SERVICES						
8000 General Fund	2,852,752	-	-	-	-	-
3400 Other Funds Ltd	10,933,187	1,182,043	954,516	-	-	1,450,704
6400 Federal Funds Ltd	1,322,173	-	-	-	1,322,173	-
TOTAL PERSONAL SERVICES	**$15,108,112**	**$1,182,043**	**$954,516**	**-**	**$1,322,173**	**$1,450,704**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	20,860	-	-	-	-	-
3400 Other Funds Ltd	34,239	3,570	3,570	-	-	3,024
6400 Federal Funds Ltd	3,725	-	-	-	3,725	-
All Funds	58,824	3,570	3,570	-	3,725	3,024
4150 Employee Training						

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
8000 General Fund	76,653	-	-	-	-	-
3400 Other Funds Ltd	91,337	12,754	12,754	-	-	7,783
6400 Federal Funds Ltd	7,823	-	-	-	7,823	-
All Funds	175,813	12,754	12,754	-	7,823	7,783
4175 Office Expenses						
8000 General Fund	68,261	-	-	-	-	-
3400 Other Funds Ltd	107,181	11,504	11,504	-	-	20,132
6400 Federal Funds Ltd	9,347	-	-	-	9,347	-
All Funds	184,789	11,504	11,504	-	9,347	20,132
4200 Telecommunications						
8000 General Fund	76,423	-	-	-	-	-
3400 Other Funds Ltd	320,002	12,880	12,880	200,000	-	22,540
6400 Federal Funds Ltd	10,465	-	-	-	10,465	-
All Funds	406,890	12,880	12,880	200,000	10,465	22,540
4250 Data Processing						
8000 General Fund	25,968	-	-	-	-	-
3400 Other Funds Ltd	47,930,453	4,376	4,376	-	-	7,658
6400 Federal Funds Ltd	3,556	-	-	-	3,556	-
All Funds	47,959,977	4,376	4,376	-	3,556	7,658
4300 Professional Services						
3400 Other Funds Ltd	303,463	-	-	300,000	-	-
4315 IT Professional Services						
8000 General Fund	3,500,000	-	-	-	-	-

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
3400 Other Funds Ltd	1,314,214	-	-	-	-	-
All Funds	4,814,214	-	-	-	-	-
4325 Attorney General						
8000 General Fund	3,993,616	-	-	-	-	-
3400 Other Funds Ltd	300,000	-	-	-	-	-
All Funds	4,293,616	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	18,674	-	-	-	-	-
3400 Other Funds Ltd	40,053	3,148	3,148	-	-	5,509
6400 Federal Funds Ltd	2,558	-	-	-	2,558	-
All Funds	61,285	3,148	3,148	-	2,558	5,509
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(11,710)	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	28,013,358	-	-	-	-	-
3400 Other Funds Ltd	3,247,771	2,252	2,252	-	-	3,941
6400 Federal Funds Ltd	1,830	-	-	-	1,830	-
All Funds	31,262,959	2,252	2,252	-	1,830	3,941
4700 Expendable Prop 250 - 5000						
8000 General Fund	15,952	-	-	-	-	-
3400 Other Funds Ltd	34,463	2,688	2,688	-	-	4,704
6400 Federal Funds Ltd	2,184	-	-	-	2,184	-
All Funds	52,599	2,688	2,688	-	2,184	4,704

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
4715 IT Expendable Property						
8000 General Fund	66,774	-	-	-	-	-
3400 Other Funds Ltd	10,134,302	11,252	11,252	-	-	19,691
6400 Federal Funds Ltd	9,142	-	-	-	9,142	-
All Funds	10,210,218	11,252	11,252	-	9,142	19,691
SERVICES & SUPPLIES						
8000 General Fund	35,876,539	-	-	-	-	-
3400 Other Funds Ltd	63,845,768	64,424	64,424	500,000	-	94,982
6400 Federal Funds Ltd	50,630	-	-	-	50,630	-
TOTAL SERVICES & SUPPLIES	**$99,772,937**	**$64,424**	**$64,424**	**$500,000**	**$50,630**	**$94,982**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	250,000	-	-	-	-	-
3020 Other Funds Cap Construct	224,838,690	-	-	-	-	-
All Funds	225,088,690	-	-	-	-	-
SPECIAL PAYMENTS						
6123 Spc Pmt to OR Business Development						
6400 Federal Funds Ltd	163,911,525	-	-	-	-	-
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	1,635,000	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	4,155,000	-	-	-	-	-
All Funds	5,790,000	-	-	-	-	-

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
7150 Interest - Bonds						
8030 General Fund Debt Svc	2,166,661	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	9,933,103	-	-	-	-	-
All Funds	12,099,764	-	-	-	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	3,801,661	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
TOTAL DEBT SERVICE	**$17,889,764**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	38,729,291	-	-	-	-	-
8030 General Fund Debt Svc	3,801,661	-	-	-	-	-
3010 Other Funds Cap Improve	250,000	-	-	-	-	-
3020 Other Funds Cap Construct	224,838,690	-	-	-	-	-
3400 Other Funds Ltd	74,778,955	1,246,467	1,018,940	500,000	-	1,545,686
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
6400 Federal Funds Ltd	165,284,328	-	-	-	1,372,803	-
TOTAL EXPENDITURES	**$521,771,028**	**$1,246,467**	**$1,018,940**	**$500,000**	**$1,372,803**	**$1,545,686**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3010 Other Funds Cap Improve	-	-	-	-	-	-
3020 Other Funds Cap Construct	(45,104,476)	-	-	-	-	-

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 130 Support Service demand for client agencies Priority: 00
3200 Other Funds Non-Ltd	146,319,793	-	-	-	-	-
3400 Other Funds Ltd	(73,252,645)	(1,246,467)	(1,018,940)	(500,000)	-	(1,545,686)
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**$27,962,672**	**($1,246,467)**	**($1,018,940)**	**($500,000)**	**-**	**($1,545,686)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	53	4	4	-	4	7
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	51.05	4.00	4.00	-	3.25	7.00

Description	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	-	15,914,127	-	-	16,983,616
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	-	-	-	146,319,793	-	-
REVENUE CATEGORIES						
8000 General Fund	-	-	15,914,127	-	-	16,983,616
3200 Other Funds Non-Ltd	-	-	-	146,319,793	-	-
TOTAL REVENUE CATEGORIES	**-**	**-**	**$15,914,127**	**$146,319,793**	**-**	**$16,983,616**
AVAILABLE REVENUES						
8000 General Fund	-	-	15,914,127	-	-	16,983,616
3200 Other Funds Non-Ltd	-	-	-	146,319,793	-	-
TOTAL AVAILABLE REVENUES	**-**	**-**	**$15,914,127**	**$146,319,793**	**-**	**$16,983,616**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	-	570,456	-	-	-
3400 Other Funds Ltd	229,008	-	-	-	345,888	-
All Funds	229,008	-	570,456	-	345,888	-

Description	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	216	-	-	-
3400 Other Funds Ltd	72	-	-	-	144	-
All Funds	72	-	216	-	144	-
3220 Public Employees Retire Cont						
8000 General Fund	-	-	120,024	-	-	-
3400 Other Funds Ltd	48,183	-	-	-	72,774	-
All Funds	48,183	-	120,024	-	72,774	-
3230 Social Security Taxes						
8000 General Fund	-	-	43,641	-	-	-
3400 Other Funds Ltd	17,519	-	-	-	26,460	-
All Funds	17,519	-	43,641	-	26,460	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	2,283	-	-	-
3400 Other Funds Ltd	916	-	-	-	1,384	-
All Funds	916	-	2,283	-	1,384	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	-	126	-	-	-
3400 Other Funds Ltd	42	-	-	-	84	-
All Funds	42	-	126	-	84	-
3260 Mass Transit Tax						
8000 General Fund	-	-	3,423	-	-	-

Description	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00
3400 Other Funds Ltd	1,374	-	-	-	2,076	-
All Funds	1,374	-	3,423	-	2,076	-
3270 Flexible Benefits						
8000 General Fund	-	-	127,224	-	-	-
3400 Other Funds Ltd	42,408	-	-	-	84,816	-
All Funds	42,408	-	127,224	-	84,816	-
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	296,937	-	-	-
3400 Other Funds Ltd	110,514	-	-	-	187,738	-
TOTAL OTHER PAYROLL EXPENSES	**$110,514**	**-**	**$296,937**	**-**	**$187,738**	**-**
PERSONAL SERVICES						
8000 General Fund	-	-	867,393	-	-	-
3400 Other Funds Ltd	339,522	-	-	-	533,626	-
TOTAL PERSONAL SERVICES	**$339,522**	**-**	**$867,393**	**-**	**$533,626**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	3,438	-	-	-
3400 Other Funds Ltd	1,146	-	-	-	2,292	-
All Funds	1,146	-	3,438	-	2,292	-
4150 Employee Training						
8000 General Fund	-	-	7,221	-	-	-
3400 Other Funds Ltd	2,407	-	-	-	4,814	-

Description	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00
All Funds	2,407	-	7,221	-	4,814	-
4175 Office Expenses						
8000 General Fund	-	-	8,628	-	-	-
3400 Other Funds Ltd	2,876	-	-	-	5,752	-
All Funds	2,876	-	8,628	-	5,752	-
4200 Telecommunications						
8000 General Fund	-	-	9,660	-	-	-
3400 Other Funds Ltd	3,220	-	-	-	6,440	-
All Funds	3,220	-	9,660	-	6,440	-
4250 Data Processing						
8000 General Fund	-	-	3,282	-	-	-
3400 Other Funds Ltd	1,094	-	-	-	2,188	-
All Funds	1,094	-	3,282	-	2,188	-
4325 Attorney General						
8000 General Fund	-	-	-	-	-	3,983,616
4400 Dues and Subscriptions						
8000 General Fund	-	-	2,361	-	-	-
3400 Other Funds Ltd	787	-	-	-	1,574	-
All Funds	787	-	2,361	-	1,574	-
4650 Other Services and Supplies						
8000 General Fund	-	-	15,001,689	-	-	13,000,000
3400 Other Funds Ltd	563	2,000,000	-	-	1,126	-
All Funds	563	2,000,000	15,001,689	-	1,126	13,000,000

Description	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	-	2,016	-	-	-
3400 Other Funds Ltd	672	-	-	-	1,344	-
All Funds	672	-	2,016	-	1,344	-
4715 IT Expendable Property						
8000 General Fund	-	-	8,439	-	-	-
3400 Other Funds Ltd	2,813	-	-	-	5,626	-
All Funds	2,813	-	8,439	-	5,626	-
SERVICES & SUPPLIES						
8000 General Fund	-	-	15,046,734	-	-	16,983,616
3400 Other Funds Ltd	15,578	2,000,000	-	-	31,156	-
TOTAL SERVICES & SUPPLIES	**$15,578**	**$2,000,000**	**$15,046,734**	**-**	**$31,156**	**$16,983,616**
EXPENDITURES						
8000 General Fund	-	-	15,914,127	-	-	16,983,616
3400 Other Funds Ltd	355,100	2,000,000	-	-	564,782	-
TOTAL EXPENDITURES	**$355,100**	**$2,000,000**	**$15,914,127**	**-**	**$564,782**	**$16,983,616**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	146,319,793	-	-
3400 Other Funds Ltd	(355,100)	(2,000,000)	-	-	(564,782)	-
TOTAL ENDING BALANCE	**($355,100)**	**($2,000,000)**	**-**	**$146,319,793**	**($564,782)**	**-**
AUTHORIZED POSITIONS						

Description	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00
8150 Class/Unclass Positions	1	-	3	-	2	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.00	-	3.00	-	2.00	-

Description	Pkg: 155 Workday Reorganization and Stabilization Priority: 00	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	4,177,680	-	-	-	875,616	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,296	-	-	-	315	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	878,980	-	-	-	184,230	-
3230 Social Security Taxes						
3400 Other Funds Ltd	306,465	-	-	-	66,984	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	15,864	-	-	-	3,504	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	756	-	-	-	185	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	20,162	-	-	-	5,252	-
3270 Flexible Benefits						
3400 Other Funds Ltd	763,344	-	-	-	185,535	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,986,867	-	-	-	446,005	-
TOTAL OTHER PAYROLL EXPENSES	**$1,986,867**	**-**	**-**	**-**	**$446,005**	**-**

Description	Pkg: 155 Workday Reorganization and Stabilization Priority: 00	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
PERSONAL SERVICES						
3400 Other Funds Ltd	6,164,547	-	-	-	1,321,621	-
TOTAL PERSONAL SERVICES	**$6,164,547**	**-**	**-**	**-**	**$1,321,621**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	19,614	-	-	-	3,555	-
4150 Employee Training						
3400 Other Funds Ltd	46,452	-	-	-	15,176	-
4175 Office Expenses						
3400 Other Funds Ltd	51,768	-	-	-	12,654	-
4200 Telecommunications						
3400 Other Funds Ltd	57,960	-	-	-	14,168	-
4250 Data Processing						
3400 Other Funds Ltd	19,692	1,700,000	-	2,599,227	30,732,072	6,164,600
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	-	3,463	-
4315 IT Professional Services						
3400 Other Funds Ltd	1,314,214	-	-	-	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	25,876	-	-	-	2,477	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(11,710)	-	-	-	-	-
4650 Other Services and Supplies						

Description	Pkg: 155 Workday Reorganization and Stabilization Priority: 00	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
3400 Other Funds Ltd	10,134	-	-	-	2,957	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	12,096	-	-	-	12,377	-
4715 IT Expendable Property						
3400 Other Funds Ltd	50,634	-	8,928,372	-	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,596,730	1,700,000	8,928,372	2,599,227	30,798,899	6,164,600
TOTAL SERVICES & SUPPLIES	**$1,596,730**	**$1,700,000**	**$8,928,372**	**$2,599,227**	**$30,798,899**	**$6,164,600**
EXPENDITURES						
3400 Other Funds Ltd	7,761,277	1,700,000	8,928,372	2,599,227	32,120,520	6,164,600
TOTAL EXPENDITURES	**$7,761,277**	**$1,700,000**	**$8,928,372**	**$2,599,227**	**$32,120,520**	**$6,164,600**
ENDING BALANCE						
3400 Other Funds Ltd	(7,761,277)	(1,700,000)	(8,928,372)	(2,599,227)	(32,120,520)	(6,164,600)
TOTAL ENDING BALANCE	**($7,761,277)**	**($1,700,000)**	**($8,928,372)**	**($2,599,227)**	**($32,120,520)**	**($6,164,600)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	18	-	-	-	5	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	18.00	-	-	-	4.40	-

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 170 Data Center Lifecycle Priority: 00	Pkg: 180 Various Projects Including Sustainability Priority: 00	Pkg: 181 Various Deferred Maintenance Projects Priority: 00
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	-	-	-	-	250,000	-
3020 Other Funds Cap Construct	-	-	-	-	-	265,524
All Funds	-	-	-	-	250,000	265,524
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	-	-	-	-	250,000	-
3020 Other Funds Cap Construct	-	-	-	-	-	265,524
TOTAL AVAILABLE REVENUES	**-**	**-**	**-**	**-**	**$250,000**	**$265,524**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	-	(686,208)	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	-	(216)	-	-	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	-	-	(144,378)	-	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	-	-	(52,495)	-	-	-
3241 Paid Family Medical Leave Insurance						

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 170 Data Center Lifecycle Priority: 00	Pkg: 180 Various Projects Including Sustainability Priority: 00	Pkg: 181 Various Deferred Maintenance Projects Priority: 00
3400 Other Funds Ltd	-	-	(2,745)	-	-	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	-	(126)	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	-	-	(127,224)	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	-	(327,184)	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**($327,184)**	**-**	**-**	**-**
PERSONAL SERVICES						
3400 Other Funds Ltd	-	-	(1,013,392)	-	-	-
TOTAL PERSONAL SERVICES	**-**	**-**	**($1,013,392)**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	-	(2,532)	-	-	-
4150 Employee Training						
3400 Other Funds Ltd	-	-	(10,803)	-	-	-
4175 Office Expenses						
3400 Other Funds Ltd	-	-	(9,009)	-	-	-
4200 Telecommunications						
3400 Other Funds Ltd	-	-	(10,086)	-	-	-
4250 Data Processing						
3400 Other Funds Ltd	4,135,924	2,562,672	(3,426)	-	-	-

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 170 Data Center Lifecycle Priority: 00	Pkg: 180 Various Projects Including Sustainability Priority: 00	Pkg: 181 Various Deferred Maintenance Projects Priority: 00
4400 Dues and Subscriptions						
3400 Other Funds Ltd	-	-	(2,466)	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	-	(1,764)	-	-	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	-	(2,106)	-	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	-	-	(2,814,273)	3,918,935	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,135,924	2,562,672	(2,856,465)	3,918,935	-	-
TOTAL SERVICES & SUPPLIES	**$4,135,924**	**$2,562,672**	**($2,856,465)**	**$3,918,935**	**-**	**-**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	-	-	-	-	250,000	-
3020 Other Funds Cap Construct	-	-	-	-	-	15,500,000
All Funds	-	-	-	-	250,000	15,500,000
EXPENDITURES						
3010 Other Funds Cap Improve	-	-	-	-	250,000	-
3020 Other Funds Cap Construct	-	-	-	-	-	15,500,000
3400 Other Funds Ltd	4,135,924	2,562,672	(3,869,857)	3,918,935	-	-
TOTAL EXPENDITURES	**$4,135,924**	**$2,562,672**	**($3,869,857)**	**$3,918,935**	**$250,000**	**$15,500,000**
ENDING BALANCE						

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 170 Data Center Lifecycle Priority: 00	Pkg: 180 Various Projects Including Sustainability Priority: 00	Pkg: 181 Various Deferred Maintenance Projects Priority: 00
3010 Other Funds Cap Improve	-	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	(15,234,476)
3400 Other Funds Ltd	(4,135,924)	(2,562,672)	3,869,857	(3,918,935)	-	-
TOTAL ENDING BALANCE	**($4,135,924)**	**($2,562,672)**	**$3,869,857**	**($3,918,935)**	**-**	**($15,234,476)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	(3)	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	-	(3.00)	-	-	-

Description	Pkg: 182 Building Automation Systems Priority: 00	Pkg: 183 Portfolio Repositioning Priority: 00	Pkg: 185 PSOB Restack project Priority: 00	Pkg: 186 Parking Lot Improvement/EV Charging Station Expansion Priority: 00	Pkg: 187 L&I Interior/Seismic Renovation Priority: 00	Pkg: 188 Parking Lot improvement Priority: 00
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	-	-	-	-	150,000,000	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3020 Other Funds Cap Construct	2,500,000	3,500,000	1,130,000	-	-	1,500,000
REVENUE CATEGORIES						
3020 Other Funds Cap Construct	2,500,000	3,500,000	1,130,000	-	150,000,000	1,500,000
TOTAL REVENUE CATEGORIES	**$2,500,000**	**$3,500,000**	**$1,130,000**	**-**	**$150,000,000**	**$1,500,000**
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	2,500,000	3,500,000	1,130,000	-	150,000,000	1,500,000
TOTAL AVAILABLE REVENUES	**$2,500,000**	**$3,500,000**	**$1,130,000**	**-**	**$150,000,000**	**$1,500,000**
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	5,000,000	15,000,000	12,000,000	3,500,000	150,000,000	3,000,000
ENDING BALANCE						
3020 Other Funds Cap Construct	(2,500,000)	(11,500,000)	(10,870,000)	(3,500,000)	-	(1,500,000)
TOTAL ENDING BALANCE	**($2,500,000)**	**($11,500,000)**	**($10,870,000)**	**($3,500,000)**	**-**	**($1,500,000)**

