Higher Education Coordinating Commission

Agency Request Budget

Budget 2025-27



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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.

Higher Education Coordinating Commission	3225 25th Street SE Salem OR 97302
AGENCY NAME	**AGENCY ADDRESS**
 Sandy Rowe	Chair, Oregon Higher Education Coordinating Commission
SIGNATURE	**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.

Legislative Action

52500 - Higher Education Coordinating Commission

Agency Contact: **Chris Bui**
Date Submitted: **8/30/2024**
CFO Analyst: **Stacey Chase**

Session/Eboard	Month (Eboard only)	Year	Bill Number	Short Description of Action Taken
Session		2023	HB2010	Policy Bill - Watershed Enhancement
Session		2023	HB2049	Policy Bill - Cybersecurity Center of Excellence
Session		2023	HB2802	Policy Bill - Non-profit Student Hiring Pilot
Session		2023	HB3409	Policy Bill - Low Carbon Climate Study
Session		2023	HB3410	Policy Bill - Maritime Workforce and Outdoor Recreation
Session		2023	HB3456	Policy Bill - Sexual Misconduct Survey Council
Session		2023	HB5006	Capital Construction Bonds
Session		2023	HB5025	Main Budget Bill
Session		2023	HB5202	Capital Construction Bonds Limitation
Session		2023	SB490	Policy Bill - Family Medicine Residency
Session		2023	SB5506	Omibus Budget Bill
Session		2023	SB80	Policy Bill - Wildfire Hazard Map Updates
Session		2023	SB955	Policy Bill - Agristress Helpline
Session		2024	HB2002	Capital Construction Bonds
Session		2024	HB5204	Omnibus Revisons to HB 4002
Session		2024	SB1552	Omnibus Education Bill
Session		2024	SB5701	Omnibus and Revisions
Eboard	May	2024		ONGSTA and TRU+PSU

Agency Summary

Agency Summary

About HECC

As the single state entity responsible for ensuring pathways to higher educational success for Oregonians statewide, the State of Oregon's Higher Education Coordinating Commission (HECC) sets state policy and funding strategies, administers numerous programs, approximately $4 billion in public funding, and convenes partners working across the public and private higher education arena to achieve state goals. The HECC is dedicated to fostering and sustaining high quality, rewarding pathways to postsecondary opportunity and success for all Oregonians through an accessible, affordable, and coordinated network of postsecondary and career training programs.

In 2011, the Oregon Legislature established "40-40-20" as the State's goal for educational attainment in Oregon, recognizing the importance of higher education as a target for enabling individual opportunity and achieving societal success in an increasingly knowledge-based global economy. The State's 40-40-20 goal (4-year degree/2-year degree or certificate/high school diploma or equivalent) commits to a future in which all Oregonians will complete their education and gain the ability to contribute to our society and economy. The HECC is responsible for advancing 40-40-20 by overseeing pathways to postsecondary success from the point at which students consider their options for secondary educations through their learning, training, and mastering of skills in postsecondary and career training programs.

Oregon enacted significant higher education governance reform in recent years, providing increased autonomy to public universities while establishing the HECC in 2013 as the sole state commission and agency with coordination, funding, and oversight responsibilities for all aspects of postsecondary education including 7 public universities, 17 public community colleges, private and independent colleges and universities, 9 local workforce development boards and their providers, private career and trade schools, and state financial aid.

As the State of Oregon's single, comprehensive portal to all sectors of higher education, HECC is uniquely positioned to provide strategic focus in areas such as: investing resources to maximize student success, increasing postsecondary affordability, improving pathways to and across postsecondary institutions, and connecting jobseekers with employment. Led by its 15-member volunteer commission, the HECC determines state funding allocations to public institutions, approves new degree and certificate programs, licenses and authorizes private postsecondary institutions, makes budget and policy recommendations to the Governor and Legislature, collects and reports postsecondary data, administers state financial aid and other access programs, administers statewide workforce development activity, and undertakes a variety of other reporting and oversight responsibilities that state law assigns to it. Its approach is guided by a Commission-adopted strategic plan, described in more detail below, that is organized around the Commission's overarching goals of student success, equity, affordability, and economic and community impact, each of which is linked to key performance measures.

The Commission meets publicly on a near monthly basis for full commission meetings. In addition, the HECC convenes work groups, task forces, and advisory committee meetings with specific charges and timeframes.

The Commission is supported by an executive director, who oversees the work of eight offices described below, all of which support the statutory responsibilities of the Commission.

The Office of the Executive Director carries out the central executive role of the agency, as well as communications, legislative affairs, human resources, policy initiatives, and other roles for the integrated agency.

The Office of Operations provides business services to ensure accountability, data driven decisions, and responsible stewardship of resources. It coordinates the establishment of policies and strategies to achieve the agency's mission and strategic goals and ensures compliance with state and federal requirements. The Budget unit provides program and administrative budget planning, financial analysis, and technical budget support. The Financial Services unit provides

accounting services, administers employee benefits and payroll, prepares financial reports, and collects funds owed to HECC. Contracts and Procurement oversees purchasing, conducts solicitations, and prepares and processes contracts and grants. Information Technology provides planning and analysis, networking, data management, security, and customer support services for a myriad of separate information systems. Facilities oversees leasing activities, safety, security, and access to all staff and visitors.

The Office of Research and Data (R&D) collects data on students, courses, demographics, enrollments, academic performance, and academic awards to comply with state and federal reporting requirements, provides effective recommendations to state and agency policy, meets reporting responsibilities, and conducts research to better understand and manage the postsecondary enterprise. The office is responsible for providing postsecondary education research and analytic services to support the Commission's efforts to achieve 40-40-20 and equity in Oregon higher education and to track progress in achieving all of the Commission's strategic goals.

The Office of Academic Policy and Authorization (APA) This office oversees two primary areas of work: 1) the quality, integrity, and diversity of private postsecondary programs in Oregon for the benefit of students and consumers, and 2) public university academic policy. The private postsecondary units include the Office of Degree Authorization (ODA), which authorizes private degree-granting institutions and distance education providers and the Private Career Schools (PCS) licensing unit, which licenses and supports private career and trade schools. ODA and PCS are responsible for student and consumer protection from diploma mills and unlicensed career schools. The public university academic policy unit provides academic coordination related to Oregon's seven public universities, including coordination of the academic program approval process, statewide initiatives and legislative directives to enhance postsecondary pathways and student success.

The Office of Postsecondary Finance and Capital (PFC) provides fiscal coordination related to Oregon's public postsecondary institutions, including financial planning, biennial budget recommendations for the Public University Support Fund, Public University State Programs, Public University Statewide Public Services, capital investments, fiscal reporting and analysis, capital bond funding administration, and the allocation of state funding to public postsecondary institutions.

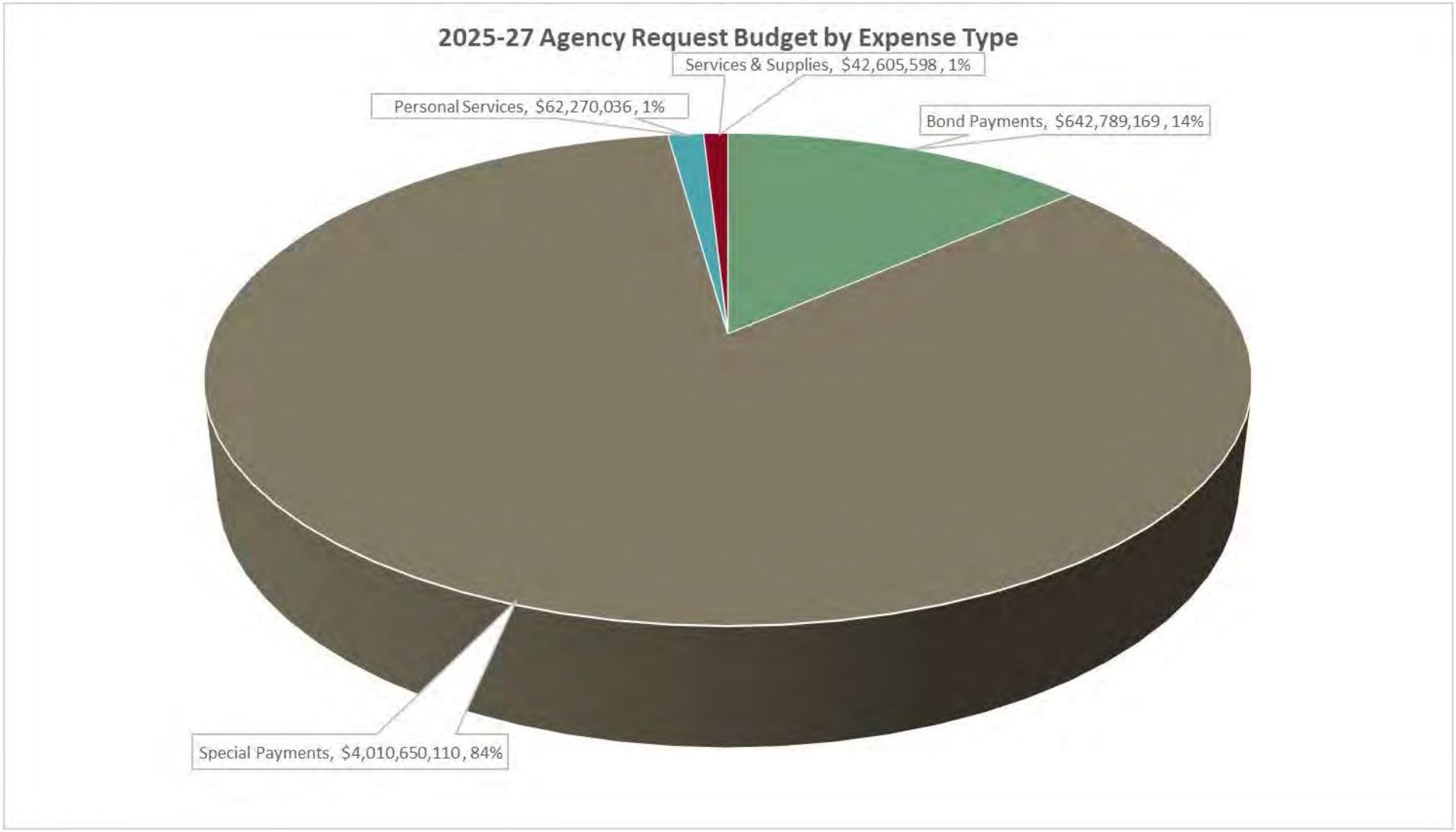
The Office of Community Colleges and Workforce Development (CCWD) provides coordination and resources related to Oregon's community colleges and adult basic skills providers. CCWD also provides statewide administration related to Career and Technical Education (CTE) to include Carl D. Perkins Vocational and Technical Education Act, Accelerated Learning, Career Pathways, Community College Program Approval, GED ® testing and high school equivalency, English Language Learners, and the Workforce Innovation and Opportunity Act (WIOA) for Adult Education (Title II).

