Agenda/Notes
Office of Governor Kotek — Racial Justice Council (RJC)
July 16, 2026
Virtual - Zoom Webinar
3:00 – 5:00 p.m.

CHAIR

X	Governor Tina Kotek

MEMBERS

X	Ana Molina	X	Josie Silverman-Mendez	X	Paul Solomon
A	Annie Valtierra-Sanchez	X	John Washington	X	Perla Medina Alvarez Lucio
E	Angela Uherbelau	X	Jimmy Howard	X	Shay Huber
X	Ciara Pressler	A	Latiffe Amado	X	Star Khan
X	Clara Soh	X	Maria Elena Guerra "Meg"	E	Teresa Cisneros
X	Côi Vũ	X	Marin Arreola	X	Thien Lieu
X	Cynthia Richardson	X	Marcus LeGrand	A	Tristen Edwards
X	James Alan Parker	X	Mark Jackson	X	Yulissa Magana
A	James Cador	X	Matt Newell-Ching	X	Reyna Lopez
X	Jackie Leung	X	Melinda Del Rio		

OTHER ATTENDEES

X	Andre Bealer	X	Kirsten Ray	X	Hoang-Van Nguyen, EJC
X	Javier Cervantes	X	Kristina Narayan	X	Matthew Tschabold
X	Yasmin Solorio	X	Kate Denison, GO	E	Sarah Means
X	Aurora Dziadul	X	Svetha Ambati	X	Tim Knopp
X	KC Ledell	X	Shana Radford	X	Tobias Sherwood, DAS

Topic/Lead	Notes/Main Points	Decisions/ Action Items
Governor's Welcome and Roll Call	*Meeting starts at 3:03pm. Javier facilitates roll call. Members provide brief introductions.*	
Prosperity Council Report Update	**Governor**: Sharing a high-level update on the Prosperity Council report since we last met. The Prosperity Council is made up of business and labor leaders, around 15 people. Purpose was to hear from Oregonians for a starting point on what needs to be done in the state to be more competitive. Recommendations were submitted a few weeks ago, it's a readable document and is straight forward. We need to do more. Prosperity Council Report - Executive Summary: https://www.oregon.gov/gov/Documents/Oregon%20Prosperity%20Council%20Report_Executive%20Summary_June%202026.pdf Prosperity Council Report - Full report: https://www.oregon.gov/gov/Documents/Oregon%20Prosperity%20Council%20Report_June%202026.pdf *Governor provides overview of the recommendations.*	

Matt: As I read the report, as a RJC member, council to you in digesting this – there is a lot to like. Permitting shock clock, makes a lot of sense. On taxes piece specifically – I appreciate that recommendations ought to be revenue neutral. Looking at the impact of HR1 and other policies like increase in gas prices and affordability right now. As you consider revenue neutral, I encourage you to look at things in an evidence based way that will retain people. Don't see plausible connection between estate tax - just doesn't make sense to me or achieve outcomes. Looking wholistically, how can we use tax policy to reduce inequities manifested in wealth distribution and how it shows up among various racial groups. When you consider tax policy, also look at people on lower income of the spectrum not just high income.

Governor: Estate tax was we are out of sync with other states when it comes to threshold. Does our system actually work for what we need it to do, it's a longer conversation than what is in the report.

Marin: Oregon Business Commission – we agree on all the recommendations. How can RJC get involved with implementation and getting the work done? Its a big task and isn't easy. What involvement or support from RJC or especially the Economic Opportunity Committee (EOC) to meet those goals in the recommendations.

Governor: Would encourage folks to read it. And if co-chairs of the committee could say 'here's some principles to keep in mind' that would help me as I move forward with internal discussion in the state or external getting ready for session.

Meg: One thing not in the report is data centers. I have no professional or personal opinion… I don't have the education on the subject to say anything but didn't see that in the report. Are you considering to dig into that? Just to let people know what your position is on that. There's a lot of opposition. My partner at FHDC says PGE has a great system of data centers that isn't diabolical. People say it brings temporary jobs, then the jobs disappear. Didn't see anything in the report.

Governor: We do have a Data Center Advisory group that's been meeting that will give me recommendations in the fall. Mostly has been local decision making but we need a statewide overlay. PUC changed rates for PGE and they can now charge data centers 30% higher rates, so it doesn't fall on residential households. Sharing of cost for energy use. Hopefully by the end of the year, we can look at coming back for those recommendations.

Future agenda item: Data Center Advisory Committee final recommendations

Ciara: Haven't read the whole report but have been privileged to be in Q&A with Curtis Robinhood. I have implementation concerns. Have fatigue around community engagement and reports. I will read reports, but they never seem to go anywhere. What might implementation, timeline, urgency look like for this or what it becomes. A lot of our democrat state leaders are allergic to words like "economy". Anything with the words 'economic development' is bad, but that's what funds all the things we care about. Implementation and unity.

	Governor: We're at the space where we have to move forward on it. There are internal things we can do, administratively is streamlining. Setting up joint permitting council. **James**: I appreciate the effort that went into pulling this together. I do think it will about the details and if things like land use, urban growth, etc. What are the opportunities for smaller business and set asides for the backbone of business in Oregon and how do they participate in this. Embracing idea of some of the regulation, looking at taxation – making sure it's a right size fit for our smaller businesses as well. Regulations and permitting – love idea of administrative burden being reduced but the shortcut to that is erasing protections for communities that haven't been able to fully participate. We want to get the details right there. We've seen success in the City of Portland of not impacting large business ability to participate and be of service while redirect tax funds to those most impacted. Would love to see it have legs before reevaluation – lot of common ground. I worry about cabin trade taking 5 years and those investments could've been happening right now. Happy to be of service for the details of some of those proposals. **Governor**: CVP is starting to move forward. If a new program were to pass by legislature, would take time to set it up. **Coi**: Haven't been able to read thoroughly and some concerns are people have lost jobs, healthcare, etc. Want to make sure we have jobs that are high paying and healthcare for people. Concerned in regard to HR1 impacts to higher education. OHSU and Oregon Health Authority (OHA) had a presentation on HR1 impacts on student loan caps. That impact will have an impact for higher education and healthcare. We have a healthcare shortage and when we see the cap and uncertainty of folks being eligible to pay for education, it will have long lasting negative impacts in communities and communities of color. If folks are unable to get into higher education, it will impact low-income families and those unable to pay for education. Want to point those out for economic prosperity, etc. **Governor**: You're right on the student loan piece and what it means for professions. Something to consider, we have head wins coming from the federal government and that's a good point. Appreciate your feedback. **Marucs:** Governor based on the report, this is two different conversations. One what will benefit us in the short term, and how will those decisions impact us in the future. Additionally, in those short-term decisions, what will help us generate revenue to help in many sectors while balancing the budget. For the long-term investment/goals, will the tax changes truly attract industry and buy-in from Oregonians? **Governor**: Yes, short term is an important piece. **Mark**: Do you and Tim have sense on when you and the legislature will offer a response to the group letter from 1803 Fund, Pitch Black & Metro President (including others who signed off on the letter). No need to respond in this moment given the time. However, I am interested in an update at some point.	RJC team to share group letter in minutes.