Description	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00	Pkg: 202 ARPA Carryforward Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	-	-	-	2,824,068	2,099,336
8030 General Fund Debt Svc	-	-	3,801,661	-	-	-
All Funds	-	-	3,801,661	-	2,824,068	2,099,336
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	-	-	20,838,690	-	-	-
3400 Other Funds Ltd	-	-	266,310	-	-	-
All Funds	-	-	21,105,000	-	-	-
0560 Dedicated Fund Oblig Bonds						
3400 Other Funds Ltd	960,000	-	-	-	-	-
BOND SALES						
3020 Other Funds Cap Construct	-	-	20,838,690	-	-	-
3400 Other Funds Ltd	960,000	-	266,310	-	-	-
TOTAL BOND SALES	**$960,000**	**-**	**$21,105,000**	**-**	**-**	**-**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	-	300,000	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	-	-	163,911,525	-	-

Description	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00	Pkg: 202 ARPA Carryforward Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00
TRANSFERS IN						
1010 Transfer In - Intrafund						
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	-	-	-	-	2,824,068	2,099,336
8030 General Fund Debt Svc	-	-	3,801,661	-	-	-
3020 Other Funds Cap Construct	-	-	20,838,690	-	-	-
3400 Other Funds Ltd	960,000	300,000	266,310	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	163,911,525	-	-
TOTAL REVENUE CATEGORIES	**$15,048,103**	**$300,000**	**$24,906,661**	**$163,911,525**	**$2,824,068**	**$2,099,336**
AVAILABLE REVENUES						
8000 General Fund	-	-	-	-	2,824,068	2,099,336
8030 General Fund Debt Svc	-	-	3,801,661	-	-	-
3020 Other Funds Cap Construct	-	-	20,838,690	-	-	-
3400 Other Funds Ltd	960,000	300,000	266,310	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	163,911,525	-	-
TOTAL AVAILABLE REVENUES	**$15,048,103**	**$300,000**	**$24,906,661**	**$163,911,525**	**$2,824,068**	**$2,099,336**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

Description	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00	Pkg: 202 ARPA Carryforward Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	-	-	-	415,758	315,693
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	-	-	189	126
3220 Public Employees Retire Cont						
8000 General Fund	-	-	-	-	87,476	66,422
3230 Social Security Taxes						
8000 General Fund	-	-	-	-	31,805	24,150
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	-	-	1,664	1,262
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	-	-	-	111	74
3260 Mass Transit Tax						
8000 General Fund	-	-	-	-	2,494	1,894
3270 Flexible Benefits						
8000 General Fund	-	-	-	-	111,321	74,214
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	-	-	235,060	168,142
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**-**	**-**	**$235,060**	**$168,142**
PERSONAL SERVICES						
8000 General Fund	-	-	-	-	650,818	483,835

Description	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00	Pkg: 202 ARPA Carryforward Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00
TOTAL PERSONAL SERVICES	**-**	**-**	**-**	**-**	**$650,818**	**$483,835**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	-	-	8,593	5,729
4150 Employee Training						
8000 General Fund	-	-	-	-	36,701	24,468
4175 Office Expenses						
8000 General Fund	-	-	-	-	30,603	20,402
4200 Telecommunications						
8000 General Fund	-	-	-	-	34,262	22,841
4250 Data Processing						
8000 General Fund	-	-	-	-	11,642	7,762
4315 IT Professional Services						
8000 General Fund	-	-	-	-	2,000,000	1,500,000
4325 Attorney General						
3400 Other Funds Ltd	-	300,000	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	-	-	-	-	8,371	5,581
4650 Other Services and Supplies						
8000 General Fund	-	-	-	-	5,988	3,992
3400 Other Funds Ltd	960,000	-	266,310	-	-	-
All Funds	960,000	-	266,310	-	5,988	3,992
4700 Expendable Prop 250 - 5000						

Description	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00	Pkg: 202 ARPA Carryforward Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00
8000 General Fund	-	-	-	-	7,152	4,768
4715 IT Expendable Property						
8000 General Fund	-	-	-	-	29,938	19,958
SERVICES & SUPPLIES						
8000 General Fund	-	-	-	-	2,173,250	1,615,501
3400 Other Funds Ltd	960,000	300,000	266,310	-	-	-
TOTAL SERVICES & SUPPLIES	**$960,000**	**$300,000**	**$266,310**	**-**	**$2,173,250**	**$1,615,501**
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	-	20,838,690	-	-	-
SPECIAL PAYMENTS						
6123 Spc Pmt to OR Business Development						
6400 Federal Funds Ltd	-	-	-	163,911,525	-	-
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	-	-	1,635,000	-	-	-
3430 Other Funds Debt Svc Ltd	4,155,000	-	-	-	-	-
All Funds	4,155,000	-	1,635,000	-	-	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	-	-	2,166,661	-	-	-
3430 Other Funds Debt Svc Ltd	9,933,103	-	-	-	-	-
All Funds	9,933,103	-	2,166,661	-	-	-
DEBT SERVICE						

Description	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00	Pkg: 202 ARPA Carryforward Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00
8030 General Fund Debt Svc	-	-	3,801,661	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
TOTAL DEBT SERVICE	**$14,088,103**	**-**	**$3,801,661**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	-	-	-	-	2,824,068	2,099,336
8030 General Fund Debt Svc	-	-	3,801,661	-	-	-
3020 Other Funds Cap Construct	-	-	20,838,690	-	-	-
3400 Other Funds Ltd	960,000	300,000	266,310	-	-	-
3430 Other Funds Debt Svc Ltd	14,088,103	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	163,911,525	-	-
TOTAL EXPENDITURES	**$15,048,103**	**$300,000**	**$24,906,661**	**$163,911,525**	**$2,824,068**	**$2,099,336**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	-	-	3	2
AUTHORIZED FTE						

Description	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00	Pkg: 202 ARPA Carryforward Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00
8250 Class/Unclass FTE Positions	-	-	-	-	2.64	1.76

Description	Pkg: 502 HH- State Land For Housing Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	908,144					
AVAILABLE REVENUES						
8000 General Fund	908,144					
TOTAL AVAILABLE REVENUES	**$908,144**					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	557,592					
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	216					
3220 Public Employees Retire Cont						
8000 General Fund	117,316					
3230 Social Security Taxes						
8000 General Fund	42,656					
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2,230					
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	126					

Description	Pkg: 502 HH- State Land For Housing Priority: 00					
3260 Mass Transit Tax						
8000 General Fund	3,346					
3270 Flexible Benefits						
8000 General Fund	127,224					
OTHER PAYROLL EXPENSES						
8000 General Fund	293,114					
TOTAL OTHER PAYROLL EXPENSES	**$293,114**					
PERSONAL SERVICES						
8000 General Fund	850,706					
TOTAL PERSONAL SERVICES	**$850,706**					
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	3,100					
4150 Employee Training						
8000 General Fund	8,263					
4175 Office Expenses						
8000 General Fund	8,628					
4200 Telecommunications						
8000 General Fund	9,660					
4250 Data Processing						
8000 General Fund	3,282					
4325 Attorney General						

Description	Pkg: 502 HH- State Land For Housing Priority: 00					
8000 General Fund	10,000					
4400 Dues and Subscriptions						
8000 General Fund	2,361					
4650 Other Services and Supplies						
8000 General Fund	1,689					
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,016					
4715 IT Expendable Property						
8000 General Fund	8,439					
SERVICES & SUPPLIES						
8000 General Fund	57,438					
TOTAL SERVICES & SUPPLIES	**$57,438**					
EXPENDITURES						
8000 General Fund	908,144					
TOTAL EXPENDITURES	**$908,144**					
ENDING BALANCE						
8000 General Fund	-					
TOTAL ENDING BALANCE	**-**					
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3					
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.00					

Description	Total Policy Packages	Pkg: 155 Workday Reorganization and Stabilization Priority: 00				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(265,560)	(265,560)				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(72)	(72)				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(55,874)	(55,874)				
3230 Social Security Taxes						
3400 Other Funds Ltd	(20,315)	(20,315)				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(1,062)	(1,062)				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(42)	(42)				
3260 Mass Transit Tax						
3400 Other Funds Ltd	(1,593)	(1,593)				
3270 Flexible Benefits						
3400 Other Funds Ltd	(42,408)	(42,408)				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(121,366)	(121,366)				
TOTAL OTHER PAYROLL EXPENSES	**($121,366)**	**($121,366)**				

Description	Total Policy Packages	Pkg: 155 Workday Reorganization and Stabilization Priority: 00				
PERSONAL SERVICES						
3400 Other Funds Ltd	(386,926)	(386,926)				
TOTAL PERSONAL SERVICES	**($386,926)**	**($386,926)**				
ENDING BALANCE						
3400 Other Funds Ltd	386,926	386,926				
TOTAL ENDING BALANCE	**$386,926**	**$386,926**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(1)	(1)				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(1.00)	(1.00)				

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,385,136	780,288	604,848			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	576	288	288			
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	291,432	164,172	127,260			
3230 Social Security Taxes						
3400 Other Funds Ltd	105,963	59,692	46,271			
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	5,540	3,121	2,419			
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	336	168	168			
3260 Mass Transit Tax						
3400 Other Funds Ltd	8,312	4,682	3,630			
3270 Flexible Benefits						
3400 Other Funds Ltd	339,264	169,632	169,632			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	751,423	401,755	349,668			
TOTAL OTHER PAYROLL EXPENSES	**$751,423**	**$401,755**	**$349,668**			

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00			
PERSONAL SERVICES						
3400 Other Funds Ltd	2,136,559	1,182,043	954,516			
TOTAL PERSONAL SERVICES	**$2,136,559**	**$1,182,043**	**$954,516**			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	7,140	3,570	3,570			
4150 Employee Training						
3400 Other Funds Ltd	25,508	12,754	12,754			
4175 Office Expenses						
3400 Other Funds Ltd	23,008	11,504	11,504			
4200 Telecommunications						
3400 Other Funds Ltd	25,760	12,880	12,880			
4250 Data Processing						
3400 Other Funds Ltd	8,752	4,376	4,376			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	6,296	3,148	3,148			
4650 Other Services and Supplies						
3400 Other Funds Ltd	4,504	2,252	2,252			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,376	2,688	2,688			
4715 IT Expendable Property						
3400 Other Funds Ltd	22,504	11,252	11,252			
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 110 Establish Modern Data Hub / DAS Data Warehouse Priority: 00	Pkg: 112 Service Desk Support Priority: 00			
3400 Other Funds Ltd	128,848	64,424	64,424			
TOTAL SERVICES & SUPPLIES	**$128,848**	**$64,424**	**$64,424**			
EXPENDITURES						
3400 Other Funds Ltd	2,265,407	1,246,467	1,018,940			
TOTAL EXPENDITURES	**$2,265,407**	**$1,246,467**	**$1,018,940**			
ENDING BALANCE						
3400 Other Funds Ltd	(2,265,407)	(1,246,467)	(1,018,940)			
TOTAL ENDING BALANCE	**($2,265,407)**	**($1,246,467)**	**($1,018,940)**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	4	4			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	8.00	4.00	4.00			

Description	Total Policy Packages	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
REVENUE CATEGORIES						
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	1,372,803	-	1,372,803	-		
AVAILABLE REVENUES						
6400 Federal Funds Ltd	1,372,803	-	1,372,803	-		
TOTAL AVAILABLE REVENUES	**$1,372,803**	**-**	**$1,372,803**	**-**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(729,744)	-	-	(729,744)		
6400 Federal Funds Ltd	917,172	-	917,172	-		
All Funds	187,428	-	917,172	(729,744)		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(144)	-	-	(144)		
6400 Federal Funds Ltd	234	-	234	-		
All Funds	90	-	234	(144)		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(153,538)	-	-	(153,538)		
6400 Federal Funds Ltd	192,972	-	192,972	-		
All Funds	39,434	-	192,972	(153,538)		

Description	Total Policy Packages	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(46,637)	-	-	(46,637)		
3230 Social Security Taxes						
3400 Other Funds Ltd	(55,825)	-	-	(55,825)		
6400 Federal Funds Ltd	70,164	-	70,164	-		
All Funds	14,339	-	70,164	(55,825)		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(2,919)	-	-	(2,919)		
6400 Federal Funds Ltd	3,670	-	3,670	-		
All Funds	751	-	3,670	(2,919)		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(84)	-	-	(84)		
6400 Federal Funds Ltd	135	-	135	-		
All Funds	51	-	135	(84)		
3260 Mass Transit Tax						
3400 Other Funds Ltd	(9,561)	-	-	(9,561)		
3270 Flexible Benefits						
3400 Other Funds Ltd	(84,816)	-	-	(84,816)		
6400 Federal Funds Ltd	137,826	-	137,826	-		
All Funds	53,010	-	137,826	(84,816)		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(353,524)	-	-	(353,524)		
6400 Federal Funds Ltd	405,001	-	405,001	-		

Description	Total Policy Packages	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
TOTAL OTHER PAYROLL EXPENSES	**$51,477**	**-**	**$405,001**	**($353,524)**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	68,607	-	-	68,607		
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,014,661)	-	-	(1,014,661)		
6400 Federal Funds Ltd	1,322,173	-	1,322,173	-		
TOTAL PERSONAL SERVICES	**$307,512**	**-**	**$1,322,173**	**($1,014,661)**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(17,052)	-	-	(17,052)		
6400 Federal Funds Ltd	3,725	-	3,725	-		
All Funds	(13,327)	-	3,725	(17,052)		
4150 Employee Training						
3400 Other Funds Ltd	(35,816)	-	-	(35,816)		
6400 Federal Funds Ltd	7,823	-	7,823	-		
All Funds	(27,993)	-	7,823	(35,816)		
4175 Office Expenses						
3400 Other Funds Ltd	(42,794)	-	-	(42,794)		
6400 Federal Funds Ltd	9,347	-	9,347	-		
All Funds	(33,447)	-	9,347	(42,794)		
4200 Telecommunications						

Description	Total Policy Packages	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
3400 Other Funds Ltd	152,088	200,000	-	(47,912)		
6400 Federal Funds Ltd	10,465	-	10,465	-		
All Funds	162,553	200,000	10,465	(47,912)		
4250 Data Processing						
3400 Other Funds Ltd	(297,266)	-	-	(297,266)		
6400 Federal Funds Ltd	3,556	-	3,556	-		
All Funds	(293,710)	-	3,556	(297,266)		
4300 Professional Services						
3400 Other Funds Ltd	300,000	300,000	-	-		
4315 IT Professional Services						
3400 Other Funds Ltd	(4,348,207)	-	-	(4,348,207)		
4400 Dues and Subscriptions						
6400 Federal Funds Ltd	2,558	-	2,558	-		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(11,710)	-	-	(11,710)		
4650 Other Services and Supplies						
3400 Other Funds Ltd	(8,378)	-	-	(8,378)		
6400 Federal Funds Ltd	1,830	-	1,830	-		
All Funds	(6,548)	-	1,830	(8,378)		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(10,000)	-	-	(10,000)		
6400 Federal Funds Ltd	2,184	-	2,184	-		
All Funds	(7,816)	-	2,184	(10,000)		

Description	Total Policy Packages	Pkg: 120 SARS ACFR Development Tool Priority: 00	Pkg: 121 SARS Covid Fiscal Relief Team Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
4715 IT Expendable Property						
3400 Other Funds Ltd	(41,857)	-	-	(41,857)		
6400 Federal Funds Ltd	9,142	-	9,142	-		
All Funds	(32,715)	-	9,142	(41,857)		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	(4,360,992)	500,000	-	(4,860,992)		
6400 Federal Funds Ltd	50,630	-	50,630	-		
TOTAL SERVICES & SUPPLIES	**($4,310,362)**	**$500,000**	**$50,630**	**($4,860,992)**		
EXPENDITURES						
3400 Other Funds Ltd	(5,375,653)	500,000	-	(5,875,653)		
6400 Federal Funds Ltd	1,372,803	-	1,372,803	-		
TOTAL EXPENDITURES	**($4,002,850)**	**$500,000**	**$1,372,803**	**($5,875,653)**		
ENDING BALANCE						
3400 Other Funds Ltd	5,375,653	(500,000)	-	5,875,653		
6400 Federal Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**$5,375,653**	**($500,000)**	**-**	**$5,875,653**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	-	4	(2)		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.25	-	3.25	(2.00)		

Description	Total Policy Packages	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	4,923,404	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	4,923,404	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$4,923,404**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	731,451	-	-	-	-	-
3400 Other Funds Ltd	(686,208)	-	-	-	-	-
All Funds	45,243	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	315	-	-	-	-	-
3400 Other Funds Ltd	(216)	-	-	-	-	-
All Funds	99	-	-	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	153,898	-	-	-	-	-
3400 Other Funds Ltd	(144,378)	-	-	-	-	-
All Funds	9,520	-	-	-	-	-

Description	Total Policy Packages	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
3230 Social Security Taxes						
8000 General Fund	55,955	-	-	-	-	-
3400 Other Funds Ltd	(52,495)	-	-	-	-	-
All Funds	3,460	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2,926	-	-	-	-	-
3400 Other Funds Ltd	(2,745)	-	-	-	-	-
All Funds	181	-	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	185	-	-	-	-	-
3400 Other Funds Ltd	(126)	-	-	-	-	-
All Funds	59	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	4,388	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	185,535	-	-	-	-	-
3400 Other Funds Ltd	(127,224)	-	-	-	-	-
All Funds	58,311	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	403,202	-	-	-	-	-
3400 Other Funds Ltd	(327,184)	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$76,018**	**-**	**-**	**-**	**-**	**-**

PERSONAL SERVICES

Description	Total Policy Packages	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
8000 General Fund	1,134,653	-	-	-	-	-
3400 Other Funds Ltd	(1,013,392)	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$121,261**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	14,322	-	-	-	-	-
3400 Other Funds Ltd	(2,532)	-	-	-	-	-
All Funds	11,790	-	-	-	-	-
4150 Employee Training						
8000 General Fund	61,169	-	-	-	-	-
3400 Other Funds Ltd	(10,803)	-	-	-	-	-
All Funds	50,366	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	51,005	-	-	-	-	-
3400 Other Funds Ltd	(9,009)	-	-	-	-	-
All Funds	41,996	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	57,103	-	-	-	-	-
3400 Other Funds Ltd	(10,086)	-	-	-	-	-
All Funds	47,017	-	-	-	-	-
4250 Data Processing						
8000 General Fund	19,404	-	-	-	-	-
3400 Other Funds Ltd	33,673,997	1,700,000	-	2,599,227	16,515,000	6,164,600