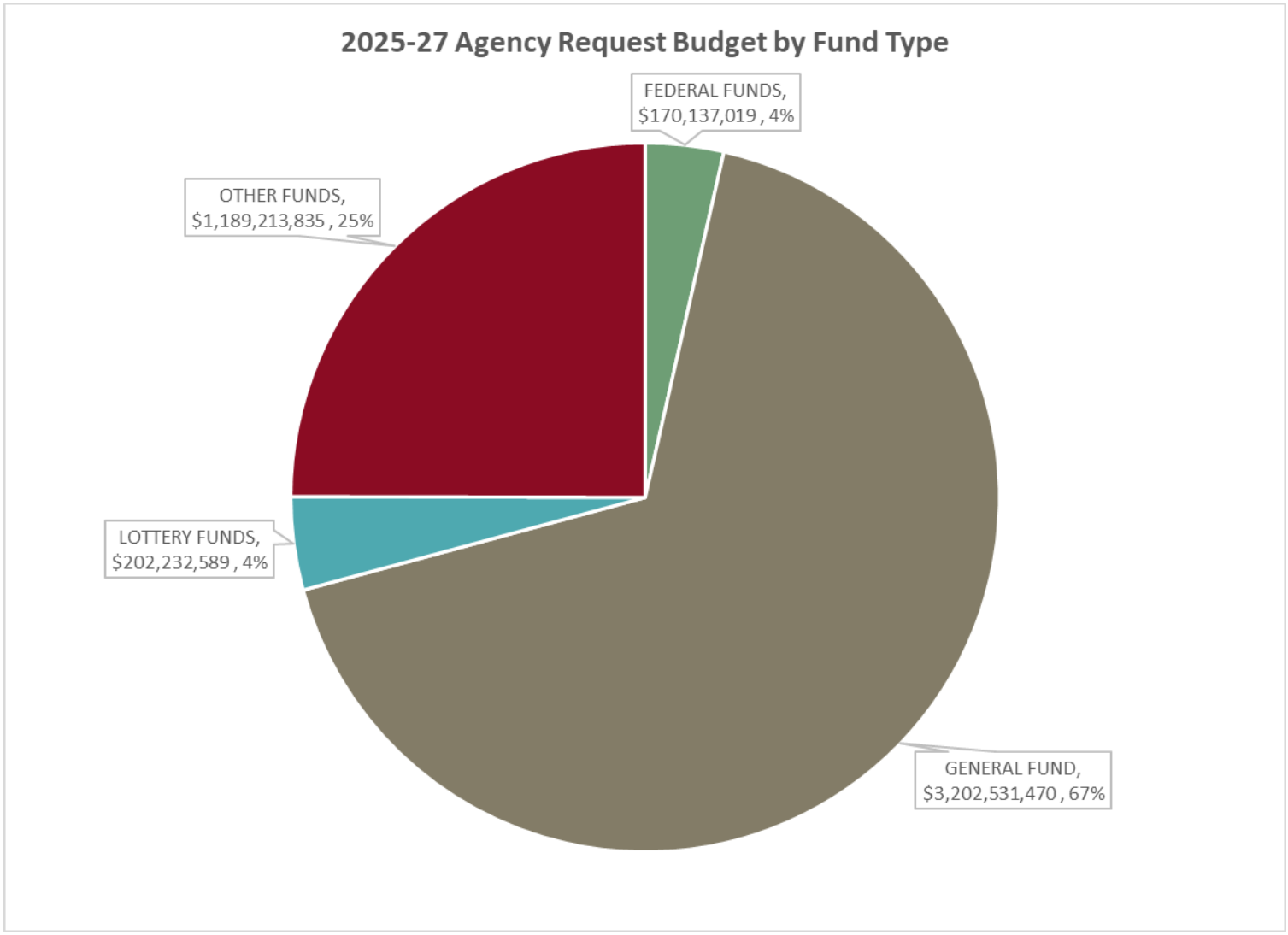
The Office of Workforce Investments (OWI) is focused on ensuring that Oregon's workers have the knowledge, skills, and work-related training they need to secure self-sufficiency wage jobs and meet the needs of our employers – now and in the future. OWI, in partnership with other state HECC offices and state agencies, provides leadership to Oregon's workforce system, WorkSource Oregon. OWI staffs the Workforce and Talent Development Board (WTDB), Oregon Youth Works Advisory Board, and OregonServes Commission. OWI administers the programs under Title I of the federal Workforce Innovation and Opportunity Act (WIOA); federal discretionary grants and state general funds that support programs such as apprenticeship and sector partnerships; the five programs comprising Oregon Youth Works (Oregon Conservation Corps, Oregon Youth Corps, Oregon Youth Employment Program, Oregon Department of Human Services' Youth Employment Program, and WIOA youth program); Oregon's state AmeriCorps program; and the Oregon Volunteers in Disaster system.
The Future Ready Oregon Initiative is also housed in OWI. Future Ready Oregon (SB 1545, 2022) originated in the Racial Justice Council's (RJC) Workforce Workgroup and is advancing an equitable workforce system and increasing opportunities for diverse workers, with a focus on key industry sectors—healthcare, manufacturing, technology.

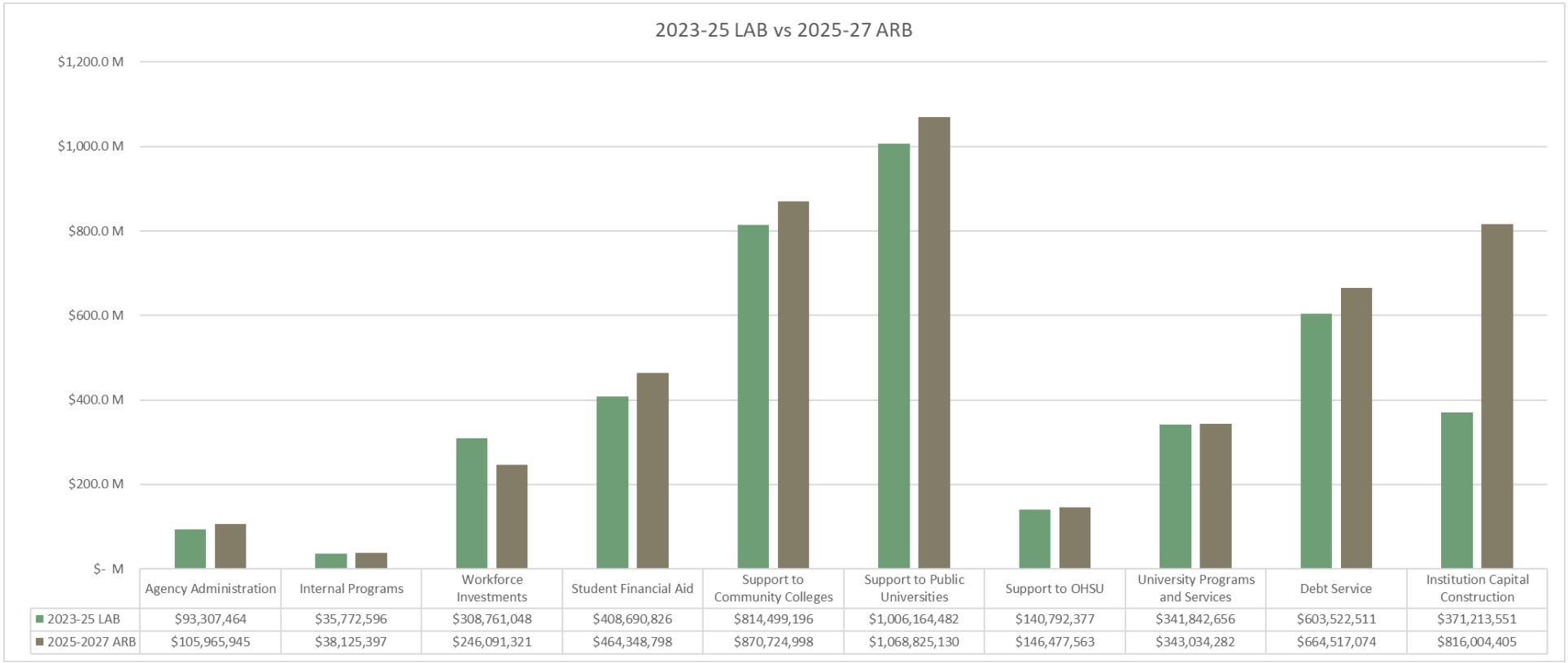
The Office of Student Access & Completion (OSAC) administers a variety of state, federal, and privately funded student financial aid programs for the benefit of Oregonians attending institutions of postsecondary education, including the Oregon Opportunity Grant, the Oregon Promise, and more than 600 private

scholarships. OSAC also administers other student outreach programs, such as Oregon ASPIRE, and works in partnership with foundations, private individuals, financial institutions, and employers. Oregon ASPIRE matches trained and supportive adult volunteer mentors in middle schools, high schools, and community-based organizations to help students develop a plan to meet their education goals beyond high school. OSAC also includes Veterans Education which provides oversight of programs for veterans.