	Governor: Yes, will take a look, thanks for the flag. Will find out of I can share that letter, and we can get it to the group.	
Committee Report Outs	*Health Equity and Human Services Committee (HEHSC)* **Marin**: Met with OHA and Oregon Dept. of Human Services (DHS). Some priorities we talked were impacts of HR1 and access to SNAP and Medicaid. Looking at Community Based Organization (CBO) funding in next session to deal with impacts to ensure people are ok with Oregon Health Plan (OHP) and new requirements. Want to work with OHA and DHS to identify Agency Requested Budgets (ARBs), they will report to us in August on ARBs and by early September have that in place to look at next steps. **Josie:** As it relates to HR1 impacts and Medicaid – Healthier Oregon is a big priority for us as well. Recent Medicaid roundtable report and tracking those recommendations for next steps with community engagement. Have a lot of questions on role of committee and RJC and weighing in on those recommendations. There's a lot in the details and we want to be parters in that space. HR1 impacts being felt in Oregon and want to hear more from agencies how we are partnering with CBOs on the front lines, enrollment assister network access to information, and to ensure Oregonian's stay covered. **Governor**: On Medicaid advisory group – if committee has feedback on recommendations. It's 170 pages, still working through it. If you could take a look and say what you like about it, more is great. When is ARB finalized? **Andre**: August 31st *Criminal Justice Reform Committee (CJRC)* **Paul**: Heard from leadership at Dept of Corrections (DOC) and Oregon Youth Authority (OYA). Committee came away with two different impressions from agency presentations. DOC Policy Option Packages (POPs) were on tech modernization. Questions on how investments translate into measurable improvements and how disparities are being measured and addressed and beyond data collection. DOC has correctional data but did not share how it reduced disparities. OYA presented desegregated outcome data, described discretionary decision points. OYA was an example of transparency and continuous improvement. OYA shared data culture on transparency, accountability, and incorporated youth and family voices in decision making processes. Want to keep working forward with both agencies to identify opportunities for ongoing policy guidance relative to racial disparities. *Economic Opportunity Committee (EOC)* **James**: Met with Business Oregon (BizO) and Dept. of Administrative Services (DAS) procurement program. Agency is building out '27-29	

	budget. Primary talked about item was the Technical Assistance Program (TAP) and how do we make it permanent and evergreen since it supports providers. Members pushed hard for this, community organizations need to navigate huge funding gaps due to key processes. Business Oregon was able to give update on COBID certification times dropping to shorter days which is great. Looking at DAS, we heard from newest Chief Procurement Officer and an assessment on cogenerating and how it takes 22 months from start to finish – completely unacceptable. Small businesses report difficulty navigating the website. Workforce training and reformed price agreement, new procurement system. Biggest thing for us is looking at with no new IT system, under current guidelines an opportunity to get creative how do we get the engine of procurement up to speed to reduce 22 month contracting process. Some frustration by one-time funding cycles cut accountability. Understand environment politically but prioritize TAP to permanent funding, revive programming aimed at building up micro to small businesses such as Economic Equity Investment Program (EEIP) to look at funding and modernize procurement system in place of Oregon buys. *Education Committee (EC)* **Cynthia**: Dr. Williams, Director Chaterjee, and Rep Ruiz met with us. Strategic plan is completed. The three pillars they are focusing on are academic excellence, shared accountability, belonging and wellness. There are several reports required of schools, some are duplicate work. Working to consolidate so its fewer reports. They're updating chart of accounts which hasn't been updated in over 20 years. Oregon Dept. of Education (ODE) works with the Chief Financial Officer, Legislative Fiscal Office, and Governor's Office. If changes are made, they look at how it affects all districts. Special Education cap is at 11%, and districts are asking for it to be raised to 15%. Looking at technical fixes like background check, AI policies, etc. Issues being raised like civil rights in the school context. State statute doesn't allow for pregnant or parenting for absences for example and helps with nebulous language. Volunteer background check fees have place holds with state school fund. Dept. of Early Learning Care (DELC) is focusing on early literacy, infant and toddler care, tribal early learning fund. We have 16 regional hubs. They have 3 types of licensures: Small homes, certified family childcare homes, and outdoor nature-based programs. Steady growth of license capacity in the state and have been able to leverage COBID relief dollars pretty well. Childcare licensing is one piece of the puzzle. Childcare provider will need to engage in the process like local zoning, fire marshal, etc. They've been able to make adjustments where they have authority which is primarily licensure rules. Liability insurance is still an issue for providers. Rep Ruiz – had an equitable poverty weight discussion. Several articles in paper about Reynolds School District. We want to see a poverty calculation review, our committee wants to see legislative and budget decisions made with Racial Justice lens. People that make decisions with	

	impacted or lived experience. For example, opt out options with students who are taking state tests – if students opt out of test, we aren't getting overall picture of how students are doing. Rep Ruiz invited us to attend BIPOC Caucus because they are working on similar priorities as well. *Housing and Homelessness Committee (HHC)* **Meg**: We have welcomed several new members. Met with only one agency so far, Oregon Housing and Community Services (OHCS). Planning to meet with Oregon Department of Land Conservation and Development (DLCD) on July 30th. The meeting with OHCS, in my view, their presentation was good but could have been better. Members didn't feel like it met expectations and were more eager to ask for data. We had a committee discussion after and we are going to ask OHCS to come back. In the future, we will ask any agency presenting to us to produce some kind of document that we can refer back and see what strategies we can build out. We need data and information to help push things in the legislature. Unit counts, affordability, Area Medium Income (AMI), also statewide map of housing to see where dollars are going. Members were really eager to see where are the dollars going. Not much housing production in East Portland or Southern Oregon. Case status of mixed income, combination of low income housing with regular housing, briefing in HB 4082 Senior Housing. A lot of points we can work. A lot of interest in downpayment assistance funding, which is insufficient at this point. Members were informed they are in process of building next budget and are waiting for next cash to become available. They were asking for incentives for larger units, 4–6-bedroom units. We also touched on was Moderate Income Revolving loan – it's too complex and we need to do some work. OHCS and housing GO staff is working on that. We are scheduling follow up with OHCS, explore affordable housing to reduce loss risk and budget, agency budget review. OCHS takes seriously rural housing and racial equity. Members didn't feel that, it was lack of information at that meeting.	
MEDICAID and SNAP update	*Kristina shares "Final Report: Advisory Group to the Governor on Medicaid Sustainability" slides* **Kristina**: We chatted on policy implementations on HR1 with work requirements. There is a link to advisory report for final options for governor. You can view the presentation for the Medicaid work here (starts at timestamp 36:05): https://www.youtube.com/watch?v=5OxMFJwOyS8&feature=youtu.be We anticipate ~200K will lose coverage because of implementing changes, but they still are eligible to be covered. It's an undercount. We are expecting around a $9.41B loss in federal fund revenue by 2031 due to HR1 Policies. This will disproportionally effect rural communities. When we talk about community hospitals for healthcare systems, community hospitals who are main employers, etc. When we talk about numbers, we know there are people impacts to this when it comes to policies. We aren't talking about '25-27. HR1 has already had over $100M hit to Medicaid program.	