Description	Total Policy Packages	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
All Funds	33,693,401	1,700,000	-	2,599,227	16,515,000	6,164,600
4315 IT Professional Services						
8000 General Fund	3,500,000	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	13,952	-	-	-	-	-
3400 Other Funds Ltd	(2,466)	-	-	-	-	-
All Funds	11,486	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	9,980	-	-	-	-	-
3400 Other Funds Ltd	(1,764)	-	-	-	-	-
All Funds	8,216	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	11,920	-	-	-	-	-
3400 Other Funds Ltd	(2,106)	-	-	-	-	-
All Funds	9,814	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	49,896	-	-	-	-	-
3400 Other Funds Ltd	6,114,099	-	8,928,372	-	-	-
All Funds	6,163,995	-	8,928,372	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	3,788,751	-	-	-	-	-
3400 Other Funds Ltd	39,749,330	1,700,000	8,928,372	2,599,227	16,515,000	6,164,600
TOTAL SERVICES & SUPPLIES	**$43,538,081**	**$1,700,000**	**$8,928,372**	**$2,599,227**	**$16,515,000**	**$6,164,600**

Description	Total Policy Packages	Pkg: 161 Geospatial Imagery Funding and Data Program Priority: 00	Pkg: 163 Network Security Lifecycle Priority: 00	Pkg: 164 Planning Secure Cloud Priority: 00	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 166 Cyber Security Operations Center Modernization Priority: 00
EXPENDITURES						
8000 General Fund	4,923,404	-	-	-	-	-
3400 Other Funds Ltd	38,735,938	1,700,000	8,928,372	2,599,227	16,515,000	6,164,600
TOTAL EXPENDITURES	**$43,659,342**	**$1,700,000**	**$8,928,372**	**$2,599,227**	**$16,515,000**	**$6,164,600**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(38,735,938)	(1,700,000)	(8,928,372)	(2,599,227)	(16,515,000)	(6,164,600)
TOTAL ENDING BALANCE	**($38,735,938)**	**($1,700,000)**	**($8,928,372)**	**($2,599,227)**	**($16,515,000)**	**($6,164,600)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.40	-	-	-	-	-

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	-	-	2,824,068	2,099,336	
AVAILABLE REVENUES						
8000 General Fund	-	-	-	2,824,068	2,099,336	
TOTAL AVAILABLE REVENUES	**-**	**-**	**-**	**$2,824,068**	**$2,099,336**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	-	-	415,758	315,693	
3400 Other Funds Ltd	-	-	(686,208)	-	-	
All Funds	-	-	(686,208)	415,758	315,693	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	-	189	126	
3400 Other Funds Ltd	-	-	(216)	-	-	
All Funds	-	-	(216)	189	126	
3220 Public Employees Retire Cont						
8000 General Fund	-	-	-	87,476	66,422	
3400 Other Funds Ltd	-	-	(144,378)	-	-	
All Funds	-	-	(144,378)	87,476	66,422	

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00	
3230 Social Security Taxes						
8000 General Fund	-	-	-	31,805	24,150	
3400 Other Funds Ltd	-	-	(52,495)	-	-	
All Funds	-	-	(52,495)	31,805	24,150	
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	-	1,664	1,262	
3400 Other Funds Ltd	-	-	(2,745)	-	-	
All Funds	-	-	(2,745)	1,664	1,262	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	-	-	111	74	
3400 Other Funds Ltd	-	-	(126)	-	-	
All Funds	-	-	(126)	111	74	
3260 Mass Transit Tax						
8000 General Fund	-	-	-	2,494	1,894	
3270 Flexible Benefits						
8000 General Fund	-	-	-	111,321	74,214	
3400 Other Funds Ltd	-	-	(127,224)	-	-	
All Funds	-	-	(127,224)	111,321	74,214	
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	-	235,060	168,142	
3400 Other Funds Ltd	-	-	(327,184)	-	-	
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**($327,184)**	**$235,060**	**$168,142**	

PERSONAL SERVICES

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00	
8000 General Fund	-	-	-	650,818	483,835	
3400 Other Funds Ltd	-	-	(1,013,392)	-	-	
TOTAL PERSONAL SERVICES	**-**	**-**	**($1,013,392)**	**$650,818**	**$483,835**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	-	8,593	5,729	
3400 Other Funds Ltd	-	-	(2,532)	-	-	
All Funds	-	-	(2,532)	8,593	5,729	
4150 Employee Training						
8000 General Fund	-	-	-	36,701	24,468	
3400 Other Funds Ltd	-	-	(10,803)	-	-	
All Funds	-	-	(10,803)	36,701	24,468	
4175 Office Expenses						
8000 General Fund	-	-	-	30,603	20,402	
3400 Other Funds Ltd	-	-	(9,009)	-	-	
All Funds	-	-	(9,009)	30,603	20,402	
4200 Telecommunications						
8000 General Fund	-	-	-	34,262	22,841	
3400 Other Funds Ltd	-	-	(10,086)	-	-	
All Funds	-	-	(10,086)	34,262	22,841	
4250 Data Processing						
8000 General Fund	-	-	-	11,642	7,762	
3400 Other Funds Ltd	4,135,924	2,562,672	(3,426)	-	-	

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00	
All Funds	4,135,924	2,562,672	(3,426)	11,642	7,762	
4315 IT Professional Services						
8000 General Fund	-	-	-	2,000,000	1,500,000	
4400 Dues and Subscriptions						
8000 General Fund	-	-	-	8,371	5,581	
3400 Other Funds Ltd	-	-	(2,466)	-	-	
All Funds	-	-	(2,466)	8,371	5,581	
4650 Other Services and Supplies						
8000 General Fund	-	-	-	5,988	3,992	
3400 Other Funds Ltd	-	-	(1,764)	-	-	
All Funds	-	-	(1,764)	5,988	3,992	
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	-	-	7,152	4,768	
3400 Other Funds Ltd	-	-	(2,106)	-	-	
All Funds	-	-	(2,106)	7,152	4,768	
4715 IT Expendable Property						
8000 General Fund	-	-	-	29,938	19,958	
3400 Other Funds Ltd	-	-	(2,814,273)	-	-	
All Funds	-	-	(2,814,273)	29,938	19,958	
SERVICES & SUPPLIES						
8000 General Fund	-	-	-	2,173,250	1,615,501	
3400 Other Funds Ltd	4,135,924	2,562,672	(2,856,465)	-	-	
TOTAL SERVICES & SUPPLIES	**$4,135,924**	**$2,562,672**	**($2,856,465)**	**$2,173,250**	**$1,615,501**	

Description	Pkg: 167 Security Managed Services Priority: 00	Pkg: 168 WEB Application Firewall (WAF) Priority: 00	Pkg: 169 Statewide Interoperability Program Priority: 00	Pkg: 500 HH- Coordinated Data Governance Priority: 00	Pkg: 501 HH- Coordinated Data Infrastructure Priority: 00	
EXPENDITURES						
8000 General Fund	-	-	-	2,824,068	2,099,336	
3400 Other Funds Ltd	4,135,924	2,562,672	(3,869,857)	-	-	
TOTAL EXPENDITURES	**$4,135,924**	**$2,562,672**	**($3,869,857)**	**$2,824,068**	**$2,099,336**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(4,135,924)	(2,562,672)	3,869,857	-	-	
TOTAL ENDING BALANCE	**($4,135,924)**	**($2,562,672)**	**$3,869,857**	**-**	**-**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	(3)	3	2	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	-	(3.00)	2.64	1.76	

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	(4,173,096)	134,568	229,008	(4,536,672)		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	(1,152)	72	72	(1,296)		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(878,016)	28,313	48,183	(954,512)		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	(305,195)	-	-	(305,195)		
3230 Social Security Taxes						
3400 Other Funds Ltd	(319,241)	10,294	17,519	(347,054)		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(16,689)	538	916	(18,143)		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(672)	42	42	(756)		
3260 Mass Transit Tax						
3400 Other Funds Ltd	(25,039)	807	1,374	(27,220)		
3270 Flexible Benefits						
3400 Other Funds Ltd	(678,528)	42,408	42,408	(763,344)		
OTHER PAYROLL EXPENSES						

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
3400 Other Funds Ltd	(2,224,532)	82,474	110,514	(2,417,520)		
TOTAL OTHER PAYROLL EXPENSES	**($2,224,532)**	**$82,474**	**$110,514**	**($2,417,520)**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	198,258	-	-	198,258		
PERSONAL SERVICES						
3400 Other Funds Ltd	(6,199,370)	217,042	339,522	(6,755,934)		
TOTAL PERSONAL SERVICES	**($6,199,370)**	**$217,042**	**$339,522**	**($6,755,934)**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(16,109)	313	1,146	(17,568)		
4150 Employee Training						
3400 Other Funds Ltd	(27,992)	896	2,407	(31,295)		
4175 Office Expenses						
3400 Other Funds Ltd	(23,315)	2,876	2,876	(29,067)		
4200 Telecommunications						
3400 Other Funds Ltd	(40,394)	3,220	3,220	(46,834)		
4250 Data Processing						
3400 Other Funds Ltd	(38,081)	1,094	1,094	(40,269)		
4275 Publicity and Publications						
3400 Other Funds Ltd	(4,000)	-	-	(4,000)		
4300 Professional Services						

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
3400 Other Funds Ltd	(1,208,075)	-	-	(1,208,075)		
4315 IT Professional Services						
3400 Other Funds Ltd	(10,189,451)	-	-	(10,189,451)		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	(3,333)	-	-	(3,333)		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	(3,148)	787	787	(4,722)		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	(379,568)	-	-	(379,568)		
4650 Other Services and Supplies						
3400 Other Funds Ltd	(24,802)	563	563	(25,928)		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(10,362)	672	672	(11,706)		
4715 IT Expendable Property						
3400 Other Funds Ltd	3,046	2,813	2,813	(2,580)		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	(11,965,584)	13,234	15,578	(11,994,396)		
TOTAL SERVICES & SUPPLIES	**($11,965,584)**	**$13,234**	**$15,578**	**($11,994,396)**		
EXPENDITURES						
3400 Other Funds Ltd	(18,164,954)	230,276	355,100	(18,750,330)		
TOTAL EXPENDITURES	**($18,164,954)**	**$230,276**	**$355,100**	**($18,750,330)**		
ENDING BALANCE						

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 132 CHRO Recruitment Priority: 00	Pkg: 155 Workday Reorganization and Stabilization Priority: 00		
3400 Other Funds Ltd	18,164,954	(230,276)	(355,100)	18,750,330		
TOTAL ENDING BALANCE	**$18,164,954**	**($230,276)**	**($355,100)**	**$18,750,330**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(16)	1	1	(18)		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(16.00)	1.00	1.00	(18.00)		

Description	Total Policy Packages	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 170 Data Center Lifecycle Priority: 00			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	875,616	875,616	-			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	315	315	-			
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	184,230	184,230	-			
3230 Social Security Taxes						
3400 Other Funds Ltd	66,984	66,984	-			
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	3,504	3,504	-			
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	185	185	-			
3260 Mass Transit Tax						
3400 Other Funds Ltd	5,252	5,252	-			
3270 Flexible Benefits						
3400 Other Funds Ltd	185,535	185,535	-			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	446,005	446,005	-			
TOTAL OTHER PAYROLL EXPENSES	**$446,005**	**$446,005**	**-**			

Description	Total Policy Packages	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 170 Data Center Lifecycle Priority: 00			
PERSONAL SERVICES						
3400 Other Funds Ltd	1,321,621	1,321,621	-			
TOTAL PERSONAL SERVICES	**$1,321,621**	**$1,321,621**	**-**			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,555	3,555	-			
4150 Employee Training						
3400 Other Funds Ltd	15,176	15,176	-			
4175 Office Expenses						
3400 Other Funds Ltd	12,654	12,654	-			
4200 Telecommunications						
3400 Other Funds Ltd	14,168	14,168	-			
4250 Data Processing						
3400 Other Funds Ltd	14,217,072	14,217,072	-			
4300 Professional Services						
3400 Other Funds Ltd	3,463	3,463	-			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,477	2,477	-			
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,957	2,957	-			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	12,377	12,377	-			
4715 IT Expendable Property						

Description	Total Policy Packages	Pkg: 165 Network Security Modernization Program Priority: 00	Pkg: 170 Data Center Lifecycle Priority: 00			
3400 Other Funds Ltd	3,918,935	-	3,918,935			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	18,202,834	14,283,899	3,918,935			
TOTAL SERVICES & SUPPLIES	**$18,202,834**	**$14,283,899**	**$3,918,935**			
EXPENDITURES						
3400 Other Funds Ltd	19,524,455	15,605,520	3,918,935			
TOTAL EXPENDITURES	**$19,524,455**	**$15,605,520**	**$3,918,935**			
ENDING BALANCE						
3400 Other Funds Ltd	(19,524,455)	(15,605,520)	(3,918,935)			
TOTAL ENDING BALANCE	**($19,524,455)**	**($15,605,520)**	**($3,918,935)**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	5	5	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4.40	4.40	-			

Description	Total Policy Packages	Pkg: 155 Workday Reorganization and Stabilization Priority: 00				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	9,709,656	9,709,656				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,808	2,808				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	2,042,904	2,042,904				
3221 Pension Obligation Bond						
3400 Other Funds Ltd	351,832	351,832				
3230 Social Security Taxes						
3400 Other Funds Ltd	729,659	729,659				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	37,988	37,988				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,638	1,638				
3260 Mass Transit Tax						
3400 Other Funds Ltd	58,536	58,536				
3270 Flexible Benefits						
3400 Other Funds Ltd	1,653,912	1,653,912				
OTHER PAYROLL EXPENSES						

Description	Total Policy Packages	Pkg: 155 Workday Reorganization and Stabilization Priority: 00				
3400 Other Funds Ltd	4,879,277	4,879,277				
TOTAL OTHER PAYROLL EXPENSES	**$4,879,277**	**$4,879,277**				
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(266,865)	(266,865)				
PERSONAL SERVICES						
3400 Other Funds Ltd	14,322,068	14,322,068				
TOTAL PERSONAL SERVICES	**$14,322,068**	**$14,322,068**				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	54,234	54,234				
4150 Employee Training						
3400 Other Funds Ltd	113,563	113,563				
4175 Office Expenses						
3400 Other Funds Ltd	123,629	123,629				
4200 Telecommunications						
3400 Other Funds Ltd	152,706	152,706				
4250 Data Processing						
3400 Other Funds Ltd	357,227	357,227				
4275 Publicity and Publications						
3400 Other Funds Ltd	4,000	4,000				
4300 Professional Services						

Description	Total Policy Packages	Pkg: 155 Workday Reorganization and Stabilization Priority: 00				
3400 Other Funds Ltd	1,208,075	1,208,075				
4315 IT Professional Services						
3400 Other Funds Ltd	15,851,872	15,851,872				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	3,333	3,333				
4400 Dues and Subscriptions						
3400 Other Funds Ltd	30,598	30,598				
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	379,568	379,568				
4650 Other Services and Supplies						
3400 Other Funds Ltd	44,440	44,440				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	33,802	33,802				
4715 IT Expendable Property						
3400 Other Funds Ltd	95,071	95,071				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	18,452,118	18,452,118				
TOTAL SERVICES & SUPPLIES	**$18,452,118**	**$18,452,118**				
EXPENDITURES						
3400 Other Funds Ltd	32,774,186	32,774,186				
TOTAL EXPENDITURES	**$32,774,186**	**$32,774,186**				
ENDING BALANCE						

Description	Total Policy Packages	Pkg: 155 Workday Reorganization and Stabilization Priority: 00				
3400 Other Funds Ltd	(32,774,186)	(32,774,186)				
TOTAL ENDING BALANCE	**($32,774,186)**	**($32,774,186)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	39	39				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	39.00	39.00				

Description	Total Policy Packages	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 502 HH- State Land For Housing Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	16,822,271	-	15,914,127	908,144		
AVAILABLE REVENUES						
8000 General Fund	16,822,271	-	15,914,127	908,144		
TOTAL AVAILABLE REVENUES	**$16,822,271**	**-**	**$15,914,127**	**$908,144**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,128,048	-	570,456	557,592		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	432	-	216	216		
3220 Public Employees Retire Cont						
8000 General Fund	237,340	-	120,024	117,316		
3230 Social Security Taxes						
8000 General Fund	86,297	-	43,641	42,656		
3241 Paid Family Medical Leave Insurance						
8000 General Fund	4,513	-	2,283	2,230		
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	252	-	126	126		

Description	Total Policy Packages	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 502 HH- State Land For Housing Priority: 00		
3260 Mass Transit Tax						
8000 General Fund	6,769	-	3,423	3,346		
3270 Flexible Benefits						
8000 General Fund	254,448	-	127,224	127,224		
OTHER PAYROLL EXPENSES						
8000 General Fund	590,051	-	296,937	293,114		
TOTAL OTHER PAYROLL EXPENSES	**$590,051**	**-**	**$296,937**	**$293,114**		
PERSONAL SERVICES						
8000 General Fund	1,718,099	-	867,393	850,706		
TOTAL PERSONAL SERVICES	**$1,718,099**	**-**	**$867,393**	**$850,706**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,538	-	3,438	3,100		
4150 Employee Training						
8000 General Fund	15,484	-	7,221	8,263		
4175 Office Expenses						
8000 General Fund	17,256	-	8,628	8,628		
4200 Telecommunications						
8000 General Fund	19,320	-	9,660	9,660		
4250 Data Processing						
8000 General Fund	6,564	-	3,282	3,282		
4325 Attorney General						

Description	Total Policy Packages	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 502 HH- State Land For Housing Priority: 00		
8000 General Fund	10,000	-	-	10,000		
4400 Dues and Subscriptions						
8000 General Fund	4,722	-	2,361	2,361		
4650 Other Services and Supplies						
8000 General Fund	15,003,378	-	15,001,689	1,689		
3400 Other Funds Ltd	2,000,000	2,000,000	-	-		
All Funds	17,003,378	2,000,000	15,001,689	1,689		
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,032	-	2,016	2,016		
4715 IT Expendable Property						
8000 General Fund	16,878	-	8,439	8,439		
SERVICES & SUPPLIES						
8000 General Fund	15,104,172	-	15,046,734	57,438		
3400 Other Funds Ltd	2,000,000	2,000,000	-	-		
TOTAL SERVICES & SUPPLIES	**$17,104,172**	**$2,000,000**	**$15,046,734**	**$57,438**		
EXPENDITURES						
8000 General Fund	16,822,271	-	15,914,127	908,144		
3400 Other Funds Ltd	2,000,000	2,000,000	-	-		
TOTAL EXPENDITURES	**$18,822,271**	**$2,000,000**	**$15,914,127**	**$908,144**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	(2,000,000)	(2,000,000)	-	-		