Budget Summary Graphics:




2025-27 Agency Request Budget by Fund Type
FEDERAL FUNDS, $170,137,019 , 4%
OTHER FUNDS, $1,189,213,835 , 25%
LOTTERY FUNDS, $202,232,589 , 4%
GENERAL FUND, $3,202,531,470 , 67%



	Agency Administration	Internal Programs	Workforce Investments	Student Financial Aid	Support to Community Colleges	Support to Public Universities	Support to OHSU	University Programs and Services	Debt Service	Institution Capital Construction
2023-25 LAB	$93,307,464	$35,772,596	$308,761,048	$408,690,826	$814,499,196	$1,006,164,482	$140,792,377	$341,842,656	$603,522,511	$371,213,551
2025-2027 ARB	$105,965,945	$38,125,397	$246,091,321	$464,348,798	$870,724,998	$1,068,825,130	$146,477,563	$343,034,282	$664,517,074	$816,004,405

Mission Statement and Statutory Authority:

Mission

The mission of the Higher Education Coordinating Commission, derived from its chartering statutes, is to:

1. **Dramatically and equitably improve postsecondary educational attainment levels;**
2. **Improve Oregon's economic competitiveness and quality of life; and**
3. **Ensure that Oregon students have affordable access to colleges and universities.**

HECC Vision Statement

The HECC recently updated its Vision Statement as follows:

The Higher Education Coordinating Commission (HECC) envisions a future in which all Oregonians—and especially those whom our systems have underserved and marginalized—benefit from the transformational power of high-quality postsecondary education and training. It is a future where innovative public and private colleges, universities, and training providers help Oregonians to reach their highest potentials, build trajectories to family-wage careers, foster a more just society, and break patterns of intergenerational poverty. It is a future where postsecondary education fuels a resilient economy by anticipating workforce needs and by fostering innovation, research, and knowledge. In the future we envision, all Oregonians enjoy well-lived lives thanks to the myriad benefits of postsecondary education and training: higher earnings, lower unemployment rates, self-sufficiency, civic involvement, better health, and more. Our communities thrive as a result.

Values and Beliefs

The HECC's Strategic Framework 2017-21 defines the Commission's list of values and beliefs:

- Postsecondary education, including higher education and workforce training, is critical to ensuring the economic, civic, and social well-being of our state and its residents.
- Everyone has the ability to learn, and we have an ethical and moral responsibility to ensure optimal learning environments.
- We define postsecondary education broadly including the diverse array of education credential options after high school (from apprenticeships to doctorates).
- We are committed to improving the postsecondary success of students who have been historically underserved, including students of color, English language learners, economically disadvantaged students, LGBTQ students, and students with disabilities. We will apply the HECC's Equity Lens to this mission.
- We are committed to partnership to foster a streamlined, student-focused, equitable PK-20 education system.
- Increasing access to postsecondary education and training is critical, but so too is increasing the success rates of learners who are enrolled.
- Our Commission and agency must be publicly transparent, inclusive, and collaborative. We have a particular responsibility to bring underrepresented stakeholders, students, and partners to the table.

- Planning and strategies for postsecondary education and training should reflect the state's specific talent and workforce needs.
- Competition among Oregon public postsecondary institutions can be beneficial, but we should avoid unnecessary duplication in order to promote smooth pathways for learners and the efficient use of taxpayer dollars.
- As a coordinating commission, we are mindful that we do not govern institutions that directly serve Oregon learners. We lead through a careful, rigorous approach to our specific statutory responsibilities, and by convening, championing successes, and guiding statewide strategies.

Statutory Authority

HECC's statutory authorities include:

- Authorities related to **providing one strategic vision for Oregon higher education planning, funding, and policy**, including the development of biennial budget recommendations for public postsecondary education in Oregon, making funding allocations to Oregon's public community colleges and public universities, and adopting a strategic plan for achieving the state's postsecondary goals.
- Authorities related to **authorization of programs and degrees**, including approving mission statements and new academic programs for the public institutions, authorizing degrees that are proposed by private and out-of-state (distance) providers, licensing private career and trade schools, and overseeing programs for veterans.
- Authorities related to **administering key financial aid, workforce, and other programs**; including administration of financial aid programs such as the Oregon Opportunity Grant (state need-based student aid) and the Oregon Promise; managing state implementation of the federal Workforce Innovation and Opportunity Act (WIOA) with state, local and regional partners; developing dual credit standards, transfer standards, and credit for prior learning standards; and numerous other directives.
- Authorities related to **evaluating and reporting the success of the higher education efforts**, including data collection, analysis, research, and reporting across all sectors of higher education, and conducting annual institutional evaluations for public universities.

Oregon Revised Statute (ORS) and Oregon Administrative Rules (OAR) for HECC and its Offices:

ORS Chapter 326 State Administration of Education
ORS Chapter 350 Statewide Coordination of Higher Education
ORS Chapter 337.521 Instructional Materials
ORS Chapters 340.300 – 330 Accelerated College Credit Programs
ORS Chapter 341 Community Colleges
ORS Chapter 344 Career and Technical Education; Education Related to Employment
ORS Chapter 345 Career Schools
ORS Chapter 348 Student Aid; Education Stability Fund; Planning
ORS Chapter 352 Public Universities
ORS Chapter 411.894 Oregon JOBS Individual Education Account
ORS Chapter 461.543 OOG/Lottery-funded Sports Lottery Account

OAR 575 Higher Education Coordinating Commission Office of Student Access and Completion
OAR 583 Higher Education Coordinating Commission Office of Degree Authorization
OAR 589 Higher Education Coordinating Commission Office of Community College and Workforce Development
OAR 715 Higher Education Coordinating Commission

Agency Strategic Plan:

The Higher Education Coordinating Commission is required by statute (ORS 350.075(d)) to adopt a strategic plan for state postsecondary goals, and the Commission committed to updating this plan on a regular basis. The HECC's current 2016-20 Strategic Plan, adopted in February, 2016, provides a foundation and scaffolding for preparing more Oregonians with the degrees, certificates, and training they need to succeed in their goals and careers.

The 2016-20 comprehensive plan describes challenges and opportunities in higher education, and defines key priorities and strategies that will guide higher education funding and policy decisions within the HECC authority in the areas of goal-setting, funding, pathways, student support, college affordability, and economic and community impact. The plan to improve higher educational success for all Oregonians is anchored by the Equity Lens, which commits the commission and agency to ensure its policy and resource allocation decisions advance equity. The 2016-2020 plan noted that Oregon has considerable work to do before reaching 40-40-20, and while there has been improvement, these improvements have not been seen equally by all groups. Students in Oregon's education pipeline—especially low-income, rural, and students of color—still are not accessing and succeeding in higher education at equitable rates. The Plan states "As Oregon works toward 40-40-20, the HECC will continue to take a lead role in convening partners to further align programming and supports to close the achievement and opportunity gaps for low-income students, students of color, and recent high school graduates. HECC will also deepen connections between Oregon's education and workforce systems."

As an addendum and update to the 2016-2020 Strategic Plan, the Commission in December 2017 adopted a Strategic Framework 2017-2021 that will guide its strategic action in the coming years. The Strategic Framework describes the Commission's updated vision, mission, values and beliefs, and defines four key areas of activity that can be used by the Commission to prioritize existing and future strategic initiatives. The Strategic Plan, Framework, and Equity Lens are available at https://www.oregon.gov/highered/about/Pages/strategic-plan.aspx.

In October 2023, the HECC endorsed launching the development of a new Strategic Plan, which is to be completed in the Fall, 2024.

Goals:

The Strategic Framework 2017-2021 identifies four key Strategic Goals, derived from the 2016-20 Strategic Plan.

- **STUDENT SUCCESS,**
- **EQUITY,**
- **AFFORDABILITY, and**
- **ECONOMIC AND COMMUNITY IMPACT.**

Strategic Areas of Activity 2017-2021

The Strategic Framework also defines four key areas of activity that the Commission is using to prioritize existing and future strategic initiatives.

- **REPORTING to steer progress:** Through advanced data analysis, evaluation, and reporting, HECC will build public and institutional commitment to meeting achievement goals and closing equity gaps. Achieving Oregon's higher education and workforce goals will require shared ownership for specific outcomes, timely data, and a better understanding of what works and what does not work. To address these needs, the HECC will work with institutional leaders and community partners to identify the specific contributions each entity can make to achieving state goals. The Commission and agency will monitor state and institutional progress, producing research and reports that drive shared accountability, better decision-making, and course corrections when needed.

- **FUNDING for success:** HECC will develop an approach to state funding higher education and workforce that is directly linked to student success. To achieve state attainment goals, higher education and workforce must be sufficiently funded. Likewise, the state's distribution processes for its resources should reflect our emphasis on student success and equity. The HECC will propose budgets to the Governor and Legislature that reflect the most efficient way public investment in higher education and workforce can increase quality and improve student outcomes. This approach to state funding will require a view that transcends the boundaries of traditional support funds for institutions.
- **Streamlining Learner PATHWAYS:** HECC will promote clear onramps to education and training, reduce barriers for transfer students, and link graduates with careers. Existing educational pathways are not serving Oregonians equitably or well. To dramatically expand postsecondary educational attainment, Oregon needs to smooth pathways to success for all students, especially nontraditional and underrepresented populations.
- **Expanding Opportunity through OUTREACH:** HECC will develop a comprehensive outreach plan to ensure all Oregonians have access to affordable, relevant options for postsecondary training. Too few Oregonians today receive relevant and comprehensive information about options for affordable postsecondary education and training. To significantly improve the successful transition of Oregon's youth and adult population to postsecondary education, while closing gaps in access, achievement, completion and employment, we must better connect Oregonians with affordable options for postsecondary education and training.