	We were able to back fill that in legislative session. What we are looking at is '27 onward. The general fund savings is the money the state is no longer paying to cover those people. The orange line on the slide are policy provisions that freeze in time current financing relationships regarding state fund share with state/fed partnership for Medicaid program. These policy levers are frozen in time and were prohibited from enacting new ones. Rate of assessments decline over time. We have about a 6% assessment that drops to 5.5 in 2028 and goes down in 2032. Every state uses provider taxes, others states use far more policies. Considering how policy works together, we are talking about a funding target and funding gap. It's a Point in Time estimate, it will change. As Governor looks at broader picture for the state, caseload may increase or decrease. A lot of factors to determine what she has to solve for. Governor created an advisory group on Medicaid Sustainability in November. It was to develop an understanding of HR1 impacts, accelerate planning and seek initial advice ahead of the Governor's Recommended Budget (GRB) process. Governor developed over 10 principles for advisory group. The report is lengthy. A lot of information in that report. To move as fast as we did, can't have too large of a group. We will do briefing for HEHSC subcommittee for areas of input for feedback that goes to the Governor. GRB is out on 12/1, legislature will begin and we will need to identify priorities for operational development. Governor's Advisory Group on Medicaid Sustainability – Final Report: https://www.oregon.gov/oha/OHPB/MtgDocs/4.%20Advisory%20Group%20on%20Medicaid%20Sustainability%20Report%20to%20Governor%20Kotek%20Final.pdf . **Governor**: Please feel free to weigh in and I'm sure HEHSC would welcome conversations.	
EJC Update	**Clara**: We have three new members who have joined the Environmental Justice Council (EJC). I am new, we have a youth representative named Jacob McFarland, and Lourdes Herencia. We created two subcommittees that will focus on participation in events and public engagement. We have a tentative session for listening session in Umatilla County in conjunction with Environmental Justice (EJ) Mapping tool. More on the EJ Mapping tool – when I was on the Environmental Equity Committee, we heard regular updates on the mapping tool. EJC has approved indicators, and how data can be visualized or data laid out. Will do final votes on how metrics can be adopted and finalized in a map format for different users. Want it to be high level you can localize community. Looking at ways to work in the Oregon Environmental Restoration Fund, we're observers to their meetings now. **Governor**: Map conversation – look forward to those updates and seeing it up and running and engagement there.	Future agenda item: EJ Mapping tool (fall updates)

	Van: By fall there will be significant updates. We look forward to sharing it with RJC and the Governor's Office. **Javier**: More to come at the August meeting.	
Open Mic	**Cynthia**: Questions about budget. What is the process, what are we doing as whole to try to see what we can do to help the school districts. **Governor**: No movement as far as where budget currently sits. Not all similarly situated, some have no impact, others significant due to increased costs, PERS, enrollment, etc. Will have to continue to monitor that as we develop next year's budget. Will say investments made in summer, its impressive work being done. Mixed bag of good and challenged. Anything the Salem-Keizer Board is looking at? **Cynthia**: Doing everything possible to not lay off staff. When we lose staff, we lose knowledge and expertise we need to help students achieve. Our kids need more than ever. **James**: Put Oregon's health over politics, comes at a cost. Focus on north star. In response to last presentation. **Governor**: Under HR1, there is rural health grants, sustainability or evolution as it were. Came up with a good plan, submitted plan, awarded $170M out to hundreds of rural health projects. OHP enrollment is higher in rural communities. Glad we have that money and we are going to use it as best we can. **Reyna**: Want to honor and pay respect by people who were killed by Ice last few weeks: Lorenzo Salgado and Joan Sebastian Guerrero. We know when a parent or breadwinner is detained, kids face immediate crisis. Trauma from separation, hunger, etc. Oregonians were subject to Operation Black Rose – devastating impact in our communities. Want to uplift Universal Representation Program created in 2022. Thanks for support for SB 1543 and its critical for people to get due process. Many good stories of Oregonians who can get legal representation through this program especially in this difficult time. Don't have number request to y'all but we will bringing it up again for Oregon Relief Fund Coalition. Important for immigrant families and black and brown families across the state. **Governor**: Thank you for raising that and keeping it high on our list. **Paul**: Want to raise for the Council, that our committee's deep concerns and efforts to create an alternative process for DOC's efforts to build a new prison at a cost of around $1B dollars. This would be largest public works project in the history of the state when we are making cuts to critical education and other areas. Tristen, Sterling and I testified during legislative days in Senate Judiciary for alternative processes like we did in 2013 when we were going to build a prison in Junction City. Appreciate your support around finding money and stakeholder engagement and data analysis to offer legislature alternative processes.	

Matt: Want to bring attention that the Trump administration is looking publish new public charge rule which seeks to further harm and instill fears in our community for benefits which people are eligible for. Oregon Dept. of Human Services (ODHS) and other agencies were good about ensuring people knew their rights. If enacted in 60 days, it put us at September 20th when its operative, pending court challenges.

Lifting up that OHDS said 60K people lost SNAP according to HR1. That combined with 200K people losing Medicaid, adults, we are facing significant challenges. From a racial justice lens, this deserves attention. Maybe this ties back to recommendations from Prosperity Council – it's a tough situation and there's lots of requests happening from different sectors. From RJC lens, if we are to minimize harm, even $420M to stop the bleeding – provide relief to those who lost Medicaid and SNAP – hard to see how it manifests without new investments. It's that tension with providing tax relief and how the state will have to weigh to populations who have been harmed. From RJC lens, encourage you to look at are their ways we can raise revenue and not harm businesses or drive people out of the state. There's still tools likely to think creatively on that.

Governor: Thank you, I appreciate that.

Meg: MURAL – Moderate income program. Your staff fought hard to put in place. Most rural cities find it too complex, heavy, hard to implement, and it feels like all money will go to Portland who have capacity to do this work. They talk about 'why do they give us a grant that we can't manage if they want to give us money to invest in infrastructure'. Asking for you and your team to check on that. OHCS is checking, out of $75M, we lost 20 because no one is applying. Know how much we talk about this before and how much it will help us move the needle.

Governor: Moderate Income Revolving Door Fund – provides financing mechanisms to provide workforce housing in the state. We may have to go to the drawing board and totally get the mechanism. Thanks for bringing it up.

John: Two parts that resonated for me. One is paying attention to small business sector. Concerned about complexity of medical situation. Is that situation going to affect small medical clinics and communities that support culturally specific communities? Like smaller clinics in communities. Will it affect them?

Governor: Broadly speaking, anytime you see this level of disruption, everyone will get impacted. Some do more OHP and others less, some are funded more by federal government. It will affect our hospitals and clinics. Less money too for our Medicaid program to focus on serving hospitals and CBOs. It is very unfortunate.