Description	Total Policy Packages	Pkg: 140 Facility Conditions & Capital Planning System Priority: 00	Pkg: 141 New Program Support EV astructure/Sustainabi Priority: 00	Pkg: 502 HH- State Land For Housing Priority: 00		
TOTAL ENDING BALANCE	**($2,000,000)**	**($2,000,000)**	**-**	**-**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	6	-	3	3		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	6.00	-	3.00	3.00		

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	16,983,616	-	-	-	16,983,616	
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3200 Other Funds Non-Ltd	146,319,793	-	146,319,793	-	-	
REVENUE CATEGORIES						
8000 General Fund	16,983,616	-	-	-	16,983,616	
3200 Other Funds Non-Ltd	146,319,793	-	146,319,793	-	-	
TOTAL REVENUE CATEGORIES	**$163,303,409**	**-**	**$146,319,793**	**-**	**$16,983,616**	
AVAILABLE REVENUES						
8000 General Fund	16,983,616	-	-	-	16,983,616	
3200 Other Funds Non-Ltd	146,319,793	-	146,319,793	-	-	
TOTAL AVAILABLE REVENUES	**$163,303,409**	**-**	**$146,319,793**	**-**	**$16,983,616**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,100,400	754,512	-	345,888	-	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00	
3400 Other Funds Ltd	576	432	-	144	-	
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	231,524	158,750	-	72,774	-	
3230 Social Security Taxes						
3400 Other Funds Ltd	84,181	57,721	-	26,460	-	
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	4,404	3,020	-	1,384	-	
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	336	252	-	84	-	
3260 Mass Transit Tax						
3400 Other Funds Ltd	6,603	4,527	-	2,076	-	
3270 Flexible Benefits						
3400 Other Funds Ltd	339,264	254,448	-	84,816	-	
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	666,888	479,150	-	187,738	-	
TOTAL OTHER PAYROLL EXPENSES	**$666,888**	**$479,150**	**-**	**$187,738**	**-**	
PERSONAL SERVICES						
3400 Other Funds Ltd	1,767,288	1,233,662	-	533,626	-	
TOTAL PERSONAL SERVICES	**$1,767,288**	**$1,233,662**	**-**	**$533,626**	**-**	
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	5,003	2,711	-	2,292	-	

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00	
4150 Employee Training						
3400 Other Funds Ltd	11,701	6,887	-	4,814	-	
4175 Office Expenses						
3400 Other Funds Ltd	23,008	17,256	-	5,752	-	
4200 Telecommunications						
3400 Other Funds Ltd	25,760	19,320	-	6,440	-	
4250 Data Processing						
3400 Other Funds Ltd	8,752	6,564	-	2,188	-	
4325 Attorney General						
8000 General Fund	3,983,616	-	-	-	3,983,616	
4400 Dues and Subscriptions						
3400 Other Funds Ltd	6,296	4,722	-	1,574	-	
4650 Other Services and Supplies						
8000 General Fund	13,000,000	-	-	-	13,000,000	
3400 Other Funds Ltd	4,504	3,378	-	1,126	-	
All Funds	13,004,504	3,378	-	1,126	13,000,000	
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,376	4,032	-	1,344	-	
4715 IT Expendable Property						
3400 Other Funds Ltd	22,504	16,878	-	5,626	-	
SERVICES & SUPPLIES						
8000 General Fund	16,983,616	-	-	-	16,983,616	
3400 Other Funds Ltd	112,904	81,748	-	31,156	-	

Description	Total Policy Packages	Pkg: 130 Support Service demand for client agencies Priority: 00	Pkg: 150 Risk Charge Increase 2025-2027 Priority: 00	Pkg: 151 Risk Operations Support Priority: 00	Pkg: 152 Wrongful Convictions Priority: 00	
TOTAL SERVICES & SUPPLIES	**$17,096,520**	**$81,748**	**-**	**$31,156**	**$16,983,616**	
EXPENDITURES						
8000 General Fund	16,983,616	-	-	-	16,983,616	
3400 Other Funds Ltd	1,880,192	1,315,410	-	564,782	-	
TOTAL EXPENDITURES	**$18,863,808**	**$1,315,410**	**-**	**$564,782**	**$16,983,616**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3200 Other Funds Non-Ltd	146,319,793	-	146,319,793	-	-	
3400 Other Funds Ltd	(1,880,192)	(1,315,410)	-	(564,782)	-	
TOTAL ENDING BALANCE	**$144,439,601**	**($1,315,410)**	**$146,319,793**	**($564,782)**	**-**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	6	-	2	-	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	8.00	6.00	-	2.00	-	

Description	Total Policy Packages	Pkg: 180 Various Projects Including Sustainability Priority: 00				
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	250,000	250,000				
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	250,000	250,000				
TOTAL AVAILABLE REVENUES	**$250,000**	**$250,000**				
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3010 Other Funds Cap Improve	250,000	250,000				
ENDING BALANCE						
3010 Other Funds Cap Improve	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 181 Various Deferred Maintenance Projects Priority: 00	Pkg: 182 Building Automation Systems Priority: 00	Pkg: 183 Portfolio Repositioning Priority: 00	Pkg: 185 PSOB Restack project Priority: 00	Pkg: 186 Parking Lot Improvement/EV Charging Station Expansion Priority: 00
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	150,000,000	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3020 Other Funds Cap Construct	8,895,524	265,524	2,500,000	3,500,000	1,130,000	-
REVENUE CATEGORIES						
3020 Other Funds Cap Construct	158,895,524	265,524	2,500,000	3,500,000	1,130,000	-
TOTAL REVENUE CATEGORIES	**$158,895,524**	**$265,524**	**$2,500,000**	**$3,500,000**	**$1,130,000**	**-**
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	158,895,524	265,524	2,500,000	3,500,000	1,130,000	-
TOTAL AVAILABLE REVENUES	**$158,895,524**	**$265,524**	**$2,500,000**	**$3,500,000**	**$1,130,000**	**-**
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	204,000,000	15,500,000	5,000,000	15,000,000	12,000,000	3,500,000
ENDING BALANCE						
3020 Other Funds Cap Construct	(45,104,476)	(15,234,476)	(2,500,000)	(11,500,000)	(10,870,000)	(3,500,000)
TOTAL ENDING BALANCE	**($45,104,476)**	**($15,234,476)**	**($2,500,000)**	**($11,500,000)**	**($10,870,000)**	**($3,500,000)**

Description	Pkg: 187 L&I Interior/Seismic Renovation Priority: 00	Pkg: 188 Parking Lot improvement Priority: 00				
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	150,000,000	-				
TRANSFERS IN						
1010 Transfer In - Intrafund						
3020 Other Funds Cap Construct	-	1,500,000				
REVENUE CATEGORIES						
3020 Other Funds Cap Construct	150,000,000	1,500,000				
TOTAL REVENUE CATEGORIES	**$150,000,000**	**$1,500,000**				
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	150,000,000	1,500,000				
TOTAL AVAILABLE REVENUES	**$150,000,000**	**$1,500,000**				
EXPENDITURES						
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	150,000,000	3,000,000				
ENDING BALANCE						
3020 Other Funds Cap Construct	-	(1,500,000)				
TOTAL ENDING BALANCE	**-**	**($1,500,000)**				

Description	Total Policy Packages	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00				
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3400 Other Funds Ltd	960,000	960,000				
TRANSFERS IN						
1010 Transfer In - Intrafund						
3430 Other Funds Debt Svc Ltd	14,088,103	14,088,103				
REVENUE CATEGORIES						
3400 Other Funds Ltd	960,000	960,000				
3430 Other Funds Debt Svc Ltd	14,088,103	14,088,103				
TOTAL REVENUE CATEGORIES	**$15,048,103**	**$15,048,103**				
AVAILABLE REVENUES						
3400 Other Funds Ltd	960,000	960,000				
3430 Other Funds Debt Svc Ltd	14,088,103	14,088,103				
TOTAL AVAILABLE REVENUES	**$15,048,103**	**$15,048,103**				
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3400 Other Funds Ltd	960,000	960,000				
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	4,155,000	4,155,000				

Description	Total Policy Packages	Pkg: 190 Debt Service/COI Bund Funded Cap Projects Priority: 00				
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	9,933,103	9,933,103				
DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	14,088,103	14,088,103				
TOTAL DEBT SERVICE	**$14,088,103**	**$14,088,103**				
EXPENDITURES						
3400 Other Funds Ltd	960,000	960,000				
3430 Other Funds Debt Svc Ltd	14,088,103	14,088,103				
TOTAL EXPENDITURES	**$15,048,103**	**$15,048,103**				
ENDING BALANCE						
3400 Other Funds Ltd	-	-				
3430 Other Funds Debt Svc Ltd	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	3,801,661	-	3,801,661			
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	20,838,690	-	20,838,690			
3400 Other Funds Ltd	266,310	-	266,310			
All Funds	21,105,000	-	21,105,000			
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	300,000	300,000	-			
REVENUE CATEGORIES						
8030 General Fund Debt Svc	3,801,661	-	3,801,661			
3020 Other Funds Cap Construct	20,838,690	-	20,838,690			
3400 Other Funds Ltd	566,310	300,000	266,310			
TOTAL REVENUE CATEGORIES	**$25,206,661**	**$300,000**	**$24,906,661**			
AVAILABLE REVENUES						
8030 General Fund Debt Svc	3,801,661	-	3,801,661			
3020 Other Funds Cap Construct	20,838,690	-	20,838,690			
3400 Other Funds Ltd	566,310	300,000	266,310			
TOTAL AVAILABLE REVENUES	**$25,206,661**	**$300,000**	**$24,906,661**			

Description	Total Policy Packages	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00			
EXPENDITURES						
SERVICES & SUPPLIES						
4325 Attorney General						
3400 Other Funds Ltd	300,000	300,000	-			
4650 Other Services and Supplies						
3400 Other Funds Ltd	266,310	-	266,310			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	566,310	300,000	266,310			
TOTAL SERVICES & SUPPLIES	**$566,310**	**$300,000**	**$266,310**			
CAPITAL OUTLAY						
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	20,838,690	-	20,838,690			
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	1,635,000	-	1,635,000			
7150 Interest - Bonds						
8030 General Fund Debt Svc	2,166,661	-	2,166,661			
DEBT SERVICE						
8030 General Fund Debt Svc	3,801,661	-	3,801,661			
TOTAL DEBT SERVICE	**$3,801,661**	**-**	**$3,801,661**			
EXPENDITURES						
8030 General Fund Debt Svc	3,801,661	-	3,801,661			

Description	Total Policy Packages	Pkg: 200 Consulting & AG Expense for Mill Creek Corp Priority: 00	Pkg: 201 Oregon State Fair Funding Request Priority: 00			
3020 Other Funds Cap Construct	20,838,690	-	20,838,690			
3400 Other Funds Ltd	566,310	300,000	266,310			
TOTAL EXPENDITURES	**$25,206,661**	**$300,000**	**$24,906,661**			
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-			
3020 Other Funds Cap Construct	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			

Description	Total Policy Packages	Pkg: 202 ARPA Carryforward Priority: 00				
REVENUE CATEGORIES						
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	163,911,525	163,911,525				
AVAILABLE REVENUES						
6400 Federal Funds Ltd	163,911,525	163,911,525				
TOTAL AVAILABLE REVENUES	**$163,911,525**	**$163,911,525**				
EXPENDITURES						
SPECIAL PAYMENTS						
6123 Spc Pmt to OR Business Development						
6400 Federal Funds Ltd	163,911,525	163,911,525				
ENDING BALANCE						
6400 Federal Funds Ltd	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

PIC100

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											2,190,462	-	226,800,747	917,172	229,908,381
Total OPE											1,155,526	-	108,584,088	405,001	110,144,615
Total Personal Services					**1,028**	**1,025.55**					**3,345,988**	**-**	**335,384,835**	**1,322,173**	**340,052,996**

2025-27 Biennium **Cross Reference Number: 10700-030-01-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0110001	MEAH Z7581 HF	AGENCY HEAD 1	48X	PF	1	1.00	24	10	26902	SAL	-	-	645,648	-	645,648
										OPE	-	-	209,983	-	209,983
0156461	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	7	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
1308733	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
2100116	MMN X7598 AP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2208736	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
3070161	MESN Z7593 DF	DEPUTY/CHIEF 3	45X	PF	1	1.00	24	10	22447	SAL	-	-	538,728	-	538,728
										OPE	-	-	185,937	-	185,937
Total Salary											-	-	2,276,448	-	2,276,448
Total OPE											-	-	883,691	-	883,691
Total Personal Services					**6**	**6.00**					**-**	**-**	**3,160,139**	**-**	**3,160,139**

2025-27 Biennium **Cross Reference Number: 10700-030-04-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0111893	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	3	9095	SAL	173,642	-	44,638	-	218,280
										OPE	84,338	-	21,681	-	106,019
0170121	MESN Z7312 AF	GOVERNMENT AFFAIRS ADMINISTRATO	38X	PF	1	1.00	24	10	15502	SAL	7,441	-	364,607	-	372,048
										OPE	2,969	-	145,482	-	148,451
0211899	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	3	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
0530018	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	9	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
2018162	MMN X1164 AP	ECONOMIST 4	33	PF	1	1.00	24	3	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
Total Salary											181,083	-	1,137,765	-	1,318,848
Total OPE											87,307	-	506,654	-	593,961
Total Personal Services					**5**	**5.00**					**268,390**	**-**	**1,644,419**	**-**	**1,912,809**

2025-27 Biennium **Cross Reference Number: 10700-032-01-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0701001	MESN Z7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2300115	MESN Z7442 IP	CHIEF INFORMATION ADMINISTRATOR ´	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
9901118	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
Total Salary											-	-	953,904	-	953,904
Total OPE											-	-	395,194	-	395,194
Total Personal Services					**3**	**3.00**					**-**	**-**	**1,349,098**	**-**	**1,349,098**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0152221	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
0221003	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	6	8116	SAL	-	-	194,784	-	194,784
										OPE	-	-	99,185	-	99,185
0221019	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
0221075	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
0231024	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
0231028	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	9	10316	SAL	-	-	247,584	-	247,584
										OPE	-	-	114,544	-	114,544
0231058	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
0414866	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
0414876	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
0440701	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
0448301	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
0530074	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
0540501	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
0560007	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
0940801	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
1114841	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9115	SAL	-	-	218,760	-	218,760

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	-	-	106,159	-	106,159
1900015	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
1914850	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
1914860	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
2050801	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	3	5463	SAL	-	-	131,112	-	131,112
										OPE	-	-	80,662	-	80,662
2100001	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
2100002	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
2100147	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
2100163	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
2110004	MMS X7885 IP	INFORMATION TECHNOLOGY MANAGEF	31X	PF	1	1.00	24	10	12769	SAL	-	-	306,456	-	306,456
										OPE	-	-	131,670	-	131,670
2214831	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	4	5712	SAL	-	-	137,088	-	137,088
										OPE	-	-	82,400	-	82,400
2214861	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
2300008	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	10	11065	SAL	-	-	265,560	-	265,560
										OPE	-	-	119,773	-	119,773
2300009	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
2300020	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
2500001	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

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2500002	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
2500003	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
2500004	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
2500005	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
2500010	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
2514887	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	3	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2548738	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
2548852	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
2548868	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
2548876	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
2548884	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
2700001	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
2700002	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
2700003	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
2700004	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
2700005	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	3	5463	SAL	-	-	131,112	-	131,112

2025-27 Biennium **Cross Reference Number: 10700-032-03-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	80,662	-	80,662
2700006	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	3	5463	SAL	-	-	131,112	-	131,112
										OPE	-	-	80,662	-	80,662
2700007	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
2700008	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
3145001	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	3	5463	SAL	-	-	131,112	-	131,112
										OPE	-	-	80,662	-	80,662
4010301	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
6000719	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	4	6920	SAL	-	-	166,080	-	166,080
										OPE	-	-	90,834	-	90,834
Total Salary											-	-	11,433,960	-	11,433,960
Total OPE											-	-	5,579,783	-	5,579,783
Total Personal Services					**53**	**53.00**					**-**	**-**	**17,013,743**	**-**	**17,013,743**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0108511	MMN X7598 AP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0300873	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
0401202	UA C0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	10	9581	SAL	-	-	229,944	-	229,944
										OPE	-	-	109,413	-	109,413
1808061	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
2100108	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
2270102	MMS X7663 AP	COMMUNICATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2300003	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2300043	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
2300044	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2300116	MMC X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
2300117	MESN Z7593 DI	DEPUTY/CHIEF 3	45X	PF	1	1.00	24	10	22447	SAL	-	-	538,728	-	538,728
										OPE	-	-	185,937	-	185,937
2300152	MESN Z7201 AI	DIVERSITY EQUITY AND INCLUSION ADI	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
2500027	MENN Z0873 AI	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
2500115	UA C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	5	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
2851002	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
4070702	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	5	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
4508734	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
6447002	OAS C4034 AP	FACILITY ENERGY TECHNICIAN 3	26	PF	1	1.00	24	3	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
Total Salary											-	-	4,544,688	-	4,544,688
Total OPE											-	-	2,069,354	-	2,069,354
Total Personal Services					**18**	**18.00**					**-**	**-**	**6,614,042**	**-**	**6,614,042**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0014001	MESN Z7593 DF	DEPUTY/CHIEF 3	45X	PF	1	1.00	24	10	22447	SAL	-	-	538,728	-	538,728
										OPE	-	-	185,937	-	185,937
0014012	UA C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	92,789	-	92,789
0014020	MMS X7081 AP	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	3	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0014025	MENN Z0871 AF	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
2500130	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
Total Salary											149,880	-	1,221,768	-	1,371,648
Total OPE											86,123	-	512,198	-	598,321
Total Personal Services					**5**	**5.00**					**236,003**	**-**	**1,733,966**	**-**	**1,969,969**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0014004	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	6	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0014005	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
0014006	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0014007	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0014009	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0014010	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0014017	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0270081	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0270102	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
3511781	MMN X1178 AP	PUBLIC ADMINISTRATIVE TRAINEE	25	PF	1	1.00	24	4	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
3511782	MMN X1178 AP	PUBLIC ADMINISTRATIVE TRAINEE	25	PF	1	1.00	24	3	6164	SAL	-	-	147,936	-	147,936
										OPE	-	-	85,557	-	85,557
3570122	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	3	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
7431001	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
7700801	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	7	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
Total Salary											-	-	4,094,568	-	4,094,568
Total OPE											-	-	1,781,631	-	1,781,631