To effectively exercise its functions, the HECC works in close partnership with campus leaders, governing boards, faculty, students, and state partners—playing a critical convening role for Oregon higher education and the communities that it affects.

In conjunction with the Strategic Plan and Framework, Oregon's Strategic Roadmap for Oregon Postsecondary Education and Training was finalized in August 2021. The Roadmap sets an ambitious path forward by describing how postsecondary systems, policies, and practices need to change in order to achieve Oregon's goals for educational attainment and equity. The Roadmap is intended to guide not only HECC initiatives, but also those of Oregon's postsecondary education and training partners statewide, with implications for public and private colleges and universities, the Legislature and Governor, education and workforce development partners, as well as faculty, students, and staff.

The Roadmap sets the following five categories for strategic action as major areas of focus for the HECC, the Legislature, and other partners, with specific examples described in the document.

1. **Transform and innovate to serve students and learners best**—Support education and training institutions in continuing to transform, expand, and redesign their outreach and delivery models to engage today's learners.
2. **Center higher education and workforce training capacity on current and future state needs**—Focus postsecondary education and training resources to serve Oregonians where they are and who they are, with a priority on communities and populations that have been historically underserved.
3. **Ensure that postsecondary learners can afford to meet their basic needs—**Improve college affordability for Oregonians and ensure that fewer students struggle with homelessness, housing insecurity, and food insecurity.
4. **Create and support a continuum of pathways from education and training to career**—Ensure that all learners have access to a full range of education and training options beyond high school, including apprenticeships, career certificates, and college degrees.
5. **Increase public investment to meet Oregon's postsecondary goals**—Through adequate and sustained levels of public investments, minimize tuition increases and build programs and services to equitably serve learners.

Criteria for 2025-27 Budget Development:

The HECC relied on input from a variety of state and local agencies and partners when developing the agency budget. The budget development advances:

- Oregon's Educational Attainment Goal: the 40-40-20
- The HECC Strategic Plan, Strategic Framework, and Oregon's Strategic Roadmap for Oregon Postsecondary Education and Training, and the
- The Equity Lens

Recognizing the urgency to improve educational attainment for its residents, Oregon has committed not only to improving, but to becoming one of the best-educated populations in the world. In 2011, the Oregon Legislature adopted an ambitious goal to ensure that by 2025:

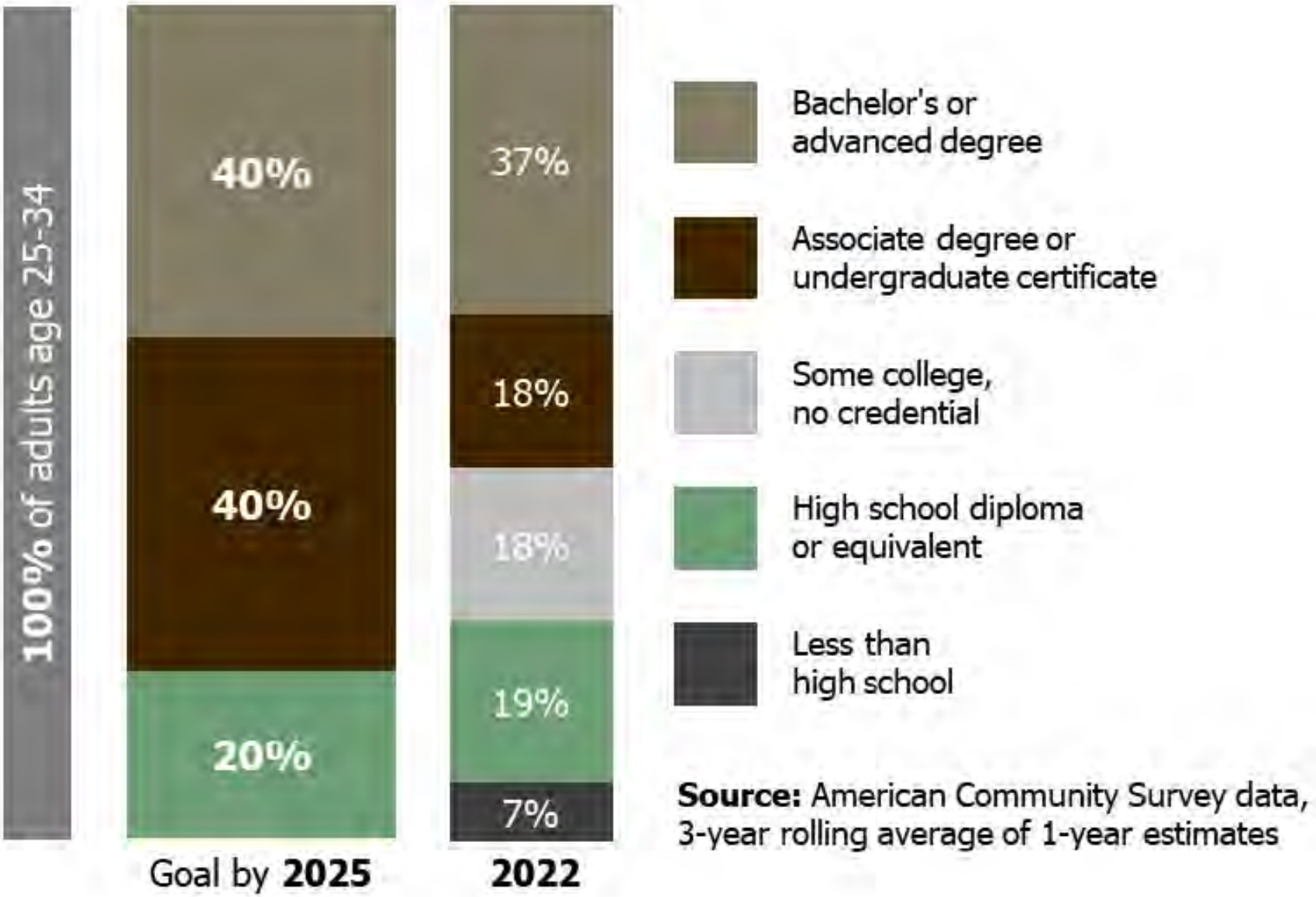
- 40 percent of Oregonians have earned a bachelor's degree or higher.
- 40 percent of Oregonians have earned an associate's degree or postsecondary credential as their highest level of educational attainment.
- 20 percent of Oregonians have earned at least a high school diploma, an extended or modified high school diploma, or the equivalent of a high school diploma as their highest level of educational attainment.

The goal, known as "the 40-40-20 Goal," has become shorthand for the efforts of the Legislature, Governor, state education boards, commissions, and agencies to significantly improve the education achievement levels and prosperity of Oregonians by 2025. The 40-40-20 Goal provides a clear target – a "North Star" aligned with Oregonians' economic, civic, and social aspirations -- against which to generally gauge the State's educational progress. The HECC, the Oregon Department of Education, and the Governor have worked together under the belief that in order for the 40-40-20 Goal to be meaningful, it must be accompanied by the clear understanding that increased levels of attainment of diplomas, degrees and certificates must be achieved equitably, with Oregon's diversity – of race, ethnicity, gender, home language, socioeconomic status and geography – equally well-represented in each stage.

With the passage of House Bill 2311 in 2017, Oregon clarified its 40-40-20 educational goal to focus it strategically on young Oregonians rising through the education system. As of January 1, 2018, the 40-40-20 was refocused as a pipeline goal, applying to the expected high school class of 2025 (and beyond), rather than to all adult Oregonians. House Bill 2311 also clarified the state's commitment to ambitious educational outcomes for working-age Oregonians by requiring that HECC work with the Oregon Workforce Investment Board and institutional partners on creation of a new set of goals for the adult population.

The HECC Strategic Plan and HECC's budget development is anchored by the Equity Lens, which commits the HECC to ensuring that its policy and resource allocation decisions advance equity. The Oregon Equity Lens was adopted by the HECC in 2014 as a cornerstone to the State's approach to education policy and budgeting. The purpose of the Equity Lens is to clearly articulate a shared goal for an equitable education system, to put into place the intentional policies, investments, and systemic changes necessary to reach this goal and to create clear accountability structures to ensure that we are actively making progress and correcting past inequities.

The graphic on the following page represents the latest date in Oregon reaching this 40-40-20 goal:



Source: American Community Survey data, 3-year rolling average of 1-year estimates

Racial Impact Statements:

Cover Memo

HECC Equity Work
By promoting collaboration and coordination between Oregon's education and workforce partners, as well as through our own programs and policy leadership, HECC staff ensure that Oregonians experience increased access, equity, and success in completing their higher education, training, and career goals. HECC agency employees are encouraged to utilize our equity framework and considerations to help them better serve our partners, achieve HECC Equity Goals, and specific equity goals set by each office. Recognizing that in some cases not every consideration is applicable, each office/team incorporates relevant equity lens considerations into existing processes.

HECC DEI Goals

- Equity Goal 1: STRUCTURAL INEQUITIES—Lead in the elimination of structural inequities in postsecondary education and training by centering systemic equity into all decision making.
- Equity Goal 2: AGENCY CULTURE—Make diversity, equity, & inclusion an integral component of the agency's identity and culture.
- Equity Goal 3: OUTREACH—Create culturally responsive outreach and engagement in all areas of the postsecondary education and training system.
- Equity Goal 4: CONTINUOUS LEARNING—Create a culture of continuous learning, collaboration, and improvement.