Coi: Specifically with HR1 impacts, and FQHCs – many up for renewal. And concerns to losing that status. We are supposed to serve our uninsured community members but now there's a mandate from feds

	saying we can't serve undocumented members. Conversations around where would that community go if they can't go to certain places. Healthier Oregon participants who will be off of the CCO plan and on open card, and the administrative costs and reimbursement rates are a lot less from my understanding. There is concerns on our members and Healthier Oregon members who aren't as informed. With open card, will be hard to have specialized services for folks. **Governor**: Structural change from Healthier Oregon to the rest of CCO and OHP population with fee for service, open card conversation. Downside is change for those who are getting care when it protects other things. Not as ideal. ***Javier, on behalf of Angela Uherbelau*****:** Any comments on the decision to opt out of federal education tax credits? **Governor**: There has been coverage on the decision I made around this. Under HR1 there was a tax credits families could take advantage of to contribute money for services in school choice. Fed government hasn't issued guidance on how to rule this, won't see rule until December. Have been keeping open mind until last iteration from fed government, the state won't have flexibility, but I landed on I can't trust this administration. If rule comes out and given lack of clarity, makes sense to not engage. Some people can take tax credit, but they'd have to give it to other states. The guidance, previewed by the Treasury Department on June 9, stated that states would not be able to impose substantive Scholarship Granting Organizations (SGO) restrictions that would be more than the federal requirements. This limits our authority to add additional restrictions for SGOs operating in Oregon to prioritize investment in public education with these scholarships.	
Announcements	**Javier**: More to come on a potential August 20th meeting.	
Adjourn	*Meeting ends at 5:01pm.*	

Follow up Materials	• Shared Prosperity_OR.pdf • Prosperity Council Report - Executive Summary: https://www.oregon.gov/gov/Documents/Oregon%20Prosperity%20Council%20Report_Executive%20Summary_June%202026.pdf • Prosperity Council Report - Full report: https://www.oregon.gov/gov/Documents/Oregon%20Prosperity%20Council%20Report_June%202026.pdf • 4.1 Oregon Health Policy Board Advisor • Governor's Advisory Group on Medicaid Sustainability – Final Report: https://www.oregon.gov/oha/OHPB/MtgDocs/4.%20Advisory%20Group%20on%20Medicaid%20Sustainability%20Report%20to%20Governor%20Kotek%20Final.pdf . • Oregon Health Authority - Oregon Health Policy Board (OHPB) Presentation video link (starts at timestamp 36:05): https://www.youtube.com/watch?v=5OxMFJwOyS8

Zoom Chat

15:03:31 From Yasmin Solorio, Gov Office (She/her) to Hosts and panelists:
Yasmin Solorio, Executive Assistant, Gov Office
15:03:34 From Andre Bealer (he/him) Gov. Office to Hosts and panelists:
Andre Bealer, Equity and Racial Justice Director
15:03:34 From Kirsten Ray to Hosts and panelists:
Hi all, Kirsten Ray, Federal Coordination Advisor, GO
15:03:54 From tim.knopp to Hosts and panelists:
Tim Knopp, Chief Prosperity Officer
15:04:43 From Tobias Sherwood | he.him | OCC to Hosts and panelists:
Tobias Sherwood from the Department of Administrative Services, Office of Cultural Change, here to listen and take notes for our work with the RJC and GO
15:07:27 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:

1. Governor's Welcome and Roll Call
2. Prosperity Council Report Update
3. Committee Report Outs
4. MEDICAID and SNAP update
5. EJC Update
6. Open Mic
7. Announcements
8. Adjourn

15:09:53 From Kate Denison, Gov Office (she/her) to Hosts and panelists:
Kate Denison (she/her), Interim Deputy Legislative Director
15:09:59 From Svetha Ambati (she/her), Governor's Office to Hosts and panelists:
Svetha Ambati (she/her), Senior Housing Advisor, Governor's Office
15:10:23 From KC LeDell to Hosts and panelists:
KC LeDell (he/him), Senior Behavioral Health Advisor
15:14:17 From Yasmin Solorio, Gov Office (She/her) to Hosts and panelists:
Executive Summary:
https://www.oregon.gov/gov/Documents/Oregon%20Prosperity%20Council%20Report_Executive%20Summary_June%202026.pdf
15:14:50 From Yasmin Solorio, Gov Office (She/her) to Hosts and panelists:
Full report: https://www.oregon.gov/gov/Documents/Oregon%20Prosperity%20Council%20Report_June%202026.pdf
15:15:02 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
Today's Agenda:

1. Governor's Welcome and Roll Call
2. Prosperity Council Report Update
3. Committee Report Outs
4. MEDICAID and SNAP update
5. EJC Update
6. Open Mic
7. Announcements
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15:33:40 From Marcus LeGrand to Hosts and panelists:
Governor based on the report, this is two different conversations, one what will benefit us in the short term and how will those decisions impact us in the future. additionally, in those short-term decisions, what will help us generate revenue to help in many sectors while balancing the budget. for the long-term investment/goals, will the tax changes truly attract industry and buy-in from Oregonians
15:37:01 From Mark Jackson to Hosts and panelists:
Governor feel better. Do you and Tim have sense on when you and the legislature will offer a response to the group letter from 1803 Fund, Pitch Black & Metro President (including others who signed off on the letter). No need to respond in this moment given the time. However, I am interested in an update at some point.
15:38:26 From Ciara Pressler - RJC to Hosts and panelists:
Mark, can you link to that letter please?
15:41:34 From Mark Jackson to Hosts and panelists:
I don't have the link on hand at this time. Sorry
15:47:17 From Kate Denison, Gov Office (she/her) to Hosts and panelists:
August 31
15:47:19 From Andre Bealer (he/him) Gov. Office to Hosts and panelists:
August 31
16:00:52 From Melinda Del Rio to Hosts and panelists:
Is there a link to the report mentioned earlier regarding the medicaid report?
16:02:08 From Josie Silverman-Mendez to Hosts and panelists:

https://www.oregon.gov/oha/OHPB/MtgDocs/4.%20Advisory%20Group%20on%20Medicaid%20Sustainability%20Report%20to%20Governor%20Kotek%20Final.pdf
16:09:04 From Kristina Narayan *Gov to Hosts and panelists:
You can view the presentation for the Medicaid work here: https://www.youtube.com/watch?v=5OxMFJwOyS8&feature=youtu.be
16:10:10 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
RJC Members, if there are any items the committee should consider, please share them here in the chat.
16:11:33 From MEG (she, her, Ella) to Hosts and panelists:
turning off my camera so I get a better reception for this presentation.
16:12:39 From Melinda Del Rio to Hosts and panelists:
I have to step away for work, I'll catch up on info in the meeting summary.
16:13:03 From Andre Bealer (he/him) Gov. Office to Hosts and panelists:
Thank you, Melinda. Take care.
16:13:49 From MEG (she, her, Ella) to Hosts and panelists:
57% that is great, the fact that families can access health service for their kids>
16:22:28 From James Alan Parker to Hosts and panelists:
Can we have a copy of this presentation Kristina?
16:28:06 From Ciara Pressler - RJC to Hosts and panelists:
Thank you so much Kristina
16:29:09 From Kristina Narayan *Gov to Hosts and panelists:
Yes, will share materials.
16:31:24 From Paul Solomon (he/him) to Hosts and panelists:
Were we going to hear about SNAP benefits too? Or was it just a Medicaid presentation?
16:31:56 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
Medicaid presenation
16:32:15 From Governor Kotek (she/hers) to Hosts and panelists:
My bad on bringing up SNAP today - just Medicaid. We can get more info on where SNAP changes/impacts are.
16:32:44 From Paul Solomon (he/him) to Hosts and panelists:
Got it. Thanks.
16:45:30 From John Washington to Hosts and panelists:
can you share for the new comers how to join a committee
16:46:56 From Paul Solomon (he/him) to Hosts and panelists:
John, we would love for you to join our criminal justice reform committee. I know you have expressed interest in the past. Not sure what the process is but we would welcome your participation.
16:48:04 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
I can work on that for you, John.
16:48:43 From John Washington to Hosts and panelists:
that way im asking
16:51:48 From MEG (she, her, Ella) to Hosts and panelists:
very bad connection. Turning my video again.
16:53:19 From Star Khan--she/ella to Hosts and panelists:
outreach is crucial. people needx to understand that what programs are available to them. access to be able to reach people to apply for these programs is also vital

July 7, 2026

Dear Governor Kotek and Members of the Oregon State Legislature:

We gathered to discuss shared prosperity across Oregon at this time of uncertainty and disruption. Despite deeply held differences in perspectives, we all agree that our public institutions and trust are under tremendous pressure. But pressure can be constructive if we are willing to listen with curiosity and work together.