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 Personal Services					**14**	**14.00**					**-**	**-**	**5,876,199**	**-**	**5,876,199**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0014801	MESN Z7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0014803	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
0208732	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
0214862	MMC X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	9	12562	SAL	-	-	301,488	-	301,488
										OPE	-	-	130,225	-	130,225
0260012	MMC X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	9	12562	SAL	-	-	301,488	-	301,488
										OPE	-	-	130,225	-	130,225
3508731	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
Total Salary											-	-	1,814,808	-	1,814,808
Total OPE											-	-	780,760	-	780,760
Total Personal Services					**6**	**6.00**					**-**	**-**	**2,595,568**	**-**	**2,595,568**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0208161	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
0211431	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0350875	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
2700802	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
3511431	MMN X1143 AP	POLICY AND BUDGET ANALYST	35	PF	1	1.00	24	5	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
6100001	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	300	-	300
										OPE	-	-	23	-	23
6100002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	300	-	300
										OPE	-	-	23	-	23
6100003	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	300	-	300
										OPE	-	-	23	-	23
6100004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	300	-	300
										OPE	-	-	23	-	23
Total Salary											-	-	1,515,072	-	1,515,072
Total OPE											-	-	650,786	-	650,786
Total Personal Services					**5**	**5.00**					**-**	**-**	**2,165,858**	**-**	**2,165,858**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0150007	MMS X7033 AP	ACCOUNTING MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0152202	MMN X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	7	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0152205	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0152209	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0153005	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0153012	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	6	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0153026	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0312119	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0312121	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0350873	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
0350874	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
0470087	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
2500142	MMS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
2700009	MMS X7324 AP	GRANTS LOANS AND PROGRAMS MAN/	33X	LF	1	1.00	24	10	12165	SAL	-	-	-	291,960	291,960
										OPE	-	-	-	127,453	127,453
2700010	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	0.75	18	9	11578	SAL	-	-	-	208,404	208,404
										OPE	-	-	-	92,516	92,516
2700011	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	0.75	18	9	11578	SAL	-	-	-	208,404	208,404

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	-	-	-	92,516	92,516
2700012	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	0.75	18	9	11578	SAL	-	-	-	208,404	208,404
										OPE	-	-	-	92,516	92,516
Total Salary											-	-	3,244,392	917,172	4,161,564
Total OPE											-	-	1,491,787	405,001	1,896,788
Total Personal Services					**17**	**16.25**					**-**	**-**	**4,736,179**	**1,322,173**	**6,058,352**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0150006	MMS X7032 AP	ACCOUNTING ADMINISTRATOR 1	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0152001	MMS X7033 AP	ACCOUNTING MANAGER 3	35X	PF	1	1.00	24	3	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0152002	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0152003	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0152006	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0152208	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0152210	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
0152212	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
0153002	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0156003	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0156004	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0156005	MMS X7033 AP	ACCOUNTING MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0231011	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
0231017	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
0312111	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0312112	OAS C1217 AP	ACCOUNTANT 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
0312113	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0312115	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0312116	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0312117	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	4	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0313322	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0321111	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0448501	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
0608121	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
0608122	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
0608511	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
2500021	UA C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	90,423	-	90,423
2500100	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2500105	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
2500106	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	8	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2700055	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	9	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
2700056	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
6501041	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	7	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6508701	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
6508702	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
6512171	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
Total Salary											-	-	8,012,760	-	8,012,760
Total OPE											-	-	3,859,395	-	3,859,395
Total Personal Services					**36**	**36.00**					**-**	**-**	**11,872,155**	**-**	**11,872,155**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0210005	MESN Z7491 IP	STATE CHIEF INFORMATION OFFICER	45X	PF	1	1.00	24	10	29171	SAL	-	-	700,104	-	700,104
										OPE	-	-	222,231	-	222,231
0410803	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	9	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0470102	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
1900002	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
1900004	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
1900009	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
1914707	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
2100006	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
2100017	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
2100018	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
2100022	MMN X0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
2100121	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
2100122	MMS X7599 IP	CONSULTANT ADVISOR 2	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
2100123	MMS X7599 IP	CONSULTANT ADVISOR 2	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
2100124	MMN X7599 IP	CONSULTANT ADVISOR 2	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
2100125	MMS X7599 IP	CONSULTANT ADVISOR 2	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800

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	-	-	166,388	-	166,388
2100126	MMS X7599 IP	CONSULTANT ADVISOR 2	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
2100127	MMS X7599 IP	CONSULTANT ADVISOR 2	38X	PF	1	1.00	24	7	16269	SAL	-	-	390,456	-	390,456
										OPE	-	-	152,591	-	152,591
2514859	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
2548621	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
2548727	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
2548732	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2548814	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2548829	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
2548858	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
2548873	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
2548875	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
4008731	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
5508721	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
7014001	MESN Z7492 IP	DEPUTY STATE CHIEF INFORMATION OI	42X	PF	1	1.00	24	10	25214	SAL	-	-	605,136	-	605,136
										OPE	-	-	200,873	-	200,873
Total Salary											-	-	9,744,624	-	9,744,624
Total OPE											-	-	4,025,102	-	4,025,102

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 Personal Services					**30**	**30.00**					**-**	**-**	**13,769,726**	**-**	**13,769,726**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0240026	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12340	SAL	-	-	296,160	-	296,160
										OPE	-	-	128,675	-	128,675
0414887	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
0470082	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
0470101	MMS X7882 IP	INFORMATION TECHNOLOGY ADMINIST	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
0485201	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
1914808	MMN X1499 IP	SENIOR INFORMATION TECHNOLOGY P	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
1914869	MMN X1499 IP	SENIOR INFORMATION TECHNOLOGY P	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
1970080	MMN X1499 IP	SENIOR INFORMATION TECHNOLOGY P	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2548808	MMN X1499 IP	SENIOR INFORMATION TECHNOLOGY P	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
4001181	UA C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	86,108	-	86,108
4008561	MMN X1499 IP	SENIOR INFORMATION TECHNOLOGY P	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
4008733	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
4008734	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
4008735	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
4014871	UA C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10786	SAL	-	-	258,864	-	258,864
										OPE	-	-	117,825	-	117,825
4014873	MMN X1499 IP	SENIOR INFORMATION TECHNOLOGY P	35X	PF	1	1.00	24	6	12769	SAL	-	-	306,456	-	306,456

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	131,670	-	131,670
Total Salary											-	-	4,964,184	-	4,964,184
Total OPE											-	-	2,105,367	-	2,105,367
Total Personal Services					**16**	**16.00**					**-**	**-**	**7,069,551**	**-**	**7,069,551**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0014023	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
0408521	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
0411901	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
0414886	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	8	11248	SAL	-	-	269,952	-	269,952
										OPE	-	-	121,051	-	121,051
0420301	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0441602	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12340	SAL	-	-	296,160	-	296,160
										OPE	-	-	128,675	-	128,675
0485302	MESN Z7911 IP	INFORMATION TECHNOLOGY CYBER SE	40X	PF	1	1.00	24	10	22870	SAL	-	-	548,880	-	548,880
										OPE	-	-	188,220	-	188,220
1282001	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
1900001	MMS X7882 IP	INFORMATION TECHNOLOGY ADMINIST	38X	PF	1	1.00	24	3	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
1900005	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
1900006	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
1900007	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
1900010	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
1914801	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
1914802	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
1914803	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12336	SAL	-	-	296,064	-	296,064

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	-	-	128,647	-	128,647
1914805	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
1914864	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
1914865	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
1914866	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
1914870	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
1914874	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
1914875	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
1914876	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
1914877	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
1914888	AO C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	9	11782	SAL	-	-	282,768	-	282,768
										OPE	-	-	124,779	-	124,779
1948700	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
1970060	MMS X7914 IP	INFORMATION TECHNOLOGY CYBER SE	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
1970081	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	3	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
1970082	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
1970083	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1970101	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
1987201	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
2300080	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	9	11780	SAL	-	-	282,720	-	282,720
										OPE	-	-	124,765	-	124,765
2300081	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
2300082	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
2300083	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	9	11780	SAL	-	-	282,720	-	282,720
										OPE	-	-	124,765	-	124,765
2300084	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	9	11780	SAL	-	-	282,720	-	282,720
										OPE	-	-	124,765	-	124,765
2300085	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
2300086	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
2300087	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
2300088	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
2300089	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
2300090	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
2300118	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
2508521	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
2508522	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	-	-	259,200	-	259,200

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	-	-	117,924	-	117,924
2514883	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
2548705	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
2548813	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
5514898	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
5514899	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
5514900	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
5514901	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
5514902	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
5514903	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
5514904	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
5514905	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
5514906	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	6	12769	SAL	-	-	306,456	-	306,456
										OPE	-	-	131,670	-	131,670
5514907	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
5514908	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
6001007	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

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											-	-	17,535,480	-	17,535,480
Total OPE											-	-	7,718,774	-	7,718,774
Total Personal Services					**62**	**62.00**					**-**	**-**	**25,254,254**	**-**	**25,254,254**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0408522	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
0420401	UA C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	6	5167	SAL	-	-	124,008	-	124,008
										OPE	-	-	78,596	-	78,596
0420402	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
0420405	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	2	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
0420406	MMS X7882 IP	INFORMATION TECHNOLOGY ADMINIST	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
0470105	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
2100007	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
2500049	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	2	7490	SAL	-	-	179,760	-	179,760
										OPE	-	-	94,815	-	94,815
2500050	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
2548845	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
5508711	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
9970101	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
Total Salary											-	-	3,103,584	-	3,103,584
Total OPE											-	-	1,403,229	-	1,403,229
Total Personal Services					**12**	**12.00**					**-**	**-**	**4,506,813**	**-**	**4,506,813**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0032010	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
0414073	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
0414401	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
0448601	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
1970122	MESN Z7922 IP	INFORMATION TECHNOLOGY DATA ADM	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
1986399	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
2300097	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
2300099	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
2300100	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
2300101	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
2300102	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	8	9853	SAL	-	-	236,472	-	236,472
										OPE	-	-	111,312	-	111,312
2300103	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
2300174	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
2500147	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
2548861	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
2700013	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.88	21	3	7923	SAL	166,383	-	-	-	166,383

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	85,608	-	-	-	85,608
2700014	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.88	21	3	7923	SAL	166,383	-	-	-	166,383
										OPE	85,608	-	-	-	85,608
2700015	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	0.88	21	3	3952	SAL	82,992	-	-	-	82,992
										OPE	61,350	-	-	-	61,350
2700016	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	3	7206	SAL	151,326	-	-	-	151,326
										OPE	81,227	-	-	-	81,227
2700017	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	0.88	21	3	7827	SAL	164,367	-	-	-	164,367
										OPE	85,021	-	-	-	85,021
Total Salary											731,451	-	4,085,112	-	4,816,563
Total OPE											398,814	-	1,818,627	-	2,217,441
Total Personal Services					**20**	**19.40**					**1,130,265**	**-**	**5,903,739**	**-**	**7,034,004**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1900003	MMN X7598 IP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
1914883	MMN X7598 IP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2548801	MMS X7881 IP	INFORMATION TECHNOLOGY ADMINIST	40X	PF	1	1.00	24	10	22870	SAL	-	-	548,880	-	548,880
										OPE	-	-	188,220	-	188,220
5514897	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
Total Salary											-	-	1,589,040	-	1,589,040
Total OPE											-	-	613,769	-	613,769
Total Personal Services					**4**	**4.00**					**-**	**-**	**2,202,809**	**-**	**2,202,809**

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Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0520050	MMC X0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	7	5080	SAL	-	-	121,920	-	121,920
										OPE	-	-	77,989	-	77,989
0530032	MMC X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
0670141	MESN Z7593 DF	DEPUTY/CHIEF 3	45X	PF	1	1.00	24	10	22447	SAL	-	-	538,728	-	538,728
										OPE	-	-	185,937	-	185,937
7013191	MMC X0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	9	5607	SAL	-	-	134,568	-	134,568
										OPE	-	-	81,667	-	81,667
Total Salary											-	-	950,472	-	950,472
Total OPE											-	-	433,279	-	433,279
Total Personal Services					**4**	**4.00**					**-**	**-**	**1,383,751**	**-**	**1,383,751**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0530029	MMN X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0601003	MMN X7598 AP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2100050	MMN X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	5	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
2300028	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
2500141	MMN X7598 AP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
Total Salary											-	-	1,331,904	-	1,331,904
Total OPE											-	-	600,060	-	600,060
Total Personal Services					**5**	**5.00**					**-**	**-**	**1,931,964**	**-**	**1,931,964**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0500020	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	150	-	150
										OPE	-	-	11	-	11
0500021	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	150	-	150
										OPE	-	-	11	-	11
0500022	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	150	-	150
										OPE	-	-	11	-	11
0500023	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	150	-	150
										OPE	-	-	11	-	11
0500024	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	150	-	150
										OPE	-	-	11	-	11
0500025	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	150	-	150
										OPE	-	-	11	-	11
0500026	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	150	-	150
										OPE	-	-	11	-	11
0520028	MMC X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0520052	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0530040	MMC X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0608738	MMN X7598 AP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0611881	MMC X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
1000892	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
2100049	MMN X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2100051	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
2100109	MMC X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872

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Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	123,354	-	123,354
2100112	MMC X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	3	5607	SAL	-	-	134,568	-	134,568
										OPE	-	-	81,667	-	81,667
2500023	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	8	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2500024	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	5	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
4508732	MMS X7341 AP	HUMAN RESOURCES ADMINISTRATOR :	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
Total Salary											-	-	3,372,786	-	3,372,786
Total OPE											-	-	1,528,906	-	1,528,906
Total Personal Services					**13**	**13.00**					**-**	**-**	**4,901,692**	**-**	**4,901,692**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0112071	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
0530021	MMS X7341 AP	HUMAN RESOURCES ADMINISTRATOR :	40X	PF	1	1.00	24	8	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0611897	MMN X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
0611898	MMC X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
0613273	MMN X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
2100027	UA C1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	1.00	24	3	5413	SAL	-	-	129,912	-	129,912
										OPE	-	-	80,313	-	80,313
2208734	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
2500025	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	5	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
2500150	MMN X0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8331	SAL	-	-	199,944	-	199,944
										OPE	-	-	100,686	-	100,686
2500151	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
2500152	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
2500153	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
Total Salary											-	-	2,947,848	-	2,947,848
Total OPE											-	-	1,365,486	-	1,365,486
Total Personal Services					**12**	**12.00**					**-**	**-**	**4,313,334**	**-**	**4,313,334**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0451324	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0530092	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0611899	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0618702	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0700004	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0700007	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0700008	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0700012	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	9	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
1870061	MMS X7341 AP	HUMAN RESOURCES ADMINISTRATOR 2	40X	PF	1	1.00	24	8	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2000802	MMC X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	9	7490	SAL	-	-	179,760	-	179,760
										OPE	-	-	94,815	-	94,815
2300119	MMC X1324 AP	STATE LABOR RELATIONS MANAGER	35	PF	1	1.00	24	7	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
2300120	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	2	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
Total Salary											-	-	3,613,128	-	3,613,128
Total OPE											-	-	1,559,026	-	1,559,026
Total Personal Services					**12**	**12.00**					**-**	**-**	**5,172,154**	**-**	**5,172,154**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0113211	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0520008	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
0520055	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0530013	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0530026	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0530030	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0530401	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	3	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
0700013	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	3	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0951203	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	7	6791	SAL	-	-	162,984	-	162,984
										OPE	-	-	89,934	-	89,934
1308731	MMN X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
1810402	MMN X1319 AP	HUMAN RESOURCE ASSISTANT	18	PF	1	1.00	24	9	5887	SAL	-	-	141,288	-	141,288
										OPE	-	-	83,623	-	83,623
2100052	MMC X1327 AP	HR CONSULTANT 2	32	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2300026	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
2300029	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
2300033	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
2300150	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792

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	-	-	102,968	-	102,968
2300151	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
2700018	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
2700019	MMS X7343 AP	HUMAN RESOURCES MANAGER 3	35X	PF	1	1.00	24	3	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
7013211	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	3	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	87,686	-	87,686
9013261	MMN X1326 AP	HR CONSULTANT 1	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
Total Salary											-	-	4,610,880	-	4,610,880
Total OPE											-	-	2,234,258	-	2,234,258
Total Personal Services					**21**	**21.00**					**-**	**-**	**6,845,138**	**-**	**6,845,138**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0401181	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0510002	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
1901040	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
1908732	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
2500064	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
2501401	MESN Z7881 IP	INFORMATION TECHNOLOGY ADMINIST	40X	PF	1	1.00	24	10	22870	SAL	-	-	548,880	-	548,880
										OPE	-	-	188,220	-	188,220
2511901	MMS X0806 AP	OFFICE MANAGER 2	22	PF	1	1.00	24	9	7128	SAL	-	-	171,072	-	171,072
										OPE	-	-	92,287	-	92,287
2514858	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
2548201	OAS C1482 IP	INFORMATION SYSTEMS SPECIALIST 2	21	PF	1	1.00	24	10	6574	SAL	-	-	157,776	-	157,776
										OPE	-	-	88,419	-	88,419
2548603	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
2548612	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
2548713	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
2548716	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
2548719	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2548735	MMS X7945 IP	INFORMATION TECHNOLOGY PLATFORI	31X	PF	1	1.00	24	10	12769	SAL	-	-	306,456	-	306,456
										OPE	-	-	131,670	-	131,670
2548802	MESN Z7882 IP	INFORMATION TECHNOLOGY ADMINIST	38X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800

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	-	-	166,388	-	166,388
2548809	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
2548810	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
2548819	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
2548826	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
2548836	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
2548851	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
2548855	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
2548877	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
2548878	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
2570081	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
5502121	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
5508701	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
Total Salary											-	-	7,564,296	-	7,564,296
Total OPE											-	-	3,367,214	-	3,367,214
Total Personal Services					**28**	**28.00**					**-**	**-**	**10,931,510**	**-**	**10,931,510**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0231010	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
1914885	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
2514890	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
2548613	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
2548709	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
2548725	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
2548822	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
2548824	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
2548825	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
2548831	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
2548866	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
2548867	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
4003405	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	0	0.20	4.8	6	12769	SAL	-	-	61,291	-	61,291
										OPE	-	-	26,689	-	26,689
Total Salary											-	-	3,512,227	-	3,512,227
Total OPE											-	-	1,540,807	-	1,540,807
Total Personal Services					**12**	**12.20**					**-**	**-**	**5,053,034**	**-**	**5,053,034**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0408131	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
0414853	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
0440904	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
2270101	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
2548620	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
2548712	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
2548720	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
2548728	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
2548734	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
2548806	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	7	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
2548820	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
2548832	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
2548841	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
2548842	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
2548844	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
4003405	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	0	0.20	4.8	6	12769	SAL	-	-	61,291	-	61,291

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	-	-	26,689	-	26,689
Total Salary											-	-	4,217,635	-	4,217,635
Total OPE											-	-	1,873,600	-	1,873,600
Total Personal Services					**15**	**15.20**					**-**	**-**	**6,091,235**	**-**	**6,091,235**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1914884	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
1948830	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
2514888	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
2514889	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
2548602	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
2548608	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	4	8196	SAL	-	-	196,704	-	196,704
										OPE	-	-	99,744	-	99,744
2548609	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
2548614	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	2	6752	SAL	-	-	162,048	-	162,048
										OPE	-	-	89,662	-	89,662
2548703	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
2548711	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
2548718	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
2548812	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
2548815	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
2548821	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
2548835	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
2548837	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12336	SAL	-	-	296,064	-	296,064