At HECC, we work consistently to consider our actions and outcomes. In all processes, offices/teams are expected to embed these considerations:

- Set Outcomes
- Analyze Data
- Meaningfully Examine Impacts
- Evaluate
- Stay Accountable

HECC ARB Analysis:

1. **Who benefits from agency programs, both directly and indirectly?**
   - HECC operates a diverse and wide-ranging suite of programs and processes that touch on all aspects of the higher education student experience, as well as those that create opportunities for workforce training and advancement both directly and indirectly. The agency both directly funds and engages with learners and trainees and works with institutions and training providers through its funding authority, regulatory activity, and convening work. This memo covers all aspects of our agency work that impact Oregon's students and families, adult learners, workforce, faculty/staff, institutional leadership, community partners, and the economy. Highlighted are the following work areas:
   - Providing strategic vision for Oregon higher education
     - Developing state goals for the postsecondary system, including community colleges, public universities, and student access programs

    - Adopting a strategic plan for achieving the state's postsecondary goals
    - Developing a comprehensive, biennial higher education budget request linked to the strategic plan
- Distributing funding to institutions, students, workforce boards, and other partners
    - Adopting formulas for the distribution of state funding to community colleges and, separately, public universities
    - Developing, awarding, and monitoring grants and contracts for the distribution of state and federal funding to higher education and workforce partners
    - Adopting methodologies for the distribution of state financial aid to Oregon students
- Administering key financial aid, workforce, and other programs
    - Oregon Opportunity Grant
    - Oregon Promise
    - Oregon Teacher Scholars Program
    - Oregon Student Child Care Grant
    - ASPIRE student mentorship program
    - Oregon Youth Corps
    - Oregon Conservation Corps
    - Oregon Youth Employment Program
    - OregonServes
    - Federal Workforce Innovation and Opportunity Act investments
- Coordinating postsecondary education pathways
    - Approving mission statements for public universities
    - Approving new certificate and degree programs at public universities and community colleges
    - Approving statewide transfer pathways, a common course numbering system, and policies and procedures related to the movement of students between community colleges and public universities
    - Managing licensure and teacher registration for private career schools
    - Developing dual credit standards and credit for prior learning standards Approving resident tuition increases greater than 5 percent for public universities

2. Who will be burdened by agency programs?

- Recognizing that building trust and confidence in what we are trying to accomplish takes time. The unintended consequences or burdens of what HECC leads can impact students, Oregon's workforce, faculty/staff, and leadership depending on the context of new mandates or initiatives. Due to the consistency of competing interests, the perception of wins and losses can vary across the board. In our process, we strive to balance this through finding the common ground for all impacted, transparency, and timely updates. In our engagement with groups and individuals,

connections range from the initial meeting to collaboration in the implementation of new legislation that could make a significant equity impact for postsecondary education and training. While HECC has made progress in diversifying engagement in our policy and budget development processes, challenges remain. Communities that have been historically marginalized from higher education continue to miss opportunities, are excluded, and may legitimately distrust state and institutional processes. Additionally, some community members continue to feel alienated from systems and processes that appear to confer respect and legitimacy based on one's level of formal education.

A separate challenge is that as a coordinating commission for postsecondary education and training, HECC does not directly oversee the governance of Oregon's colleges, universities, and training providers. As a result, many of the barriers that learners encounter – including issues of culture, climate, and representation – may not be easily or obviously addressed through HECC or other state action. State policy has a critical role to play in creating equitable conditions for learners, but it operates at a step or two of removal from classrooms and campuses.

3. 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?

- HECC as an agency exists to support the institutions and workforce partners in the increase of racial equity in postsecondary education and training. We strive to be thoughtful in our planning and collaboration in efforts to create solutions that are meant to interrupt systemic barriers for students and those in our workforce. Each program that the HECC leads/administers is meant to support increased access and equitable treatment for our identified priority populations and all underserved communities. This said, we still have a long way to go to achieve racial equity. With increased needs of our students, the underfunding of higher education and training, the increase of cost to support goods and services, the increase of basic needs in most systemic cases increases the racial equity gap or keeps us in the same place after our best efforts. The HECC recognizes that in this context an unintended consequence in our programs has been that only certain groups are accessing the support and opportunities we provide. In efforts to interrupt the persistence of this gap, at the HECC we have incorporated our Equity Impact Protocol in our processes. This allows us to interrupt our default in just serving the usual groups or individuals. Program leads prioritize the identification of barriers and unintended consequences in their planning and implementation. This helps to mitigate possible outcomes to a program. Recognizing that an unintended consequence can be bad or good, once identified, program leads are already equipped to approach the work with continuous improvement in mind. By being grounded in this way, they can adjust or amend the situation and better reach those that the programs are intended to serve. This new collective process has allowed each HECC office to engage with students, adult workers, and external partners in new ways. From showing up in new spaces to reaching out to partners that haven't traditionally worked with the HECC, we have been able to make meaningful progress. The change in how program leads approach their processes has allowed more students and adults to access the benefits that each HECC program provides.

4. Whose voices and perspectives are not at the table? Why?

- For the process of developing 2025-2027 legislative and budget requests, we continue to stay grounded in our Strategic Roadmap and agency equity goals, aligning, setting clear expectations of how every office engages in this process, and having consistent check ins and discussions. In

reflecting through who we are still missing in our outreach and engagement, we must do better in inviting those that we are serving to the table. We also need to better identify new collaborators among student-based organizations, more culturally specific CBOs, workforce, and K12 partners that can connect us to student and parent groups. As a state agency, at times it can be difficult to shift into incorporating new voices and perspectives. With tight timelines and staff thinking they can't just connect with partners outside their formal work, our agency progress can at times fall backwards. In addition to this, under the new state leadership transition, we experienced more limitations on how we should engage partners in our processes. Reaching out intentionally for ARB coordination and feedback was not permitted until late in the process. Although this context existed, due to more consistent connections since the last biennium, HECC staff found that they were still able to bring partner voices and ideas for legislative concepts to our review and budget process. The HECC continues to prioritize the expansion of who our partners in postsecondary education and training are and how they can be incorporated in the work.

5. What does the agency do to ensure multiple perspectives are part of our decision-making process?

- Although as an agency we need to improve in our engagement, more staff continue to incorporate these steps to better ensure multiple perspectives in their processes: making personal connections through phone calls, invitations to participate in different parts of our implementation processes, email communications, site visits and events where allowed, virtual meetings and presentations, meet and greets, use of Equity Lens Tools, creation of accessible materials to support the navigation of our state process, translation/interpretation, and sharing of newsletters through new GovDelivery System. The new HECC engagement process has also incorporated the intentional identification of partners at the beginning, and follow up with partners in efforts to not leave our partners in a state of not knowing next steps or about process conclusion.

HIGHER EDUCATION COORDINATING COMMISSION

DIVERSITY, EQUITY, AND INCLUSION ACTION PLAN 2023-25

Higher Education Coordinating Commission



HECC Office of the Executive Director

June 1, 2023

The HECC is committed to accessible services for all. Requests for translations, language services, alternative formats, or American Disabilities Act (ADA) accommodations may be sent to info.hecc@hecc.oregon.gov.

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HECC BACKGROUND AND DEI WORK

ABOUT THE COMMISSION AND AGENCY

The State of Oregon's Higher Education Coordinating Commission (HECC) is the primary state entity responsible for ensuring pathways to postsecondary education success for Oregonians statewide and serves as a convener of the groups and institutions working across the public and private higher education arena.

Established in 2013, the HECC is a volunteer commission appointed by the Oregon Governor and confirmed by the Oregon State Senate with funding and policy responsibilities for higher education and the workforce statewide. The Commission holds approximately eight day-long, public meetings annually. It hires and oversees an Executive Director that leads a state agency of the same name.

Major duties, authorities, and functions of the Commission include:

- Providing one strategic vision for Oregon higher education planning, funding, and policy; and
- Establishing methodologies for distributing public funding to community colleges, public universities, students, workforce boards, and other partners; and
- Coordinating postsecondary degrees, programs, and academic pathways; and
- Administering key Oregon financial aid, workforce, and other programs; and
- Evaluating and reporting the success of higher education efforts.

In 2019, the HECC received legislative approval to hire its first staff position focused exclusively on issues of diversity, equity, and inclusion (DEI). This position supports all the agency's staff, as well as the Commission, in adhering to the commitments articulated in the HECC Equity Lens (see below), including community engagement and relationship building. Some of the HECC's recent equity-related strategies and resources are described on this page of the HECC website.

VISION STATEMENT

The HECC's vision statement, adopted in 2017, reads in part:

> "The HECC envisions a future in which all Oregonians—and especially those whom our systems have underserved and marginalized—benefit from the transformational power of high-quality postsecondary education and training."

See the HECC's full mission, vision, and values here.

2021-25 STRATEGIC ROADMAP

In August, 2021, the HECC finalized its Strategic Roadmap for Oregon postsecondary education and training. This document, which was informed by the contributions of nearly 1,500 stakeholders and partners over two years, sets an ambitious path forward by describing how postsecondary systems, policies, and practices need to change in order to achieve Oregon's goals for educational attainment and equity.

The Roadmap opens as follows:

"This strategic roadmap reflects the Commission's perspective that postsecondary education in Oregon and nationally must undergo fundamental transformation to heal a society riven by wealth and ideology gaps that higher education has helped to create. To equitably serve all learners and prepare them for lifelong success, Oregonians must upend centuries of tradition that equate excellence with exclusion. We must replace our habit of asking, 'Are students ready for college?' with a different question: 'Are colleges ready for students?' We must insist that those whom our systems have collectively failed to serve well – including emerging bilingual Oregonians, members of Indigenous communities, immigrants, and others from diverse racial and ethnic backgrounds – represent the State's greatest potential and deserve its focus. We must recognize that the way prestige is often defined and measured in postsecondary education is fraught with systemic barriers for underserved populations. Instead, we should reward schools based on how well they foster the talents and contributions of underserved individuals and communities. We should channel institutional competition towards cooperation. We should celebrate the progress that Oregon has made in providing equitable access to postsecondary education, while recognizing that for all students to succeed requires additional transformation. Finally, to promote new discoveries, better problem-solving, and more inclusive communities, we must embrace alternative traditions of learning and knowing, while also sharpening longstanding methods of research and scholarship."