We are willing.

Governor Kotek's Prosperity Council articulated structural, policy, and management recommendations based on their considerable knowledge and experience. For us, shared prosperity cannot be fully expressed as gross domestic product. Prosperity is as much an experience as it is a metric. It must be felt in people's bellies and pocketbooks, in good schools, and in safe streets and parks. While policy solutions and financial resources are important, some of our most intractable challenges are cultural, rooted in outdated perspectives that often surface as third rails in our politics. If culture indeed "eats strategy for breakfast," then the barriers we tackle must also be cultural, not just technical.

As the generations of Oregon leaders who will likely lead implementation of those recommendations, our supplemental points focus on what was left unsaid.

WHAT IS SHARED PROSPERITY AND WHO LEADS?

Shared prosperity, at the most elemental level, is the idea that we all do better when we all do better. In order to figure out if we have achieved mutual gain or if we are "doing better," we must look at a variety of indicators, including measures of our shared lives and labor. If Oregon aspires to increase "shared prosperity," we must also have a keen focus on the quality, improvement, and protection of the "civic commons," meaning public spaces, learning systems, and other aspects of life that interconnect us.

Despite electing impactful leaders, it has been decades since Oregonians elected a Governor with a keen focus on economic development and growth. We need renewed executive focus on growing the economy and supporting equitable opportunity. The governor is the chief prosperity officer and must own prosperity as a core executive responsibility. Staff and agencies can help carry the work, but only the Governor can set the statewide vision, align resources, and hold the system accountable.

In addition to Governor Kotek's authority, driving shared prosperity will require sustained teamwork. That's why we also addressed this letter to our legislature, as we need aligned leadership from our legislative and executive bodies.

With the goals of shared prosperity and leadership, we offer four recommendations.

RECOMMENDATION #1: CREATE A 21ST CENTURY GROWTH AGENCY

Our economy and resources do not exist in a vacuum. Oregon is an important part of the Cascadia economic mega region that includes British Columbia and Washington. Taken together, we are a formidable economy. It's time Oregon starts acting like it.

While the frontier and artisanal culture that Oregonians favor is critical to small business and entrepreneurship, business retention and attraction at scale require the power, convening authority and imprimatur of the state. We want Oregon to compete globally.

Oregon needs a new, centralized, state-level agency exclusively focused on growth of the economy. We would like to see Oregon adopt a proven structure that has already been implemented in another state rather than attempt to build our own bespoke solution. This new agency must have an explicit bias toward action, exceptional customer service and proactive business engagement. We want this agency to align, coordinate, and convene public agencies, private institutions, and private capital to drive scaled investment and local procurement. We do not believe that Business Oregon, as it is currently organized, can be that growth engine – instead, we prefer that Business Oregon continue leading business-focused administrative work.

In our rapidly changing world, inaction or slow action is costly. Falling further behind our economic competitors leaves us increasingly vulnerable. Reorganizing Business Oregon would take many years, budget cycles, and legislative sessions to implement.

Let's begin anew, right now.

RECOMMENDATION #2: MAKE OREGON'S LAND READY FOR HOUSING AND OPPORTUNITY

Oregon boasts a proud and storied legacy of thoughtful resource stewardship and land use planning. Past generations worked to balance the needs of industry, nature, agriculture, and our cities. We inherit both the immeasurable benefits of that work, as well as the real constraints and inequities that shape housing, infrastructure, and opportunity.

Land use planning alone will not solve Oregon's lack of both housing and job-ready land. Land use is a powerful tool, but tools do not set priorities. People do. Oregon must decide that land readiness is central to shared prosperity.

"Land readiness" means different things across Oregon. In the Portland Metro Area, it may mean more land inside the urban growth boundary, stronger infill tools, or faster activation and remediation of unused parcels. In rural Oregon, it may mean infrastructure investment that makes growth possible for ranchers, farmers, small towns, and local employers. Across all regions, it means making land available, development feasible, and infrastructure fundable.

We recommend a “yes and” land use approach focused on readiness, housing, and opportunity. This “yes and” should include more land for housing and homeownership, regional flexibility to meet local conditions, a clearer framework for industry-ready land, and a consistent mechanism for funding infrastructure. It should also include tools such as land value capture (to counter negative speculation impacts), parcel aggregation, remediation funding, and adaptive reuse so that public investment creates public benefit.

This work will require more than technical fixes. Whether through height restrictions, inclusionary zoning, or limits on a city’s ability to use tax increment financing, Oregon’s current system allows NIMBY voices to delay and resist the housing and job growth our communities need. If we want to be a welcoming state, we have to build the homes, infrastructure, and job centers that allow people from all backgrounds to belong and thrive here.

For the last 20 years, land use reform has been a third rail in Oregon politics. Unfortunately, there’s just no other way to put it: Our rigid and outdated system is a problem. We can hold the values of the 20th century while facing the reality of the 21st. Oregon does not need to abandon its land use legacy. We must trust Oregonians to work through the contradictions and make that legacy work for the people and economy we have today and will have in the future.

RECOMMENDATION #3: FIX K-12 EDUCATION

Quality education and a strong talent pipeline are forward indicators of economic growth and shared prosperity. Over the long term, talent determines whether home-grown businesses scale, whether large employers choose to locate here, and whether young people can build a future in this state.

We cannot have a prosperous future if we do not have a high-performing education system. Despite Oregon’s decreasing public contribution, our university system produces good results. At the same time, the opposite is true in K-12 education. None of us claims to be an education expert, but it does not take an education expert to recognize that coming in near the bottom in reading and math attainment is very bad.

Mediocre K-12 outcomes in 2026 will lead to diminished economic mobility and opportunity in 2056. Oregon’s GDP may grow, but that growth will not lead to *shared* prosperity if too many students leave public school unprepared for the economy of the future.

In merely expressing concern about K-12 educational outcomes, we can feel the smoke coming our way. To be clear, we do not blame teachers, administrators, unions, PERS, or families. We are not interested in blame. We need proven remedies.

In allowing the status quo to continue, Oregon’s leaders are asking us to make peace with mediocrity. We are not at peace with it.