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	-	-	128,647	-	128,647
2548860	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
2548879	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
2570082	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
4003405	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	0.30	7.2	6	12769	SAL	-	-	91,937	-	91,937
										OPE	-	-	40,919	-	40,919
Total Salary											-	-	5,328,137	-	5,328,137
Total OPE											-	-	2,372,026	-	2,372,026
Total Personal Services					**20**	**19.30**					**-**	**-**	**7,700,163**	**-**	**7,700,163**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0440902	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
1914886	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
2548502	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
2548606	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
2548610	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
2548708	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
2548726	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
2548730	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
2548834	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
2548838	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
2548840	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
2548843	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
2548859	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
2548863	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
2548864	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
2548865	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12336	SAL	-	-	296,064	-	296,064

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	-	-	128,647	-	128,647
4003405	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	0	0.30	7.2	6	12769	SAL	-	-	91,937	-	91,937
										OPE	-	-	40,919	-	40,919
Total Salary											-	-	4,561,361	-	4,561,361
Total OPE											-	-	2,021,405	-	2,021,405
Total Personal Services					**16**	**16.30**					**-**	**-**	**6,582,766**	**-**	**6,582,766**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0914841	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
2548302	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	4	5712	SAL	-	-	137,088	-	137,088
										OPE	-	-	82,400	-	82,400
2548504	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
2548604	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
2548605	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
2548611	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
2548615	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
2548715	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
2548721	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
2548722	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
2548723	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
2548816	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
2548817	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
2548830	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
2548839	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
2570105	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	0	0.40	9.6	10	15502	SAL	-	-	148,819	-	148,819

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	-	-	61,009	-	61,009
5514862	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
5514863	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
5514884	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
Total Salary											-	-	4,531,099	-	4,531,099
Total OPE											-	-	2,101,187	-	2,101,187
Total Personal Services					**18**	**18.40**					**-**	**-**	**6,632,286**	**-**	**6,632,286**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1914887	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	9	11780	SAL	-	-	282,720	-	282,720
										OPE	-	-	124,765	-	124,765
2514885	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
2548202	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
2548607	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
2548618	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
2548622	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
2548704	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
2548717	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
2548724	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
2548733	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
2548739	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	8	9853	SAL	-	-	236,472	-	236,472
										OPE	-	-	111,312	-	111,312
2548847	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
2548848	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
2548849	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
2548850	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
2548857	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12336	SAL	-	-	296,064	-	296,064

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	-	-	128,647	-	128,647
2570105	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	0.40	9.6	10	15502	SAL	-	-	148,819	-	148,819
										OPE	-	-	61,009	-	61,009
2700020	MMN X1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	3	7542	SAL	-	-	158,382	-	158,382
										OPE	-	-	83,281	-	83,281
2700021	MMN X1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	3	7542	SAL	-	-	158,382	-	158,382
										OPE	-	-	83,281	-	83,281
2700022	MMN X1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	3	7542	SAL	-	-	158,382	-	158,382
										OPE	-	-	83,281	-	83,281
2700023	MMN X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	0.88	21	3	9535	SAL	-	-	200,235	-	200,235
										OPE	-	-	95,455	-	95,455
2700024	MMN X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	0.88	21	3	9535	SAL	-	-	200,235	-	200,235
										OPE	-	-	95,455	-	95,455
6140803	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
Total Salary											-	-	5,430,235	-	5,430,235
Total OPE											-	-	2,506,262	-	2,506,262
Total Personal Services					**23**	**21.80**					**-**	**-**	**7,936,497**	**-**	**7,936,497**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0448502	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
1914831	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
2514884	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	-	-	337,560	-	337,560
										OPE	-	-	140,695	-	140,695
2548301	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
2548303	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
2548402	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
2548403	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
2548404	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
2548405	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
2548503	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
2548505	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
2548506	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	8	8317	SAL	-	-	199,608	-	199,608
										OPE	-	-	100,588	-	100,588
2548507	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
2548508	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
2548625	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
2548701	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10800	SAL	-	-	259,200	-	259,200

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	-	-	117,924	-	117,924
2548710	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
2548737	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
2548811	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
2570105	MMS X7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	0	0.20	4.8	10	15502	SAL	-	-	74,410	-	74,410
										OPE	-	-	30,505	-	30,505
Total Salary											-	-	3,987,202	-	3,987,202
Total OPE											-	-	1,976,634	-	1,976,634
Total Personal Services					**19**	**19.20**					**-**	**-**	**5,963,836**	**-**	**5,963,836**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0321109	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0520031	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
0520071	MMN X0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8331	SAL	-	-	199,944	-	199,944
										OPE	-	-	100,686	-	100,686
0530088	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0601072	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
0608712	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
1908739	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
1913390	UA C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	3	6545	SAL	-	-	157,080	-	157,080
										OPE	-	-	88,217	-	88,217
1914881	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12340	SAL	-	-	296,160	-	296,160
										OPE	-	-	128,675	-	128,675
2100026	MMS X7353 AP	HUMAN RESOURCES INFORMATION SY	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2100028	UA C1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	1.00	24	4	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	82,247	-	82,247
2100029	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
2100030	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
2100031	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
2100033	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
2100035	UA C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800

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	-	-	92,789	-	92,789
2300002	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
2300022	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
2500016	MMS X7353 AP	HUMAN RESOURCES INFORMATION SY	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2500017	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
2500132	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
2548885	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12340	SAL	-	-	296,160	-	296,160
										OPE	-	-	128,675	-	128,675
2700039	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
2700040	MMN X1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	9	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
2700041	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
2700042	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	3	8925	SAL	-	-	214,200	-	214,200
										OPE	-	-	104,833	-	104,833
2700043	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
2700044	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
2700045	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
2700046	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
2700047	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

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Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2700048	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
2700049	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
2700050	MESN Z7881 IP	INFORMATION TECHNOLOGY ADMINIST	40X	PF	1	1.00	24	10	22870	SAL	-	-	548,880	-	548,880
										OPE	-	-	188,220	-	188,220
2700051	MESN Z7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	3	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
2700052	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
2700053	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
2700054	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	5	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	102,968	-	102,968
6512101	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
Total Salary											-	-	9,709,656	-	9,709,656
Total OPE											-	-	4,468,909	-	4,468,909
Total Personal Services					**39**	**39.00**					**-**	**-**	**14,178,565**	**-**	**14,178,565**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0014030	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
0110010	MESN Z7080 AF	BUSINESS OPERATIONS ADMINISTRATC	42X	PF	1	1.00	24	10	18825	SAL	-	-	451,800	-	451,800
										OPE	-	-	166,388	-	166,388
0153013	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1101043	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1104371	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
1185103	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
2100005	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
2208723	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
2208735	MMN X7598 AP	CONSULTANT ADVISOR 1	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2300048	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
2300051	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
2472201	OAS C0436 AP	PROCUREMENT & CONTRACT SPECIAL	23	PF	1	1.00	24	4	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2500131	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
2530601	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2853601	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	6	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	112,485	-	112,485
6000806	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	9	5695	SAL	-	-	136,680	-	136,680

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Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	82,282	-	82,282
6001041	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6004351	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	5	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
6004371	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	3	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6010202	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
6010203	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6026201	OAS C0435 AP	PROCUREMENT AND CONTRACT ASSIS	19	PF	1	1.00	24	5	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
6501203	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											-	-	4,654,320	-	4,654,320
Total OPE											-	-	2,319,597	-	2,319,597
Total Personal Services					**23**	**23.00**					**-**	**-**	**6,973,917**	**-**	**6,973,917**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0201004	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
1104374	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
1110983	MMN X1099 AP	PLANNER 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	123,354	-	123,354
1111171	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
1901081	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2051601	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2059907	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
2059908	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
2700033	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
2700034	MMN X1099 AP	PLANNER 4	32	PF	1	1.00	24	3	8658	SAL	207,792	-	-	-	207,792
										OPE	102,968	-	-	-	102,968
2700035	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
6003104	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
6008711	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
7002302	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
Total Salary											557,592	-	2,813,688	-	3,371,280
Total OPE											289,768	-	1,286,237	-	1,576,005

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 Personal Services					**14**	**14.00**					**847,360**	**-**	**4,099,925**	**-**	**4,947,285**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0910808	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0910809	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0911611	OAS C4418 AP	AUTOMOTIVE TECHNICIAN 1	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0911612	OAS C4015 AP	FACILITY OPERATIONS SPECIALIST 2	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0970044	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
1281001	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
1461001	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
1461201	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
1461401	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
1461601	MESN Z7085 AF	BUSINESS OPERATIONS MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
1462201	MMS X7285 AP	FLEET MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
1462202	OAS C0783 AP	PARTS SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
1462402	OAS C4417 AP	AUTOMOTIVE FLEET ATTENDANT	14	PF	1	1.00	24	6	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1462801	OAS C4419 AP	AUTOMOTIVE TECHNICIAN 2	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
1471801	MMS X7082 AP	BUSINESS OPERATIONS ADMINISTRATO	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
1472401	OAS C4419 AP	AUTOMOTIVE TECHNICIAN 2	23	PF	1	1.00	24	6	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
1473401	OAS C4417 AP	AUTOMOTIVE FLEET ATTENDANT	14	PF	1	1.00	24	6	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1473403	OAS C4401 AP	TRUCK DRIVER 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2300045	OAS C4419 AP	AUTOMOTIVE TECHNICIAN 2	23	PF	1	1.00	24	7	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2300047	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2700036	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
2700037	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
2700038	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
3050601	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
3059901	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
4010204	OAS C4418 AP	AUTOMOTIVE TECHNICIAN 1	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
4010205	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
4010701	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
4411403	OAS C4417 AP	AUTOMOTIVE FLEET ATTENDANT	14	PF	1	1.00	24	10	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
4411404	OAS C4417 AP	AUTOMOTIVE FLEET ATTENDANT	14	PF	1	1.00	24	10	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
4417402	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
6001071	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
6001072	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
6001081	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6044191	OAS C4419 AP	AUTOMOTIVE TECHNICIAN 2	23	PF	1	1.00	24	7	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6055501	OAS C5550 AP	PARKING SERVICES REPRESENTATIVE	14	PP	1	0.50	12	10	4715	SAL	-	-	56,580	-	56,580
										OPE	-	-	37,719	-	37,719
6555004	OAS C5550 AP	PARKING SERVICES REPRESENTATIVE	14	PF	1	1.00	24	10	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
Total Salary											570,456	-	5,229,588	-	5,800,044
Total OPE											293,514	-	2,943,483	-	3,236,997
Total Personal Services					**37**	**36.50**					**863,970**	**-**	**8,173,071**	**-**	**9,037,041**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0810801	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0908161	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0910205	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	7	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
0910206	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0914001	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0941801	MMS X7784 AP	SHIPPING DISTRIBUTION AND WAREHC	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
0944202	OAS C4402 AP	TRUCK DRIVER 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0951002	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0970602	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
1307583	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
3002201	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
3400702	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
4010801	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	8	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
4070701	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											-	-	2,380,512	-	2,380,512
Total OPE											-	-	1,287,803	-	1,287,803

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 Personal Services					**14**	**14.00**					**-**	**-**	**3,668,315**	**-**	**3,668,315**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0950403	OAS C4109 AP	GROUNDS MAINTENANCE WORKER 1	14	PF	1	1.00	24	10	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
1101041	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1104301	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
1110111	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1133904	MMN X3269 AP	CONSTRUCTION PROJECT MANAGER 3	33	PF	1	1.00	24	9	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
1141012	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1141014	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1141016	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1141017	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1141018	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1141035	OAS C4103 AP	CUSTODIAL SERVICES COORDINATOR	13	PF	1	1.00	24	10	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
1141201	OAS C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	5	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
1141231	OAS C4051 AP	ELECTRONIC SECURITY TECHNICIAN 2	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
1142131	OAS C4008 AP	ELECTRICIAN 2	26T	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
1142132	OAS C4008 AP	ELECTRICIAN 2	26T	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
1142134	OAS C4008 AP	ELECTRICIAN 2	26T	PF	1	1.00	24	6	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
1142711	MMN X3269 AP	CONSTRUCTION PROJECT MANAGER 3	33	PF	1	1.00	24	9	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
1142714	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
1144092	OAS C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	10	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
1144094	OAS C4008 AP	ELECTRICIAN 2	26T	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
1144702	OAS C4034 AP	FACILITY ENERGY TECHNICIAN 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
1144704	OAS C4034 AP	FACILITY ENERGY TECHNICIAN 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
1210101	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1210102	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1210103	OAS C4103 AP	CUSTODIAL SERVICES COORDINATOR	13	PF	1	1.00	24	10	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
1210104	OAS C4103 AP	CUSTODIAL SERVICES COORDINATOR	13	PF	1	1.00	24	10	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
1210105	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
1210301	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
1211201	OAS C4035 AP	FACILITY ENERGY TECHNICIAN 4	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
1240901	OAS C4034 AP	FACILITY ENERGY TECHNICIAN 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
1692601	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1905842	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
1932650	OAS C3265 AP	CONSTRUCTION INSPECTOR	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
1940460	MMS X7156 AP	CONSTRUCTION AND FACILITY MAINTE	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
1941090	OAS C4109 AP	GROUNDS MAINTENANCE WORKER 1	14	PF	1	1.00	24	10	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
2059910	MMN X3269 AP	CONSTRUCTION PROJECT MANAGER 3	33	PF	1	1.00	24	9	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
2100065	OAS C3267 AP	CONSTRUCTION PROJECT MANAGER 1	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
2100066	OAS C3267 AP	CONSTRUCTION PROJECT MANAGER 1	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
2100145	OAS C4001 AP	PAINTER	22	PF	1	1.00	24	10	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2110003	OAS C4015 AP	FACILITY OPERATIONS SPECIALIST 2	26	PF	1	1.00	24	9	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
2300049	OAS C3251 AP	FACILITIES ENGINEER 1	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
2300050	OAS C3265 AP	CONSTRUCTION INSPECTOR	27	PF	1	1.00	24	6	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
2370601	OAS C4051 AP	ELECTRONIC SECURITY TECHNICIAN 2	26	PF	1	1.00	24	8	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
2500037	OAS C4051 AP	ELECTRONIC SECURITY TECHNICIAN 2	26	PF	1	1.00	24	3	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
2500038	OAS C4008 AP	ELECTRICIAN 2	26T	PF	1	1.00	24	6	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2500039	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	9	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
2500040	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848

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	-	-	70,113	-	70,113
2500041	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	9	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
2500042	OAS C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	5	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
2500043	OAS C4005 AP	PLUMBER	24	PF	1	1.00	24	3	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2500044	MMS X7155 AP	CONSTRUCTION AND FACILITY MAINTE	31X	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
2500135	MMS X7157 AP	CONSTRUCTION AND FACILITY MAINTE	24X	PF	1	1.00	24	3	5607	SAL	-	-	134,568	-	134,568
										OPE	-	-	81,667	-	81,667
2531001	MMS X7156 AP	CONSTRUCTION AND FACILITY MAINTE	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
2532001	MMS X7155 AP	CONSTRUCTION AND FACILITY MAINTE	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
2532401	MMS X7153 AP	CONSTRUCTION AND FACILITY MAINTE	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2532805	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533002	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533003	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533004	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533007	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533014	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533023	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2533025	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533028	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	9	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
2533031	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533033	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533035	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533038	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533401	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2533407	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2540603	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2720801	OAS C4110 AP	GROUNDS MAINTENANCE WORKER 2	17	PF	1	1.00	24	9	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
2721002	OAS C4110 AP	GROUNDS MAINTENANCE WORKER 2	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2850801	OAS C4051 AP	ELECTRONIC SECURITY TECHNICIAN 2	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2851001	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
2851401	OAS C4110 AP	GROUNDS MAINTENANCE WORKER 2	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2860201	OAS C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	2	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
2860401	OAS C4035 AP	FACILITY ENERGY TECHNICIAN 4	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	109,462	-	109,462
2861208	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
3160801	MMS X7156 AP	CONSTRUCTION AND FACILITY MAINTE	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
4081601	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
6003101	MMS X0807 AP	OFFICE MANAGER 3	25	PF	1	1.00	24	9	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	100,147	-	100,147
6003203	OAS C3268 AP	CONSTRUCTION PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
6110803	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
6410147	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	9	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
6410148	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410149	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410152	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410153	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	9	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
6410155	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410156	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410158	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410160	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
6410161	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410162	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410165	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410167	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410168	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410169	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
6410201	OAS C4035 AP	FACILITY ENERGY TECHNICIAN 4	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
6410202	OAS C4116 AP	LABORER/STUDENT WORKER	12	PF	1	1.00	24	10	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
6410203	OAS C4034 AP	FACILITY ENERGY TECHNICIAN 3	26	PF	1	1.00	24	8	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
6410212	OAS C4015 AP	FACILITY OPERATIONS SPECIALIST 2	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
6410502	OAS C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	7	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
6410603	MMS X7156 AP	CONSTRUCTION AND FACILITY MAINTE	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
6411801	MMS X7157 AP	CONSTRUCTION AND FACILITY MAINTE	24X	PF	1	1.00	24	10	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
6412003	OAS C4037 AP	PHYSICAL/ELECTRONIC SECURITY TEC	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
6412004	OAS C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	8	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
6412005	OAS C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	10	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
6412006	OAS C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	10	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
6412106	OAS C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	7	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
6414101	OAS C4008 AP	ELECTRICIAN 2	26T	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
6414102	OAS C4034 AP	FACILITY ENERGY TECHNICIAN 3	26	PF	1	1.00	24	8	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
6421102	OAS C4005 AP	PLUMBER	24	PF	1	1.00	24	8	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
6421303	OAS C4008 AP	ELECTRICIAN 2	26T	PF	1	1.00	24	8	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
6440906	OAS C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	3	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
6440907	OAS C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	7	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
6501201	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
7400102	OAS C4012 AP	FACILITY MAINTENANCE SPECIALIST	18	PF	1	1.00	24	10	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
7400103	OAS C4109 AP	GROUNDS MAINTENANCE WORKER 1	14	PF	1	1.00	24	10	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
7410201	MMS X7153 AP	CONSTRUCTION AND FACILITY MAINTE	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
7410508	OAS C4014 AP	FACILITY OPERATIONS SPECIALIST 1	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
7413701	OAS C4015 AP	FACILITY OPERATIONS SPECIALIST 2	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
7501212	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113