The Roadmap sets the following five categories for strategic action as major areas of focus for the HECC, the Legislature, and other partners, with specific examples described in the document:

1. **Transform and innovate to serve students and learners best**—Support education and training institutions in continuing to transform, expand, and redesign their outreach and delivery models to engage today's learners.
2. **Center higher education and workforce training capacity on current and future state needs**—Focus postsecondary education and training resources to serve Oregonians where they are and who they are, with a priority on communities and populations that have been historically underserved.
3. **Ensure that postsecondary learners can afford to meet their basic needs**—Improve college affordability for Oregonians and ensure that fewer students struggle with homelessness, housing insecurity, and food insecurity.
4. **Create and support a continuum of pathways from education and training to career**—Ensure that all learners have access to a full range of education and training options beyond high school, including apprenticeships, career certificates, and college degrees.
5. **Increase public investment to meet Oregon's postsecondary goals**—Through adequate and sustained levels of public investments, minimize tuition increases and build programs and services to equitably serve learners.

HECC AGENCY OFFICES

- Office of the Executive Director (EDO)
- Academic Policy and Authorization (APA)
- Community Colleges and Workforce Development (CCWD)
- Public Postsecondary Finance and Capital (PFC)
- Student Access and Completion (OSAC)

- Office Workforce Investments (OWI)
- Office of Research and Data (R&D)
- Office of Operations

PROGRAMS INCLUDED



HECC operates a diverse and wide-ranging suite of programs and processes that touch on all aspects of the higher education student experience, as well as those that create opportunities for workforce training and advancement. The agency directly funds and engages with learners, trainees and works with institutions and training providers through its funding authority, regulatory activity, and convening work.

This plan covers all aspects of agency work, highlighted in the following work areas:

Providing strategic vision for Oregon higher education

- Developing state goals for the postsecondary system, including community colleges, public universities, and student access programs
- Adopting a strategic plan for achieving the state's postsecondary goals
- Developing a comprehensive, biennial higher education budget request linked to the strategic plan

Distributing funding to institutions, students, workforce boards, and other partners

- Adopting formulas for the distribution of state funding to community colleges and, separately, public universities
- Developing, awarding, and monitoring grants and contracts for the distribution of state and federal funding to higher education and workforce partners
- Adopting methodologies for the distribution of state financial aid to Oregon students

Administering key financial aid, workforce, and other programs

- Oregon Opportunity Grant
- Oregon Promise
- Oregon Tribal Student Grant
- Oregon Teacher Scholars Program
- Oregon Student Child Care Grant
- ASPIRE Mentorship Program
- Oregon Youth Corps
- Oregon Conservation Corps

- Oregon Youth Employment Program
- OregonServes
- Federal Workforce Innovation and Opportunity Act investments
- Approving mission statements for public universities
- Approving new certificate and degree programs at public universities and community colleges
- Approving statewide transfer pathways, a common course numbering system, and policies and procedures related to the movement of students between community colleges and public universities
- Managing licensure and teacher registration for private career schools
- Developing dual credit standards and credit for prior learning standards
- Approving resident tuition increases greater than 5 percent for public universities

OREGON HECC EQUITY LENS

Soon after its establishment in 2013, the HECC adopted an educational Equity Lens. This Lens had been under development during the prior two years, advised by community conversations led by the Governor's office and the Oregon Education Investment Board (OEIB), and was intended for all education agencies (P-20). Since that time the HECC has updated and focused the Lens on postsecondary education, and it remains a cornerstone to the Commission's and its staff's approach to postsecondary education policy and funding.

Achieving the universal goal of educational equity requires targeted strategies to eliminate racial disparities and other identity-based disparities. The HECC is committed to intentional action as an anti-racist, equity-centered agency, and Commission. The purpose of the Equity Lens is to:

- Clearly articulate the shared goals we have for our state of an equitable education and training system, and explicitly identify persistent and severe disparities in outcomes; and
- Assess how current and proposed policies, programs and practices benefit and/or burden underserved learners and communities to identify where policies, programs, and practices need to be strengthened or changed; and
- Make intentional equity-informed decisions, actions, targeted interventions, investments and enact systemic change to improve equitable educational outcomes and access to services, programs, and resources; and



- Strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities; and
- Create clear accountability structures to ensure that we are actively making progress and correcting where there is not progress.

The Equity Lens confirms the importance of recognizing institutional and systemic barriers and discriminatory practices that have limited access and success for many learners in the Oregon education and training system. By utilizing the Equity Lens, HECC aims to provide a common vocabulary and protocol to assess how programs benefit and/or burden underserved students and communities, and to make decisions on resource allocation, partnership, engagement, and strategic initiatives to support equitable educational outcomes. We are committed to explicitly identifying disparities in education and training outcomes for the purpose of targeting areas for action, intervention, and investment. We are simultaneously committed to identifying strengths in communities and promising practices in our educational and workforce systems.

We focus the HECC Equity Lens on Oregonians who are currently and historically underserved in access to and success in postsecondary education and training, and in the programs and services impacting these measures. We intentionally place racial equity at the forefront to counterbalance and dismantle racist policies and practices that perpetuate inequities. We are committed to explicitly identifying and urgently addressing the most severe and persistent disparities for learners, while shifting to a more equitable education and training system for all Oregonians.

In addition to race and ethnicity, we recognize that numerous other areas of identity-based inequities, such as socioeconomic status are inextricably linked. The definitions of historically and currently underserved groups in the context of postsecondary education and training may vary according to the specific outcome under attention, and may include racial/ethnic identity, socio-economic background, first-generation, dis/ability status, gender, sexual orientation, parental status, veteran status, geographic origin or location, and other characteristics. It is also important to recognize that many Oregonians identify with numerous communities or intersecting identities, and may be limited by compounding systems of barriers, exclusion, or marginalization practices. We must formulate new approaches to ensure all residents can live and thrive in our state, across their identities. While we focus on educational equity and center the urgency of improving racial equity in education, we recognize that racial disparities persist across numerous key indicators of success including health, education, housing, and economic opportunity amongst others. Advancing racial equity in Oregon will take foundational reform. Furthermore, while the HECC Equity Lens focuses on postsecondary education and training, we affirm our longstanding commitment to partnership on urgently addressing inequities across the education systems in Oregon.

In serving our underserved students and learners in Oregon, for postsecondary education and training, while we center racial equity, the broader set of identities of historically and currently underserved learners may vary according to the specific outcome under consideration. For example, the characteristics of underserved Oregonians in a particular county who are accessing workforce training opportunities may be different from characteristics of underserved groups for high school seniors applying for financial aid. It is important to center racial equity and to identify the most severe and persistent disparities for students and learners. For the HECC, postsecondary education equity will be achieved once one's community or characteristic—including but not limited to racial/ethnic identity, socio-economic background, dis/ability status, gender, parental status, veteran status, sexual orientation, and geographic origin or location—no longer predict inequitable access to and success in postsecondary education and training.

HECC DIVERSITY, EQUITY, AND INCLUSION

Diversity, equity, and inclusion, and affirmative action work are essential to achieving state education goals and promoting a workplace culture and environment that supports the success of all who learn, work, and engage with the agency. The HECC provides agency leadership in workforce DEI and cultural humility through the application of our vision, mission, and Equity Lens. We are committed to leveraging diverse perspectives to create innovation and synergy resulting in stronger, more effective, and more equitable outcomes. The HECC is committed to establishing progress monitoring and maintaining a work environment where all employees are valued, treated fairly, and are provided opportunities to develop and grow to their full potential. The agency promotes excellence in workforce DEI, Affirmative Action, and cultural competency by:



- Committing to recruit, retain, and advance talented staff from historically underrepresented populations.
- Intentionally creating an environment of respect that is supportive of workplace success and fostering a climate of diversity, equity, inclusion, and cultural humility.
- Recognizing that every employee plays a part in the agency's inclusive work environment by being respectful, supportive, and acting with integrity toward one another.
- Acknowledging each person's skills, talents, knowledge, experiences, and personalities to broaden the range of perspectives in and approaches to conducting the agency's work.
- Implementing an integrated strategy with performance accountability for workforce DEI and cultural competency.
- Creating internal opportunities for learning, research, implementation, and assessment that promotes a shared understanding and empowers staff to act.
- Promoting a culture of inclusiveness and social justice.
- Actively addressing systemic oppression through research, programs, and policies.
- Supporting DEI in our services and administration.

APPLYING THE LENS

Continuous Learning and Education

The HECC is a learning organization and as a key value of continuous learning, it is important that all staff are encouraged and supported to engage and learn about topics related to Diversity, Equity, Inclusion and Accessibility. On-going learning promotes growth, development, and knowledge. Learning about DEI and Accessibility creates avenues for employee engagement that help sustain their health, and wellness.

Professional learning and development extend to all employees of the agency. The HECC goal is to surpass the state minimum by attaining at least 20 hours annually of learning for all permanent employees. The HECC strives to be an agency where staff are motivated, empowered, supported, and engaged. Training activities are

integrated with and linked within the performance management process along with continuous improvement, which is a distinguishing feature of learning organizations.