RECOMMENDATION #4: GET SMART ABOUT PRICING AND MANAGING OUR WATER ASSETS

Water is life. Our water systems are interconnected. While space, energy, and talent are always top of mind, our water, and how we manage it, will be key drivers of Oregon's growth over the next 50 years. We now see regional challenges over water resources (Klamath River Basin), businesses moving to Oregon for less costly water (agriculture and technology), and increasing private market curiosity from other states about Oregon's fresh water.

Historically we focused on Oregon's water for agriculture, energy production, and recreation. However, as data centers increasingly require water as an input and water demand builds from over-appropriated rivers of other western states, we must develop a coordinated, state-wide strategy for the management, use, and protection of Oregon's waters for sustainable growth and shared prosperity. There are serious people thinking about this issue. However, *we should all be thinking about it – in public*.

A deep-rooted culture of local control has limits. Leaving cities, counties, and local regions to fend for themselves in an increasingly complex water marketplace will not lead to consistently equitable and rational outcomes.

We must thoughtfully manage our water resources at a state-wide level to drive shared prosperity long into the future.

***

Although our recommendations are direct, we do not aim to diminish or offend. We feel a collective sense of urgency to build and repair *for our future*. We refuse to inherit a state being managed into decline.

Oregon may be small, but we hold resources that will shape America's next 50 years: people, land, water, and energy. The only question is whether we turn those advantages into prosperity we all share.

We are willing to do this work. We are willing to make hard choices for the benefit of people we may never meet, and to work through disagreement. Oregon's future does not belong to fear, stagnation, or decline. It belongs to those willing to fight for it.

We are willing.

Rukaiyah Adams, 1803 Fund

Mayor Beach Pace, City of Hillsboro

Randall Friesen, Columbia Pacific Building and Construction Trades Council

Metro President Juan Carlos González

Metro Councilor Duncan Hwang

Stephen Green, Pitch Black

Monique Claiborne, Greater Portland Inc.

Final Report: Advisory Group to the Governor on Medicaid Sustainability

July 7, 2026

Kristina Narayan
Bruce Goldberg, MD

Grounding

~1.4 million Oregonians rely on the Oregon Health Plan (OHP)

57% of Oregon children receive care through OHP

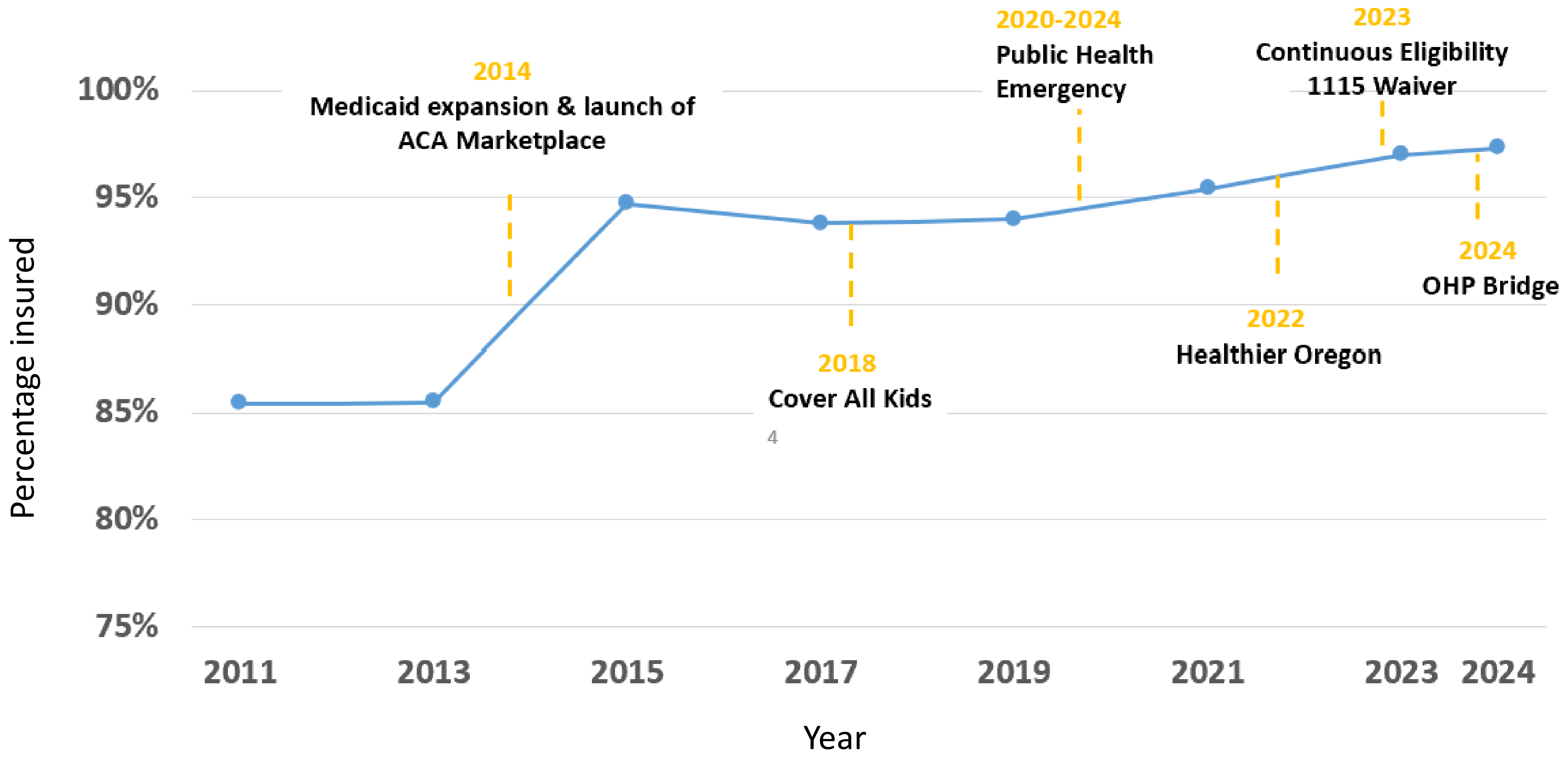
~ 200,000 low-income adults are estimated to lose Medicaid coverage because of H.R. 1

$9.41 billion state and federal funds revenue lost by 2031 due to H.R. 1 policies