2025-27 Biennium **Cross Reference Number: 10700-060-08-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
7501218	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
7501219	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
7501222	OAS C4101 AP	CUSTODIAN	10	PF	1	1.00	24	10	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
Total Salary											-	-	18,585,024	-	18,585,024
Total OPE											-	-	10,806,659	-	10,806,659
Total Personal Services					**127**	**127.00**					**-**	**-**	**29,391,683**	**-**	**29,391,683**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0014500	UA C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	7	5413	SAL	-	-	129,912	-	129,912
										OPE	-	-	80,313	-	80,313
0153014	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1870082	MMS X7081 AP	BUSINESS OPERATIONS ADMINISTRATC	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
2000801	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2500134	MMN X1346 AP	SAFETY SPECIALIST 2	27	PF	1	1.00	24	4	7128	SAL	-	-	171,072	-	171,072
										OPE	-	-	92,287	-	92,287
Total Salary											-	-	959,448	-	959,448
Total OPE											-	-	486,923	-	486,923
Total Personal Services					**5**	**5.00**					**-**	**-**	**1,446,371**	**-**	**1,446,371**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0101082	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0240016	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	5	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
0400813	MMS X7633 AP	PROCUREMENT MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0401081	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0485303	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
0531601	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
0872801	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0873701	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0880201	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0880601	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	10	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
0880602	MMS X7633 AP	PROCUREMENT MANAGER 3	35X	PF	1	1.00	24	9	12769	SAL	-	-	306,456	-	306,456
										OPE	-	-	131,670	-	131,670
0907731	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0907732	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0908122	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0908171	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
0908511	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872

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	-	-	123,354	-	123,354
0908512	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
0911625	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
0942001	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0950201	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
0970101	MMS X7632 AP	PROCUREMENT ADMINISTRATOR 1	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0977013	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0977014	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0977015	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
0981301	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
0981703	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
1304372	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
1304373	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
1304382	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
1307701	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	9	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
1307702	OAS C0770 AP	STATE PROCUREMENT ANALYST	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
1308711	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
1308732	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
1311171	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	7	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
1313393	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
1679901	OAS C0436 AP	PROCUREMENT & CONTRACT SPECIAL	23	PF	1	1.00	24	5	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
1900011	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
1900016	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
1908710	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
1908722	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
2050601	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
2100094	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
2100095	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
2100096	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
2100097	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
2500045	MMS X7323 AP	GRANTS LOANS AND PROGRAMS MAN/	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2500046	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	8	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
2500047	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
2500048	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	9	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
2500071	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	5	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
2500072	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2500073	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	5	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
2500074	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
2500075	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
2500077	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
2500113	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
3001501	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
3003206	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
3020201	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	9	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
3020209	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	7	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
3020301	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
3020302	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	9	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
3020303	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
3076808	OAS C0770 AP	STATE PROCUREMENT ANALYST	30	PF	1	1.00	24	8	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
3081701	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	1.00	24	10	9143	SAL	-	-	219,432	-	219,432
										OPE	-	-	106,355	-	106,355
3081702	MMS X7633 AP	PROCUREMENT MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
4003403	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	1.00	24	10	17074	SAL	-	-	409,776	-	409,776
										OPE	-	-	156,936	-	156,936
6002301	OAS C0436 AP	PROCUREMENT & CONTRACT SPECIAL	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
9400238	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	9588	SAL	-	-	230,112	-	230,112
										OPE	-	-	109,462	-	109,462
Total Salary											-	-	16,067,064	-	16,067,064
Total OPE											-	-	7,600,826	-	7,600,826
Total Personal Services					**69**	**69.00**					**-**	**-**	**23,667,890**	**-**	**23,667,890**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0002082	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0002916	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0008021	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	10	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0036030	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0153029	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0220014	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
0220015	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
0224003	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0308003	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0520006	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0901029	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0903231	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
0908121	MMS X7886 IP	INFORMATION TECHNOLOGY SUPERVIS	28X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
0910313	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0910409	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0910415	OAS C2475 AP	PRINTING PRODUCTION COORDINATOF	23	PF	1	1.00	24	6	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
0914852	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
0925101	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
0925121	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
0940313	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0940314	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0940414	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0941166	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	5	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
0941169	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	10	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0944031	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0944201	OAS C4401 AP	TRUCK DRIVER 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0951001	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1091057	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	10	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
1091061	OAS C2475 AP	PRINTING PRODUCTION COORDINATOF	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
1289904	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1291401	OAS C4404 AP	MAIL DELIVERY DRIVER	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
1291602	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1291801	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1292201	OAS C0403 AP	MAIL EQUIPMENT OPERATOR 1	12	PF	1	1.00	24	10	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
1292203	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
1299901	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
1310501	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1314822	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
1314843	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
1314844	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	8	6864	SAL	-	-	164,736	-	164,736
										OPE	-	-	90,443	-	90,443
1314845	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
1314846	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
1314864	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
1370001	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	9	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
1601003	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	9	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
1671201	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	6	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
1672201	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	5	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
1673201	OAS C2475 AP	PRINTING PRODUCTION COORDINATOF	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
1679904	OAS C2475 AP	PRINTING PRODUCTION COORDINATOF	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
1680603	OAS C2510 AP	ELECTRONIC PUBLISHING DESIGN SPE	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
1681002	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	10	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
1683002	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
1683003	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	7923	SAL	-	-	190,152	-	190,152
										OPE	-	-	97,838	-	97,838
1683006	OAS C2510 AP	ELECTRONIC PUBLISHING DESIGN SPE	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
1690402	MESN Y7085 AF	Business Operations Manager 1		PF	1	1.00	24	10	10355	SAL	-	-	248,520	-	248,520
										OPE	-	-	114,817	-	114,817
1690601	MMS X7082 AP	BUSINESS OPERATIONS ADMINISTRATO	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
1691801	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	10	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
1691805	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
1691806	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
1691809	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	5	4118	SAL	-	-	98,832	-	98,832
										OPE	-	-	71,272	-	71,272
1692004	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	9	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
1901082	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2100104	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
2479902	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
3001003	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
4440315	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
4600138	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
5003103	OAS C2475 AP	PRINTING PRODUCTION COORDINATOF	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
5247001	MMN X0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8331	SAL	-	-	199,944	-	199,944
										OPE	-	-	100,686	-	100,686
5247504	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
5401117	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	5	3952	SAL	-	-	94,848	-	94,848
										OPE	-	-	70,113	-	70,113
5411601	OAS C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
5463901	MMS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
6544041	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
6544042	OAS C4404 AP	MAIL DELIVERY DRIVER	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
8600254	OAS C0403 AP	MAIL EQUIPMENT OPERATOR 1	12	PF	1	1.00	24	10	4300	SAL	-	-	103,200	-	103,200
										OPE	-	-	72,543	-	72,543
8600731	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
9014850	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	9	9323	SAL	-	-	223,752	-	223,752

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	-	-	107,611	-	107,611
9401055	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	9	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
9405666	OAS C2446 AP	PRINT SERVICES TECHNICIAN	16	PF	1	1.00	24	10	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
9406746	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
9409643	OAS C4116 AP	LABORER/STUDENT WORKER	12	PF	1	1.00	24	7	3785	SAL	-	-	90,840	-	90,840
										OPE	-	-	68,947	-	68,947
9409855	OAS C0404 AP	MAIL EQUIPMENT OPERATOR 2	15	PF	1	1.00	24	10	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
Total Salary											-	-	12,417,744	-	12,417,744
Total OPE											-	-	7,139,341	-	7,139,341
Total Personal Services					**83**	**83.00**					**-**	**-**	**19,557,085**	**-**	**19,557,085**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
0530043	OAS C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	9	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0880801	OAS C5208 AP	CLAIMS REPRESENTATIVE 2	24	PF	1	1.00	24	7	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0950601	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
1301191	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
1308174	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
1352071	OAS C5207 AP	CLAIMS REPRESENTATIVE 1	22	PF	1	1.00	24	10	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
1370081	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	9	12769	SAL	-	-	306,456	-	306,456
										OPE	-	-	131,670	-	131,670
1987325	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
2100146	MMS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
2300155	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
2300156	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
2300157	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
2300158	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
2300159	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
2300160	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	7	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
2700025	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7206	SAL	-	-	172,944	-	172,944

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	-	-	92,831	-	92,831
2700026	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
4001002	OAS C5207 AP	CLAIMS REPRESENTATIVE 1	22	PF	1	1.00	24	9	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
4002201	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
4003101	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
4003103	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
4003201	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
4003210	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
4003211	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
4003301	MMS X7082 AP	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
4003401	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
4482401	OAS C5208 AP	CLAIMS REPRESENTATIVE 2	24	PF	1	1.00	24	10	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
6508711	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
7010802	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	-	-	149,880	-	149,880
										OPE	-	-	86,123	-	86,123
7400101	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
7520803	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

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											-	-	7,006,896	-	7,006,896
Total OPE											-	-	3,354,179	-	3,354,179
Total Personal Services					**31**	**31.00**					**-**	**-**	**10,361,075**	**-**	**10,361,075**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0101141	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	7	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
0102111	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
0153007	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0153011	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0153020	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	10	6549	SAL	-	-	157,176	-	157,176
										OPE	-	-	88,245	-	88,245
0153021	OAS C1243 AP	FISCAL ANALYST 1	23	PF	1	1.00	24	2	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0156006	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
0302121	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	6	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
0312161	OAS C1243 AP	FISCAL ANALYST 1	23	PF	1	1.00	24	3	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0312181	MMS X7033 AP	ACCOUNTING MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	136,020	-	136,020
0312182	MMN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	7	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	109,140	-	109,140
0321110	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0401191	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0485202	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	8	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
0531402	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
0531801	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	5	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
0531803	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0532001	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
0532201	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
0532401	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
0871801	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	8	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
1170001	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
1671601	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
1802051	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609
1808511	MMS X7034 AP	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	8	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	119,515	-	119,515
1812171	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
1902120	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
2010201	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
2059901	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
2100162	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	4	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2500089	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	5	5169	SAL	-	-	124,056	-	124,056
										OPE	-	-	78,609	-	78,609

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2500090	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	6	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2500112	MMS X7034 AP	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	7	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
2500120	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	8	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
2500121	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	6	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2500122	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	4	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
2500143	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
2500144	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	5	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
2500145	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	6	5419	SAL	-	-	130,056	-	130,056
										OPE	-	-	80,355	-	80,355
2700027	MMS X7035 AP	ACCOUNTING MANAGER 1	31X	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	97,418	-	97,418
2700028	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	3	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
2700029	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	3	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
2700030	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	3	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
2700031	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	3	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
2700032	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	3	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	75,441	-	75,441
3899109	OAS C1243 AP	FISCAL ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
6512161	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	4	5419	SAL	-	-	130,056	-	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	-	-	80,355	-	80,355
7001009	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	-	-	143,160	-	143,160
										OPE	-	-	84,168	-	84,168
Total Salary											-	-	7,664,568	-	7,664,568
Total OPE											-	-	4,270,681	-	4,270,681
Total Personal Services					**48**	**48.00**					**-**	**-**	**11,935,249**	**-**	**11,935,249**

2025-27 Biennium **Cross Reference Number: 10700-075-01-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0014021	MESN Z7072 AF	BUDGET AND FISCAL ADMINISTRATOR	38X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
0112072	OAS C1116 AP	RESEARCH ANALYST 2	23	PF	1	1.00	24	10	7206	SAL	-	-	172,944	-	172,944
										OPE	-	-	92,831	-	92,831
0485317	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
1170041	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
2212434	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
2512451	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	115,912	-	115,912
2514857	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
7512442	MMN X1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	9	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
Total Salary											-	-	2,080,872	-	2,080,872
Total OPE											-	-	943,199	-	943,199
Total Personal Services					**8**	**8.00**					**-**	**-**	**3,024,071**	**-**	**3,024,071**

POS116 CSL

2025-27 Biennium **Cross Reference Number: 10700-030-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
14500	350	35169	UA C0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	0	7	5,413	-129,912	-80,313	-210,225	-1	-1.00
108511	815520	52591	MMN X7598 A P	CONSULTANT ADVISOR 1	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
300873	1262420	32138	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
401202	792150	7762	UA C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	0	10	9,581	-229,944	-109,413	-339,357	-1	-1.00
1308733	1155700	24922	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100108	1360600	107921	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	7	9,588	-230,112	-109,462	-339,574	-1	-1.00
2270102	1129590	21134	MMS X7663 A P	COMMUNICATIONS MANAGER 3	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2300003	1377552	136939	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	8	10,021	-240,504	-112,485	-352,989	-1	-1.00
2500115	1436131	154878	UA C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	PF	0	5	6,243	-149,832	-86,108	-235,940	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-1,623,120**	**-769,821**	**-2,392,941**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-1,623,120**	**-769,821**	**-2,392,941**	**-7**	**-7.00**

2025-27 Biennium **Cross Reference Number: 10700-032-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
231028	2200	45393	OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	24	9	10,316	247,584	114,544	362,128	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**247,584**	**114,544**	**362,128**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**247,584**	**114,544**	**362,128**	**1**	**1.00**

2025-27 Biennium **Cross Reference Number: 10700-034-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
108511	815520	52591	MMN X7598 A P	CONSULTANT ADVISOR 1	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
300873	1262420	32138	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
401202	792150	7762	UA C0865 A P	PUBLIC AFFAIRS SPECIALIST 2	29	PF	24	10	9,581	229,944	109,413	339,357	1	1.00
1808061	641580	7336	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
2100108	1360600	107921	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	7	9,588	230,112	109,462	339,574	1	1.00
2270102	1129590	21134	MMS X7663 A P	COMMUNICATIONS MANAGER 3	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2300003	1377552	136939	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	8	10,021	240,504	112,485	352,989	1	1.00
2300043	1377792	132705	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	264,672	119,515	384,187	1	1.00
2300044	1377793	132710	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	6	10,021	240,504	112,485	352,989	1	1.00
2300116	1398391	128121	MMC X0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	24	9	6,469	155,256	87,686	242,942	1	1.00
2300117	1398392	128107	MESN Z7593 D P	DEPUTY/CHIEF 3	45X	PF	24	10	22,447	538,728	185,937	724,665	1	1.00
2300152	1409313	145484	MESN Z7201 A P	DIVERSITY EQUITY AND INCLUSIO	40X	PF	24	10	17,074	409,776	156,936	566,712	1	1.00
2500027	1415852	159404	MENN Z0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500115	1436131	154878	UA C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	PF	24	5	6,243	149,832	86,108	235,940	1	1.00
2851002	10790	12856	OAS C4101 A P	CUSTODIAN	10	PF	24	10	3,952	94,848	70,113	164,961	1	1.00
4070702	11520	52847	OAS C0759 A P	SUPPLY SPECIALIST 2	20	PF	24	5	4,943	118,632	77,032	195,664	1	1.00
4508734	1235240	24669	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
6447002	12690	19307	OAS C4034 A P	FACILITY ENERGY TECHNICIAN 3	26	PF	24	3	5,965	143,160	84,168	227,328	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**4,544,688**	**2,069,354**	**6,614,042**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**4,544,688**	**2,069,354**	**6,614,042**	**18**	**18.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
150006	590	754	MMS X7032 A P	ACCOUNTING ADMINISTRATOR 1	38X	PF	24	10	15,502	372,048	148,451	520,499	1	1.00
150007	600	31533	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	24	10	13,392	0	0	0	0	0.00
152001	610	6691	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	24	3	9,542	229,008	109,140	338,148	1	1.00
152002	620	3615	OAS C0212 A P	ACCOUNTING TECHNICIAN	19	PF	24	10	5,965	143,160	84,168	227,328	1	1.00
152003	630	16854	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
152006	660	37316	OAS C1216 A P	ACCOUNTANT 1	23	PF	24	9	6,866	164,784	90,458	255,242	1	1.00
152202	670	36969	MMN X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF	24	7	10,512	0	0	0	0	0.00
152205	700	24284	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	0	0	0	0	0.00
152208	710	28151	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
152209	720	25044	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	0	0	0	0	0.00
152210	730	3643	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
152212	750	30382	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
153002	850	20836	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,943	118,632	77,032	195,664	1	1.00
153005	880	14345	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	3	6,245	0	0	0	0	0.00
153012	950	33788	OAS C1216 A P	ACCOUNTANT 1	23	PF	24	6	5,965	0	0	0	0	0.00
153026	1090	41781	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	7	7,562	0	0	0	0	0.00
156003	1160	32358	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
156004	1170	34959	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
156005	1180	29645	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
231011	2120	5034	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
231017	2150	7830	OAS C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	24	10	12,336	296,064	128,647	424,711	1	1.00
231028	2200	45393	OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	0	9	10,316	-247,584	-114,544	-362,128	-1	-1.00
312111	588880	2972	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
312112	588890	37429	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312113	588900	7555	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312115	642840	25139	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312116	642850	24090	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
312117	642860	39367	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	4	6,549	157,176	88,245	245,421	1	1.00
312119	708660	53396	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	0	0	0	0	0.00
312121	644250	8282	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	0	0	0	0	0.00
313322	642900	45435	OAS C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	24	10	9,143	219,432	106,355	325,787	1	1.00
321109	672880	31737	OAS C1218 A P	ACCOUNTANT 3	30	PF	0	9	9,588	230,112	109,462	339,574	1	1.00
321111	672900	35262	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00

2025-27 Biennium **Cross Reference Number: 10700-035-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
350873	1253550	15629	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	0	0	0	0	0.00
350874	1253560	4646	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	0	0	0	0	0.00
448501	755940	20872	OAS C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	10	12,336	296,064	128,647	424,711	1	1.00
470087	857200	10321	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	0	0	0	0	0.00
608121	963210	6912	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
608122	976480	12381	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
608511	962580	9552	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	321,408	136,020	457,428	1	1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	277,872	123,354	401,226	1	1.00
2500021	1415816	159791	UA C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	5	6,861	164,664	90,423	255,087	1	1.00
2500100	1436251	159626	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	5	6,866	164,784	90,458	255,242	1	1.00
2500105	1436256	159786	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500106	1436257	159779	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	8	10,021	240,504	112,485	352,989	1	1.00
2500142	1440177	167069	MMS X7081 A P	BUSINESS OPERATIONS ADMINIST	40X	PF	24	10	17,074	0	0	0	0	0.00
6501041	1198440	45875	OAS C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	24	7	6,245	149,880	86,123	236,003	1	1.00
6508701	1235590	36115	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
6508702	1235600	27356	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	264,672	119,515	384,187	1	1.00
6512171	1243880	16600	OAS C1217 A P	ACCOUNTANT 2	27	PF	24	10	8,713	209,112	103,352	312,464	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**8,494,920**	**4,042,177**	**12,537,097**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**8,494,920**	**4,042,177**	**12,537,097**	**37**	**37.00**