As the agency moves forward its commitment to foster learning environments and promote continual growth and improvement, it is crucial that all aspects of equity, diversity and inclusion be at its core foundation. As such, important conversations take place to determine the overarching perspectives, beliefs, and vision amongst HECC leadership/management. The following agency priorities have been identified:

- Nurture an environment intentionally inclusive of diverse groups, people, and perspectives.
- Align equity, diversity and inclusion efforts with board, commission, and agency strategic plans.
- Recruit, hire, support, promote and retain diverse staff.
- Increase cultural awareness and staff diversity.
- Maintain a strong, clear, and consistent process for the entire agency to center Diversity, Equity, and Inclusion (DEI) in its communications.
- Align DEI efforts with agency programs, policy development, rulemaking, and services in alignment with the HECC Equity Impact Protocol.

While the agency's leadership and coordination with partners on equity and student success is vital to achieving Oregon's higher education and workforce goals, it is equally important to engage the agency's internal staff at all levels.

- All staff are regularly informed of DEI events occurring in local areas. Staff representation is encouraged at community-based and/or equity-focused events and convenings, demonstrating the agency's support and creating additional agency awareness.

HECC DEI GOALS AND ACCOUNTABILITY

HECC DEI GOALS

The Agency DEI Action Plan finalized in 2022 includes SMART (specific, measurable, achievable, relevant, and time-bound) goals, as determined for each office, is aligned to the HECC Affirmative Action plan expectations and is in support of the following Four (4) HECC Equity Goals:

1. Lead the elimination of structural inequities in postsecondary education and training by centering systemic equity into all decision making.
2. Make diversity, equity, & inclusion an integral component of the agency's identity and culture.
3. Enhance culturally responsive outreach and engagement in all areas of the postsecondary education and training system.
4. Strengthen a culture of continuous learning, collaboration, and improvement.

At the HECC, we administer the comprehensive state budget for postsecondary education and workforce investments and develop and implement policy and procedure through legislative direction. These tasks and decisions can enhance the lives of our students and partners to create a stronger Oregon. To make equity-centered decisions, the HECC has begun to intentionally use our new Equity Impact Protocol in our projects, contracting opportunities including Request for Application/Proposal (RFA/RFP) development, policy, and

budget planning; and in collaborating with our partners, externally and internally. It is important to note that our Equity Impact Protocol aligns the HECC DEI Goals with the Office Equity Action Plans.

USE OF DATA

HECC's Strategic Roadmap is anchored by the understanding that Oregon cannot fulfill its overall goals for postsecondary education and the economy without significantly closing equity gaps, particularly for learners of color. For example, while about 37% of white Oregonians have completed a bachelor or graduate degree, only about 20% of Oregonians who identify as Black, Hispanic, Native American, or Pacific Islander have done the same. To meet Oregon's statutory goals for this measure as well as for certificates and associates degrees (each 40%) will require doing better for all Oregonians, but especially for those whom higher education opportunities have been marginalized and underserved.



This isn't simply a mathematical exercise of meeting abstract state goals. As we note in nearly every HECC general presentation, the inequitable distribution of higher education in Oregon compounds the inequitable distribution of income and wealth. In an economy where postsecondary education confers a large and increasing wage premium, inequities in postsecondary access and success exacerbate economic inequalities. Oregon's wage data, matched with educational attainment data, bears this out.

In 2021, HECC published five equity briefs (appended to this document) that provide an in-depth look at data on the challenges and successes of public college and university students of color. Each Equity Brief focuses on the challenges of success—from high school through college and into the workplace—and where progress in reducing gaps has or has not been made for each racial/ethnic group.

While disparities are pervasive at all levels of education for students of color, underserved students do not all have the same experiences. The briefs provide separate analyses for Asian American/Asian learners, Black/African American learners, Latino/a/x/Hispanic learners, Native American/Alaska Native learners, and Native Hawaiian/Pacific Islander learners. These documents, which originated in requests from culturally specific organizations for a specific look at the experience of their community, provide a foundation for the HECC's community engagement efforts.

Finally, each of the HECC's legislatively-mandated Key Performance Measures are annually reported disaggregated, by race, in order to focus legislative, Commission, and public attention on critical equity issues.

HECC OFFICE EQUITY ACTION PLANS

Each office submitted initial office goals through their office director, these goals are pertaining to their body of work in alignment with the four (4) agency equity goals developed in 2020. After the creation of the new Office Equity Plan Template, offices updated and submitted the new plans in August 2022. The goals, outcomes and measures were also finalized in 2022; however, they will be malleable and adjust as needed. The DEI Director along with the Inclusion and Equity Specialists will monitor the progress quarterly and provide an update at all-staff meetings. Managers and supervisors will implement their office plan and model the actions to support the equity goals. The Affirmative Action (AA) Representatives also support the staff and

help provide opportunities to build capacity, as well communicate statewide AA/DEI expectations and guidance. The DEI Director meets with each office to make sure they are on track and provide support.

In 2022, to support the HECC's DEI team agency accountability process of ongoing monitoring and quarterly reporting, the HECC DEI Council began to serve as the agency advisors to the DEI Director and Executive Team in vetting the progress of the Agency Equity Action Plan across all the offices.

The council members also serve as ambassadors to equity work and assist in building fluency and courage to become productive interrupters as equity leaders in the agency. The council will discuss problems of practice and identify recommended solutions. The DEI Director along with the new team will meet with each office to make sure they are on track and provide support.



THE HECC DIVERSITY, EQUITY, AND INCLUSION COUNCIL

Our DEI Council is committed to energizing the agency's diversity efforts. The DEI Council's mission is to foster a climate that empowers all to embrace a culture of diversity, equity, and inclusion as a valued asset. HECC management and staff prioritize these values through professional development and engagement to achieve equity-driven results.

The DEI Council strives to:

- Support accountability for the four (4) Agency Equity Goals; and
- Create an agency culture that celebrates the unique attributes of all people; and
- Create a workplace where individual strengths are recognized and appreciated, and all employees are encouraged to contribute; and
- Provide a safe learning environment for all staff for increased cultural humility and cultural agility; and
- Collaborate closely with the agency Learning & Change Management Team to provide learning events in support of learning, DEI, engagement, culture, and wellness.

The HECC remains fully committed to an enhanced and vibrant internal culture of inclusion and strive to surpass our goal of recruiting, hiring, retaining, and promoting people with disabilities, people of color, and women in our workforce. Through the leadership of the Executive Director, Executive Team, and DEI Council, it is expected that each employee of the agency treats all partners, customers, and fellow employees with dignity and respect.

The agency actively seeks to be an employer of choice because we are a welcoming and accessible agency with an environment that is inclusive and supportive. We believe that different cultural perspectives strengthen our teams and discussions that lead to creativity and innovation in the way we approach our work. The agency continues to dedicate resources to the DEI Council to support its efforts to energize the agency's diversity efforts.

HECC ENGAGEMENT

HECC ENGAGEMENT HISTORY

The HECC's adoption of its Equity Lens in 2013 reflects the Commission's longstanding commitment to engaging community partners equitably in the coordination and alignment of goals, priorities, and actions. In the subsequent years, HECC staff – guided by its equity-oriented Commission – have steadily increased outreach to and engagement of community partners, and the governments of the nine federally recognized tribes of Oregon. For the most part, this has not occurred according to a formal plan or with accountability for results. Prior to the creation of a DEI office within the HECC in 2019, it was primarily left to program and policy managers to conduct outreach and consult with community partners, individually and inconsistently.



In 2018, the Lumina Foundation, a major national higher education philanthropic organization, selected Oregon as one of three states, at the time, to receive a Talent, Innovation, & Equity (TIE) grant. The grant was awarded in recognition of the HECC's and Legislature's efforts to eliminate disparities in postsecondary education success rates between Oregon's overall student population and the historically underrepresented students of color. Among other the activities, the grant helped fund HECC to host twelve roundtable meetings with diverse communities statewide in 2019. Working with community leaders who were equity champions, HECC identified and engaged participants from a broad range of professional backgrounds including PreK-20 educational institutions, business, foundations, city, and state government agencies, and health and cultural community organizations that engage, serve, and support the students and families of the underrepresented student communities HECC aims to better serve.

During our Talent, Innovation, and Equity Grant work, the HECC underwent an analysis for agency strengths and opportunities. Findings included strengths in addressing disparities and prioritizing equity strategies in the work. Through our community engagement focus group process, we identified the need to create deeper relationships, expand the voices, and following up with them to continue in a transparent way. With the addition of a new Director of DEI and team, we are better able to coordinate a more complete process of engagement and operationalize DEI work for the agency, build capacity in our commitment, and serve as points of contact for our existing and new partners.

Through these conversations, HECC identified unique and common barriers that impact the equity populations and recommendations to close equity gaps and increase degree attainment. This information helped to inform the HECC and provide guidance to policy creation, design, and implementation of strategies and resources that lead to increased degree attainment and erase equity gaps.

Subsequent TIE-sponsored activities included providing sub-grants to institutions to support collaborative partnerships with culturally responsive community-based programs, launching educational communications on the need for equity such as the Real Opportunity video, sponsoring focus group research on learners of color, and providing multi-lingual resources to campuses on marketing to adult learners of color.

CURRENT ENGAGEMENT OBJECTIVES: A NEW STRATEGY

This plan is designed to support HECC Leadership and staff in their engagement work for both policy/statutory items, such as rulemaking and budget requests. We are committed to a more open and transparent process with increased partner engagement. We strive to use data that explicitly identifies disparities in education outcomes to act, intervene, and invest in equitable practices. To take these steps we must understand and address the impact of our power and position in assisting or hindering Oregon's students. To truly learn with and about the communities we serve in Oregon, we commit to meaningful and consistent engagement efforts.