Health Insurance Coverage Since 2011

Oregon achieved an overall coverage rate of 97.3% in 2024

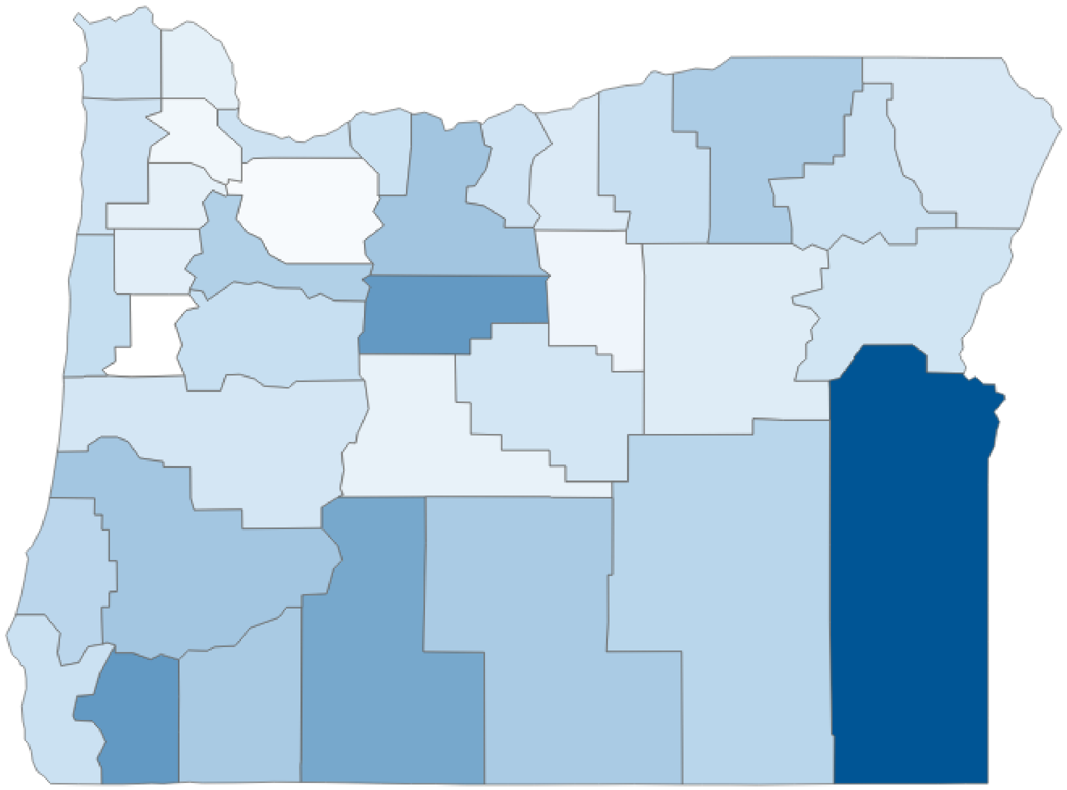
Notable changes in OHP enrollment



Statewide Concern

Percent of the population enrolled in OHP

Based on population estimates as of July 2025



County	County Color	# Enrolled	County Population	% Population Enrolled
Malheur		16,617	31,453	52.8%
Josephine		40,521	89,686	45.2%
Jefferson		11,629	25,768	45.1%
Klamath		30,096	69,135	43.5%
Wasco		10,615	26,403	40.2%
Douglas		44,228	110,355	40.1%
Jackson		87,854	221,471	39.7%
Lake		3,280	8,297	39.5%
Umatilla		32,237	81,784	39.4%
Marion		137,380	352,162	39.0%
Harney		2,839	7,401	38.4%
Coos		24,925	65,124	38.3%
Lincoln		18,774	50,428	37.2%
Linn		47,836	130,322	36.7%
Morrow		5,327	14,604	36.5%
Hood River		8,735	24,361	35.9%
Union		9,353	26,239	35.6%
Curry		8,327	23,375	35.6%
Multnomah		283,912	805,583	35.2%
Sherman		695	2,001	34.7%
Total		**1,421,622**	**4,301,164**	**33.1%**

Why are we here? H.R. 1 Changes

- Coverage Loss Elements:
  - New “work” or community engagement for some OHP members
  - More frequent eligibility checks
  - Certain lawfully present immigration exclusions
- An estimated 200,000 adults will lose coverage due to new administrative requirements

H.R. 1 Changes, cont.

- Federal funding cuts:
    - Provider assessment rate decline
        - New provider taxes and increases to existing taxes before 6/4/25 are prohibited.
        - The maximum tax rate on provider taxes must phase down from 6% to 3.5% by lowering the maximum tax rate by 0.5% per year beginning October 1, 2027.
    - Directed payment limits
        - New SDPs must limit the total payment rate to 100% of published Medicare payment rates.
        - Oregon’s current SDPs are maintained but will need to reduce payment rates by 10 percentage points per year, beginning in 2028, until they are no greater than 100% of Medicare payment levels.
    - No new provider assessments (frozen in time)

H.R. 1 Impacts: People, Funding

DRAFT for discussion purposes 11/24/2025			Estimated Biennial Budget Impact (in Millions)								
			2025-27			2027-29			2029-31		
Provisions that reduce OHP Caseload, leading to budget savings *	Section	Effective Date	**General Funds**	**Other Funds**	**Federal Funds**	**General Funds**	**Other Funds**	**Federal Funds**	**General Funds**	**Other Funds**	**Federal Funds**
Qualified non citizen definition change	71109	10/1/2026									
Work Requirements	71119	12/31/2026									
Redeterminations	71107	12/31/2026									
OHA Program Budget Savings Estimate			**5**	**-**	**(70)**	**(412)**	**-**	**(2,540)**	**(630)**	**-**	**(3,214)**
Provisions that Create Budget Challenges	Section	Effective Date	**General Funds**	**Other Funds**	**Federal Funds**	**General Funds**	**Other Funds**	**Federal Funds**	**General Funds**	**Other Funds**	**Federal Funds**
Provider Tax Changes	71115	10/1/2027	-	-	-	233	(331)	(229)	599	(856)	(600)
State Directed Payment Changes - Hospitals	71116	on passage, reductions start 1/1/2028	-	-	-	66	(96)	(70)	20	(44)	(55)
State Directed Payment Changes - IGT	71116		106	(156)	(105)	473	(685)	(473)	814	(1,178)	(814)
Healthier Oregon Program Emergency 90% to Title XIX	71110	10/1/2026	22		(22)	61		(61)	65		(65)
OHA Program Budget Challenges Estimate **			**128**	**(156)**	**(127)**	**833**	**(1,112)**	**(833)**	**1,498**	**(2,078)**	**(1,534)**
Total Estimated Program Impacts			**133**	**(156)**	**(197)**	**421**	**(1,112)**	**(3,372)**	**868**	**(2,078)**	**(4,748)**
Total Estimated State Funds Need - OHA Program			**133**			**421**			**868**		
Percentage of 2025-27 OHA Medicaid Program State Funds Budget			**1%**			**5%**			**10%**		

*The caseload estimates are not based on the official caseload forecast. The official forecast will be updated at a later time. These estimates are for discussion and magnitude purposes only. Changes in the caseload estimates are highly variable.

**Insurer's Assessment Revenue impact has not been estimated.

Governor’s Advisory Group on Medicaid Sustainability

Established by the Governor in November:

- To develop an understanding of H.R. 1’s impact
- To accelerate planning and seek initial advice ahead of Governor’s Recommended Budget process
- Identify ways to mitigate some of the harm and stabilize the core tenets of the Medicaid program
- The advisory group’s focus was primarily on 2027 and beyond, but included any that could start during this biennium
- Protect health insurance coverage for Oregonians
- Maintain access and benefits to greatest extent possible

Group is Advisory in Nature

- The Governor is not obligated to adopt or otherwise pursue development of the options produced by the advisory group.

- The options presented in this report do not constitute decisions or opinions of the Governor.

Guiding Principles

- Invest in Oregonians: recommendations must support Oregonians' ability to thrive.
- Protect health care coverage to the greatest extent possible, consistent with Oregon Constitution.
- Aspire to maintain an adequate network of health providers and front-line workforce necessary to meet community health needs.
- Review recommendations with an equity lens, avoid deepening inequities and prioritize consumer affordability.
- Share and coordinate commitment to the Medicaid program across the health care sector and state leadership.