2025-27 Biennium **Cross Reference Number: 10700-045-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
520050	3130	33669	MMC X0118 A P	EXECUTIVE SUPPORT SPECIALIST	17	PF	24	7	5,080	0	0	0	0	0.00
530021	3320	11282	MMS X7341 A P	HUMAN RESOURCES ADMINISTRA	40X	PF	24	8	15,502	0	0	0	0	0.00
1870061	633270	31553	MMS X7341 A P	HUMAN RESOURCES ADMINISTRA	40X	PF	24	8	15,502	0	0	0	0	0.00
2300033	1377751	132859	MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	24	9	8,658	0	0	0	0	0.00
2300043	1377792	132705	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	-264,672	-119,515	-384,187	-1	-1.00
2300044	1377793	132710	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	6	10,021	-240,504	-112,485	-352,989	-1	-1.00
2300116	1398391	128121	MMC X0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	0	9	6,469	-155,256	-87,686	-242,942	-1	-1.00
2300117	1398392	128107	MESN Z7593 D P	DEPUTY/CHIEF 3	45X	PF	0	10	22,447	-538,728	-185,937	-724,665	-1	-1.00
2500027	1415852	159404	MENN Z0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
4508732	1235220	66820	MMS X7341 A P	HUMAN RESOURCES ADMINISTRA	40X	PF	24	10	17,074	0	0	0	0	0.00
4508734	1235240	24669	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
7013191	1235650	39380	MMC X0118 A P	EXECUTIVE SUPPORT SPECIALIST	17	PF	24	9	5,607	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-1,754,904**	**-752,331**	**-2,507,235**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-1,754,904**	**-752,331**	**-2,507,235**	**-6**	**-6.00**

2025-27 Biennium **Cross Reference Number: 10700-060-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
153013	960	36473	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,943	118,632	77,032	195,664	1	1.00
1905842	1275020	46486	OAS C0855 A P	PROJECT MANAGER 2	30	PF	24	10	10,066	0	0	0	0	0.00
2500134	1436191	16082	MMN X1346 A P	SAFETY SPECIALIST 2	27	PF	0	4	7,128	-171,072	-92,287	-263,359	-1	-1.00
2851002	10790	12856	OAS C4101 A P	CUSTODIAN	10	PF	0	10	3,952	-94,848	-70,113	-164,961	-1	-1.00
4070702	11520	52847	OAS C0759 A P	SUPPLY SPECIALIST 2	20	PF	0	5	4,943	-118,632	-77,032	-195,664	-1	-1.00
6110803	555580	24599	OAS C0855 A P	PROJECT MANAGER 2	30	PF	24	10	10,066	0	0	0	0	0.00
6447002	12690	19307	OAS C4034 A P	FACILITY ENERGY TECHNICIAN 3	26	PF	0	3	5,965	-143,160	-84,168	-227,328	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-409,080**	**-246,568**	**-655,648**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-409,080**	**-246,568**	**-655,648**	**-3**	**-3.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
14500	350	35169	UA C0119 A P	EXECUTIVE SUPPORT SPECIALIST	20	PF	24	7	5,413	129,912	80,313	210,225	1	1.00
150006	590	754	MMS X7032 A P	ACCOUNTING ADMINISTRATOR 1	38X	PF	0	10	15,502	-372,048	-148,451	-520,499	-1	-1.00
152001	610	6691	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	0	3	9,542	-229,008	-109,140	-338,148	-1	-1.00
152002	620	3615	OAS C0212 A P	ACCOUNTING TECHNICIAN	19	PF	0	10	5,965	-143,160	-84,168	-227,328	-1	-1.00
152003	630	16854	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
152006	660	37316	OAS C1216 A P	ACCOUNTANT 1	23	PF	0	9	6,866	-164,784	-90,458	-255,242	-1	-1.00
152208	710	28151	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
152210	730	3643	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
152212	750	30382	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
153002	850	20836	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	0	10	4,943	-118,632	-77,032	-195,664	-1	-1.00
153013	960	36473	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	0	10	4,943	-118,632	-77,032	-195,664	-1	-1.00
153014	970	40902	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	24	10	4,943	118,632	77,032	195,664	1	1.00
156003	1160	32358	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,314	-199,536	-100,567	-300,103	-1	-1.00
156004	1170	34959	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,314	-199,536	-100,567	-300,103	-1	-1.00
156005	1180	29645	MMS X7033 A P	ACCOUNTING MANAGER 3	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
231011	2120	5034	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
231017	2150	7830	OAS C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,336	-296,064	-128,647	-424,711	-1	-1.00
312111	588880	2972	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
312112	588890	37429	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312113	588900	7555	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312115	642840	25139	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312116	642850	24090	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
312117	642860	39367	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	4	6,549	-157,176	-88,245	-245,421	-1	-1.00
313322	642900	45435	OAS C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	0	10	9,143	-219,432	-106,355	-325,787	-1	-1.00
321109	672880	31737	OAS C1218 A P	ACCOUNTANT 3	30	PF	0	9	9,588	-230,112	-109,462	-339,574	-1	-1.00
321111	672900	35262	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
448501	755940	20872	OAS C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,336	-296,064	-128,647	-424,711	-1	-1.00
608121	963210	6912	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
608122	976480	12381	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
608511	962580	9552	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
981703	755490	29099	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	0	0	0	0	0.00
1308733	1155700	24922	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
1870082	708680	34668	MMS X7081 A P	BUSINESS OPERATIONS ADMINIST	40X	PF	24	10	17,074	0	0	0	0	0.00

2025-27 Biennium **Cross Reference Number: 10700-065-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2000801	10050	23144	OAS C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	5,419	0	0	0	0	0.00
2300152	1409313	145484	MESN Z7201 A P	DIVERSITY EQUITY AND INCLUSIO	40X	PF	0	10	17,074	-409,776	-156,936	-566,712	-1	-1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2500021	1415816	159791	UA C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	5	6,861	-164,664	-90,423	-255,087	-1	-1.00
2500100	1436251	159626	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	5	6,866	-164,784	-90,458	-255,242	-1	-1.00
2500105	1436256	159786	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2500106	1436257	159779	MMN X1218 A P	ACCOUNTANT 3	30	PF	0	8	10,021	-240,504	-112,485	-352,989	-1	-1.00
2500134	1436191	16082	MMN X1346 A P	SAFETY SPECIALIST 2	27	PF	24	4	7,128	171,072	92,287	263,359	1	1.00
6501041	1198440	45875	OAS C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	0	7	6,245	-149,880	-86,123	-236,003	-1	-1.00
6508701	1235590	36115	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
6508702	1235600	27356	OAS C0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	-264,672	-119,515	-384,187	-1	-1.00
6512171	1243880	16600	OAS C1217 A P	ACCOUNTANT 2	27	PF	0	10	8,713	-209,112	-103,352	-312,464	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-9,129,168**	**-4,264,411**	**-13,393,579**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-9,129,168**	**-4,264,411**	**-13,393,579**	**-38**	**-38.00**

2025-27 Biennium **Cross Reference Number: 10700-075-00-00-00000**

Current Service Level **Package Number: 60**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
153014	970	40902	OAS C0104 A P	OFFICE SPECIALIST 2	15	PF	0	10	4,943	-118,632	-77,032	-195,664	-1	-1.00
1808061	641580	7336	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-370,920**	**-192,944**	**-563,864**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-370,920**	**-192,944**	**-563,864**	**-2**	**-2.00**

POS116 ARB

2025-27 Biennium
Agency Request Budget

Cross Reference Number: 10700-030-00-00-00000
Package Number: 155

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2300002	1377551	136937	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	10	11,065	-265,560	-119,773	-385,333	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-265,560**	**-119,773**	**-385,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-265,560**	**-119,773**	**-385,333**	**-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
2700001	1443231		OAS C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	3	8,935	214,440	104,903	319,343	1	1.00
2700002	1443232		OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	24	3	7,827	187,848	97,166	285,014	1	1.00
2700003	1443233		OAS C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	24	3	7,827	187,848	97,166	285,014	1	1.00
2700004	1443236		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**780,288**	**397,073**	**1,177,361**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**780,288**	**397,073**	**1,177,361**	**4**	**4.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700005	1443237		OAS C1483 I P	INFORMATION SYSTEMS SPECIAL	24	PF	24	3	5,463	131,112	80,662	211,774	1	1.00
2700006	1443238		OAS C1483 I P	INFORMATION SYSTEMS SPECIAL	24	PF	24	3	5,463	131,112	80,662	211,774	1	1.00
2700007	1443239		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700008	1443240		OAS C1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	24	3	7,070	169,680	91,883	261,563	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**604,848**	**346,038**	**950,886**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**604,848**	**346,038**	**950,886**	**4**	**4.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700009	1443265		MMS X7324 A P	GRANTS LOANS AND PROGRAMS	33X	LF	24	10	12,165	291,960	127,453	419,413	1	1.00
2700010	1443266		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	18	9	11,578	208,404	92,516	300,920	1	0.75
2700011	1443267		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	0	3	8,658	0	0	0	0	0.00
2700011	1443267		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	18	9	11,578	208,404	92,516	300,920	1	0.75
2700012	1443268		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	0	3	8,658	0	0	0	0	0.00
2700012	1443268		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	LF	18	9	11,578	208,404	92,516	300,920	1	0.75
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**917,172**	**405,001**	**1,322,173**		
				Total Funds						**917,172**	**405,001**	**1,322,173**	**4**	**3.25**

2025-27 Biennium **Cross Reference Number: 10700-035-00-00-00000**

Agency Request Budget **Package Number: 155**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
321109	672880	31737	OAS C1218 A P	ACCOUNTANT 3	30	PF	0	9	9,588	-230,112	-109,462	-339,574	-1	-1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2700055	1443308		OAS C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	24	9	6,866	164,784	90,458	255,242	1	1.00
2700056	1443309		OAS C1217 A P	ACCOUNTANT 2	27	PF	24	9	8,314	199,536	100,567	300,103	1	1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	8	11,028	-264,672	-119,515	-384,187	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-729,744**	**-297,326**	**-1,027,070**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-729,744**	**-297,326**	**-1,027,070**	**-2**	**-2.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2300121	1398432	138120	OAS C1484 I P	INFORMATION SYSTEMS SPECIAL	25	PF	0	10	8,167	-196,008	-99,541	-295,549	-1	-1.00
2500146	1440181	138123	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	3	7,863	-188,712	-97,418	-286,130	-1	-1.00
4014881	1235120	66819	MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	0	9	12,562	-301,488	-130,225	-431,713	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-686,208**	**-327,184**	**-1,013,392**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-686,208**	**-327,184**	**-1,013,392**	**-3**	**-3.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700013	1443272		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	21	3	7,923	166,383	85,608	251,991	1	0.88
2700014	1443273		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	21	3	7,923	166,383	85,608	251,991	1	0.88
2700015	1443274		OAS C0118 A P	EXECUTIVE SUPPORT SPECIALIST1	17	PF	21	3	3,952	82,992	61,350	144,342	1	0.88
				General Funds						**415,758**	**232,566**	**648,324**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**415,758**	**232,566**	**648,324**	**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
2700016	1443275		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	3	7,206	151,326	81,227	232,553	1	0.88
2700017	1443276		OAS C1487 I P	INFORMATION SYSTEMS SPECIALI	31	PF	21	3	7,827	164,367	85,021	249,388	1	0.88
				General Funds						**315,693**	**166,248**	**481,941**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**315,693**	**166,248**	**481,941**	**2**	**1.76**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700018	1443241		MMN X1320 A P	HUMAN RESOURCE ANALYST 1	23	PF	24	3	5,607	134,568	81,667	216,235	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**134,568**	**81,667**	**216,235**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**134,568**	**81,667**	**216,235**	**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
2700019	1443242		MMS X7343 A P	HUMAN RESOURCES MANAGER 3	35X	PF	24	3	9,542	229,008	109,140	338,148	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**229,008**	**109,140**	**338,148**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**229,008**	**109,140**	**338,148**	**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
520031	3030	709	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
520071	3230	62009	MMN X0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	0	9	8,331	-199,944	-100,686	-300,630	-1	-1.00
530088	3810	13538	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	7	9,542	-229,008	-109,140	-338,148	-1	-1.00
601072	815750	38464	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
608712	1129860	22481	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
1908739	1274680	5716	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
1913390	1274750	6505	UA C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	0	3	6,545	-157,080	-88,217	-245,297	-1	-1.00
1914881	1274840	44577	UA C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,340	-296,160	-128,675	-424,835	-1	-1.00
2100026	1318240	105728	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	0	10	13,392	-321,408	-136,020	-457,428	-1	-1.00
2100028	1318260	102198	UA C1338 A P	LEARNING & DEVELOPMENT SPEC	24	PF	0	4	5,690	-136,560	-82,247	-218,807	-1	-1.00
2100029	1318270	104980	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2100030	1318280	104749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2100031	1318290	104750	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2100033	1318310	104991	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	0	9	10,512	-252,288	-115,912	-368,200	-1	-1.00
2100035	1318330	105021	UA C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	0	10	7,200	-172,800	-92,789	-265,589	-1	-1.00
2300022	1377652	132940	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2500132	1436171	159313	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	9	11,578	-277,872	-123,354	-401,226	-1	-1.00
2548885	1223550	14413	UA C1488 I P	INFORMATION SYSTEMS SPECIALI	34	PF	0	10	12,340	-296,160	-128,675	-424,835	-1	-1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**-4,536,672**	**-2,085,105**	**-6,621,777**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**-4,536,672**	**-2,085,105**	**-6,621,777**	**-18**	**-18.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700020	1443243		MMN X1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	21	3	7,542	158,382	83,281	241,663	1	0.88
2700021	1443244		MMN X1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	21	3	7,542	158,382	83,281	241,663	1	0.88
2700022	1443245		MMN X1486 I P	INFORMATION SYSTEMS SPECIAL	29	PF	21	3	7,542	158,382	83,281	241,663	1	0.88
2700023	1443247		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	21	3	9,535	200,235	95,455	295,690	1	0.88
2700024	1443246		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	21	3	9,535	200,235	95,455	295,690	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**875,616**	**440,753**	**1,316,369**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**875,616**	**440,753**	**1,316,369**	**5**	**4.40**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
321109	672880	31737	MMN X1218 A P	ACCOUNTANT 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
520031	3030	709	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
520071	3230	62009	MMN X0871 A P	OPERATIONS & POLICY ANALYST 2	27	PF	24	9	8,331	199,944	100,686	300,630	1	1.00
530088	3810	13538	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	7	9,542	229,008	109,140	338,148	1	1.00
601072	815750	38464	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
608712	1129860	22481	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
1908739	1274680	5716	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
1913390	1274750	6505	UA C1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	24	3	6,545	157,080	88,217	245,297	1	1.00
1914881	1274840	44577	UA C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	10	12,340	296,160	128,675	424,835	1	1.00
2100026	1318240	105728	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2100028	1318260	102198	UA C1338 A P	LEARNING & DEVELOPMENT SPEC	24	PF	24	4	5,690	136,560	82,247	218,807	1	1.00
2100029	1318270	104980	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100030	1318280	104749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100031	1318290	104750	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2100033	1318310	104991	MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	9	10,512	252,288	115,912	368,200	1	1.00
2100035	1318330	105021	UA C0870 A P	OPERATIONS & POLICY ANALYST 1	23	PF	24	10	7,200	172,800	92,789	265,589	1	1.00
2300002	1377551	136937	OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	10	11,065	0	0	0	0	0.00
2300002	1377551	136937	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2300022	1377652	132940	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500016	1415811	128485	MMS X7353 A P	HUMAN RESOURCES INFORMATIC	35X	PF	24	10	13,392	321,408	136,020	457,428	1	1.00
2500017	1415812	128493	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2500132	1436171	159313	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2548885	1223550	14413	UA C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	10	12,340	296,160	128,675	424,835	1	1.00
2700039	1443292		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	6	10,021	240,504	112,485	352,989	1	1.00
2700040	1443293		MMN X1339 A P	LEARNING & DEVELOPMENT SPEC	28	PF	24	9	9,542	229,008	109,140	338,148	1	1.00
2700041	1443294		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	9	11,578	277,872	123,354	401,226	1	1.00
2700042	1443295		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	0	3	9,535	0	0	0	0	0.00
2700042	1443295		UA C1488 I P	INFORMATION SYSTEMS SPECIAL	34	PF	24	3	8,925	214,200	104,833	319,033	1	1.00
2700043	1443296		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700044	1443297		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700045	1443298		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700046	1443299		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700047	1443300		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00

2025-27 Biennium **Cross Reference Number: 10700-055-00-00-00000**

Agency Request Budget **Package Number: 155**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700048	1443301		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700049	1443302		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700050	1443303		MESN Z7881 I P	INFORMATION TECHNOLOGY ADM	40X	PF	24	10	22,870	548,880	188,220	737,100	1	1.00
2700051	1443304		MESN Z7883 I P	INFORMATION TECHNOLOGY MAN	35X	PF	24	3	11,028	264,672	119,515	384,187	1	1.00
2700052	1443305		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	5	9,542	229,008	109,140	338,148	1	1.00
2700053	1443306		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700054	1443307		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	5	8,658	207,792	102,968	310,760	1	1.00
6512101	1174020	15749	MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	8	11,028	264,672	119,515	384,187	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**9,709,656**	**4,468,909**	**14,178,565**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**9,709,656**	**4,468,909**	**14,178,565**	**39**	**39.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
270037	1443252		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	3	7,923	0	0	0	0	0.00
2700036	1443251		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
2700037	1443262		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
2700038	1443253		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	7,923	190,152	97,838	287,990	1	1.00
				General Funds						**570,456**	**293,514**	**863,970**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**570,456**	**293,514**	**863,970**	**3**	**3.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700033	1443248		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700033	1443248		MMN X0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	0	3	8,658	0	0	0	0	0.00
2700034	1443249		MMN X1099 A P	PLANNER 4	32	PF	0	3	8,658	0	0	0	0	0.00
2700034	1443249		MMN X1099 A P	PLANNER 4	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
2700035	1443250		OAS C1484 I P	INFORMATION SYSTEMS SPECIALI	25	PF	0	3	5,917	0	0	0	0	0.00
2700035	1443250		OAS C1484 I P	INFORMATION SYSTEMS SPECIALI	25	PF	24	3	5,917	142,008	83,832	225,840	1	1.00
				General Funds						**557,592**	**289,768**	**847,360**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**557,592**	**289,768**	**847,360**	**3**	**3.00**

2025-27 Biennium **Cross Reference Number: 10700-065-00-00-00000**

Agency Request Budget **Package Number: 130**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700027	1443256		MMS X7035 A P	ACCOUNTING MANAGER 1	31X	PF	24	3	7,863	188,712	97,418	286,130	1	1.00
2700028	1443257		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700029	1443258		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700030	1443259		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700031	1443260		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
2700032	1443261		OAS C0214 A P	PAYROLL ANALYST	21	PF	24	3	4,715	113,160	75,441	188,601	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**754,512**	**474,623**	**1,229,135**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**754,512**	**474,623**	**1,229,135**	**6**	**6.00**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2700025	1443254		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
2700026	1443255		OAS C0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	24	3	7,206	172,944	92,831	265,775	1	1.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**345,888**	**185,662**	**531,550**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**345,888**	**185,662**	**531,550**	**2**	**2.00**