Principles, cont.

- Use data-driven insights to leverage the demonstrable strengths of the Coordinated Care Model, avoid anecdote, relying on strategies that are high-value, shown to improve quality, lower costs and maintain access to care.
- Identify and address underlying controllable factors that drive cost trends.
- Minimize administrative burden to ensure resources are directed to the provision of health care services.
- Preserve quality of care and prioritize prevention-based interventions.
- Understand system-wide impacts of recommendations, ensuring recommendations are broad-based and strive for alignment across market efforts.

Participants

Member	Organization	Member	Organization
Mindy Stadtlander	Health Share of Oregon	**Jennifer Burrows**	Providence Hospitals and Health Systems
Sean Jessup	Eastern Oregon Coordinated Care Organization (CCO)	**Jeremy Davis**	Grande Rhonde Hospital
Max Janasik	AllCare Health	**Becky Hultberg**	Hospital Association of Oregon
Brent Eichman	Umpqua Health Alliance	**Megan Haase**	Mosaic Community Health
Eric Hunter	CareOregon	**Carla McKelvey**	Oregon Medical Association
Felisa Hagins	Service Employees International Union	**Shereef Elnahal**	Oregon Health and Science University
Ann Tan Piazza	Oregon Nurses Association	**Olivia Quroz**	Oregon Latino Health Coalition
Sejal Hathi	Oregon Health Authority (OHA)	**Wendy Watson**	Kaiser Foundation Health Plan & Hospitals of the Northwest
TK Keen	Department of Consumer and Business Services (DCBS)	**Teri Barichello**	Delta Dental of Oregon

Scope

- In Scope:
  - Medicaid budget within the Oregon Health Authority.

- Out of Scope:
  - Budgets outside of the Oregon Health Authority.
  - Long term care and long-term services and supports administered by the Oregon Department of Human Services.
  - Programs within the Oregon Health Authority or Department of Consumer and Business Services that are outside of Medicaid, Marketplace or the Reinsurance Program.
  - Recommendations that affect collective bargaining agreements.

How the Group Worked

- Discussed guiding principles to anchor its work, including preserving coverage levels, protecting access to care to the extent possible, and advancing solutions that are operationally feasible within the state's delivery system.
- Performed a comprehensive review of Medicaid landscape, including enrollment trends, financing mechanisms, spending patterns, utilization patterns and key cost drivers.
- A focus on key categorical areas informed by the above.
- Developed a range of budget options which were analyzed by OHA and actuarial consultants.

How the Group Worked, cont.

- Participants brought different lenses to the discussion, including concerns about access to care, provider sustainability, administrative feasibility, and the long-term stability of the Medicaid program.
- The options identified by the advisory group span administrative, benefit scaling, operational, and financing approaches, reflecting the group's charge to balance program sustainability with continuity of coverage.
- Options did not include any reduction in enrollment.
- Options include short-term actions for 2027-29 and longer-term strategies and program advice.

Options

- The report contains 46 options.
- The options represent strategies informed by the data reviewed by the advisory group.
- Not everyone in the group endorses all of these options.
- The Governor is not obligated to pursue any option presented in the report; the Governor will be briefed on the analysis and discussion that led to the options over the course of the next few months.

Categories of Options Discussed

Since Fall 2025, the Advisory Group has reviewed and discussed several options to improve OHP program efficiencies, review Oregon's benefits, and adjust administration of the benefit to mitigate for H.R. 1 impacts.					
CCO Structure	Clinical Efficiency / Utilization Management	Provider Rates	Pharmacy	Benefit Changes	Across-the-Board Budget Changes
Options related to back-end administrative efficiencies, changes to the CCO/fee-for-service delivery/financing model	Options to improve efficiency in the delivery of services and reduce unnecessary utilization	Options that change rate of payment	Options to restructure the pharmacy benefit to capture maximum savings	Options where (1) scope is reduced for optional or mandatory benefits; and (2) coverage for optional benefits is removed	Options to reduce the OHA Medicaid (managed care and fee-for-service) by a target percentage.
Examples					
Single broker for non-emergent medical transportation; improved claims processing	Additional clinical efficiency criteria; utilization management for certain services	Normalize outpatient psychotherapy rates	Review pharmacy claims for inefficient spending; establish a single Preferred Drug List	Prior authorization or other service limits for optional benefits	Reduce Medicaid budget by 1%

Options: Adjusting CCO Structure

Key Question: What savings can be achieved by streamlining the number of actors in the overall administration of the physical and dental health benefit?

Options Identified:

- Administrative simplification to reduce admin costs 1%-3%
- Streamline the number of CCOs
- Changes to DCO contracting
    - Fee-for-service carve out
    - Single DCO

Options: Clinical Efficiency/Utilization Management

Key Question: Where does the data show high utilization of low value care or avoidable care, and how does Oregon's data compare to other states?

Options Identified:

- Increase "clinical efficiency" in capitation rates from 50%-75%
- HERC to identify clinical efficiencies and high-volume high-cost services
- Reduce neonatal intensive care unit days
- Expand Health Share of Oregon high acuity behavioral health model
- Changes to non-emergent medical transport contracting

Options: Normalize Provider Rates

Key Question: Where do outlier rates exist and how do they compare to rates across the system?

Options Identified:

- Normalize those provider rates where the rate exceeds Medicare and commercial rates.

Options: Pharmacy Administration

Key Question: What can we learn from other states who have employed different strategies to get better value for their pharmaceutical spend?

Options Identified:

- Review claims for inefficient spend
- Sunset “provider prevails” for select non-preferred drugs
- Implement a single Preferred Drug List
- Implement a combined single Preferred Drug List and Single Pharmacy Benefits Manager

Options: Scope of Optional Benefits

Key Question: How does Oregon's benefit package compare to other states?

Options Identified:

- Protect optional benefits by reviewing initial limits.
- Eliminate certain optional benefits.

Options: Across the Board Budget Changes

Key Question: Could an across-the-board reduction be more predictable for providers than multiple intervention and system changes?

Options Identified:

- Across the board OHA Medicaid budget reductions inclusive of provider rates and fee for service payments.
  - Ranges from 0.5% to 4%
  - Discussion about insulating preventative care

Main Themes, Takeaways

- A preference for looking at administrative efficiencies before rate or benefit cuts, including a focus on how to get better value in the state's pharmaceutical purchasing.
- A preference for clinical review of optional benefits, preserving them.
- A preference for maintaining adult dental services as an important part of a benefits package.
- The budget gap grows significantly in 2029-31.
  - Need to focus on ideas that will help assure long term sustainability.
- Caution that some of the "utilization" reductions can be a rate cut if not incentivized appropriately to achieve behavior change.

Next Steps

- Advisory group has concluded but budget process is just beginning
- Governor Kotek will review the report and be briefed by staff
- Budget figures and needs will change based on the overall enterprise environment, including but not limited to caseload forecasts (September)
- Governor's Recommended Budget by 12/1 (ORS 291.218)
- Legislative session begins
- Legislature to adopt the final budget