Our objectives and expectations for engagement are as follows:

- **We will directly solicit partners for ideas and partnership opportunities:** While HECC has always been open to outside ideas, it has never developed a formal process for soliciting them and considering them in the same manner that internally generated proposals are considered. For the 2023-25 policy and legislative development cycle, HECC engaged with a myriad of existing and new partners on the front end, during the brainstorming phase of our processes. We are identifying areas where we can continue to collaborate as we move forward.
- **We will directly engage with partners in the development of our internal requests:** In addition to, the agency working with external partners to identify the most important higher education and workforce training problems facing the state and communities, we are also working to design solutions, programs, and interventions more collaboratively. All our collective work will be worked through individually, and through a collaborative process that involves representatives of diverse interests.
- **We will thoroughly examine equity impacts utilizing our HECC Equity Lens Tool:** Through the work of the HECC DEI office and as a requirement of the legislative and policy development process, HECC staff must thoroughly analyze the equity impacts of our work as they are being developed. Moving forward, no concept or budget package will be put forward without such an analysis.
- **Through outreach efforts and discussions with new partners,** we will create deeper opportunities to co-create concepts that represent what is needed.

In the different parts of the overall process, we will achieve meaningful collaboration and empowerment with those we can build relationships with and are impacted by our collective work.

THE BROADER CONTEXT OF ENGAGEMENT OBJECTIVES: RISKS, CHALLENGES, MITIGATIONS, AND COMMUNITY BENEFITS

While HECC has made progress over the last eight years in diversifying engagement in our policy and budget development processes, challenges remain. Communities that have been historically excluded from higher education may legitimately distrust state and institutional processes. Additionally, some community members may feel alienated from systems and processes that appear to confer respect and legitimacy based on one's level of formal education. Finally, higher education frequently and unnecessarily employs acronyms, complexity, and jargon that may unfairly exclude from meaningful participation from almost anyone who isn't already an "insider."



A separate challenge is that as a coordinating commission for postsecondary education and training, HECC does not directly provide oversight or govern Oregon's colleges, universities, and training providers. Public Universities and Community Colleges are overseen by boards As a result, many of the barriers that learners encounter – including issues of culture, climate, and representation – may not be easily or obviously addressed through HECC or other state action. State policy has a critical role to play in creating equitable conditions for learners, but it operates at a step or two of removal from classrooms and campuses.

The single most effective way for the HECC to mitigate these risks is by building authentic, gracious, and consistent relationships with community groups and community members. No single presentation, email, or conversation will overcome the mistrust, missing information, and/or alienation that community members may experience when engaging with the postsecondary education policymaking process. These engagement objectives will assist HECC staff and commissioners in creating conversations and partnerships that can restore trust and create pathways for full inclusion in postsecondary education and workforce training.

For the 2023-25 Biennium the HECC DEI Team will be implementing the HECC Office Community Engagement Readiness Assessment Guidebook. This will help each HECC office unpack the broader context of their engagement efforts and map their community partner networks. With technical assistance from the DEI Team, HECC Offices can move to repair mistrust and harm and truly learn from students and their communities about building tools for student success across Oregon.

COMMUNITY PARTNERS

The following is an initial list of community -based organizations, workforce and national partners, institutions, student groups, equity leaders, state leaders, that we are currently connecting with for our process and agency work:

HECC Convened Equity Partners	HECC Equity Advisory Committee	HECC Leadership Council for Equity				
Workforce and National Partners	Local Workforce Investment Boards	Inter-Institutional Faculty Senate	Oregon Education Association	American Federation of Teachers – Oregon	Oregon Community College Association	Western Interstate Commission for Higher Education
	Oregon Alliance of Independent Colleges and Universities	Northwest Career Colleges Federation	U.S. Department of Education	State Higher Education Executive Officers Association	Public University Council of Presidents	
Community Based Organizations	Latino Network	Self Enhancement Inc.	Native American Youth and Family Center	Asian Pacific American Network of Oregon	Immigrant and Refugee Community Organization	Oregon Campus Compact
	Coalition of Communities of Color	United Way Network	Oregon Partnership for Education Justice (FBO)			
Other Advocacy Groups	Stand for Children	Technology Association of Oregon	Oregon Workforce Partnership	Oregon Business and Industry	Portland Business Alliance	ASC/States4Service
	Oregon Business Council	Oregon Student Association	Oregon Student Voice			
Philanthropy	Ford Family Foundation	Oregon Community Foundation	PGE Foundation	Foundations for a Better Oregon / Partners for Educational Justice	Meyer Memorial Trust	Racial Justice Council (Education Recovery Committee)

State Boards and Commissions	State Board of Education	STEM Investment Council	Workforce Talent and Development Board	Oregon Conservation Corps Board	Oregon Youth Corps Advisory Board	OregonServes Commission
	Financial Aid Advisory Committee	Educator Advancement Council	Government to Government Education Cluster	Teacher Standards and Practices Commission	Legislative Commission on Indian Services	
State Government and Agencies	Governor's Office	Early Learning Division	Oregon Department of Education	Oregon Employment Department	Bureau of Labor and Industries	Youth Development Division
	Oregon Legislature					
Postsecondary Institutions	Public Universities	Community Colleges	Private Degree Granting Institutions	Private Career Schools		

ENGAGEMENT METHODS, OUR HOW

In 2019, the Legislature funded and HECC filled the new role of the Director of Diversity, Equity & Inclusion, reporting to the Executive Director. This position allows for continued prioritization and accountability to our equity work and commitment. Supplemented by two additional DEI staff positions created by the Legislature in 2021 (and filled recently), the nascent DEI team leads equity and diversity efforts both internally and externally for the agency, supporting our goals for equitable outcomes in postsecondary education and training, and ensuring that agency leadership and staff upholds our Equity Lens in policymaking, budgeting, engagement strategies and implementation. In 2021, HECC leadership and staff engaged in continued professional development in building their understanding of what it means to authentically engage our existing and new partners. The first big change occurred for our Commission, where our newly appointed Chair, Terry Cross reorganized how we bring multiple perspectives and voices to the invited testimony portion of our agendas. We now have extended time for testimony and connect personally with guests who have not traditionally been a part of our process, and who bring new energy and alignment to our strategic goals. This example is just one of the new strategies we are implementing at the HECC.

All the efforts to date have pushed the HECC on a path to meaningful and continuous engagement. From the TIE Grant to the Commission Chair calling for student voices to be centered. From the Equity Lens and Strategic Roadmap that made equity the foundational component to our work as an agency. For the next biennium the HECC will continue to make progress to our agency equity goals, using the enhance tools developed in the last year, while building on the years of work and learning.

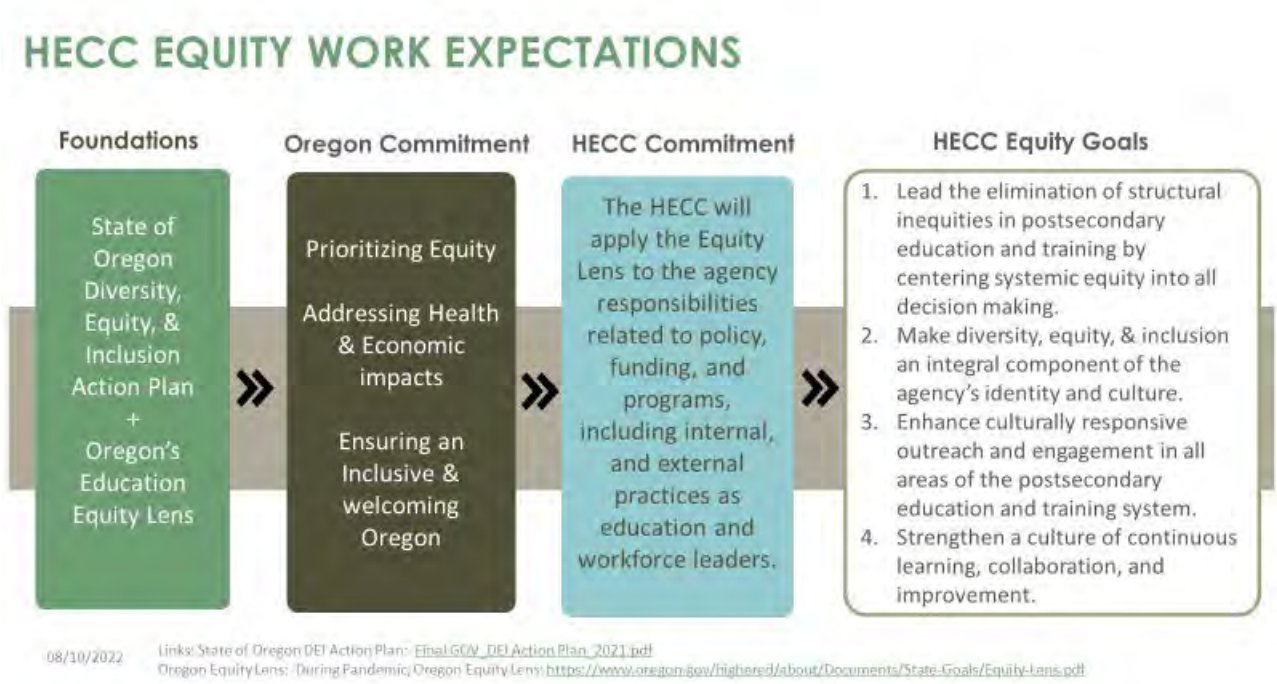
CLOSING THE LOOP

For the process of developing our continuous engagement work, all HECC offices are connecting with partners to bring their voices and ideas into the legislative work we must implement. Recognizing there is not a one size fits all approach, each office is currently in process of connecting with our partners in several ways: making personal connections through phone calls, email communications, site visits and events where allowed, virtual meetings and presentations, meet and greets, use of Equity Lens Tools, creation of accessible materials to support the navigation of our state process, sharing of newsletters through the new GovDelivery System. The new HECC engagement process also incorporates the intentional follow up to not leave our partners in a state of not knowing next steps or about process conclusion. Through the collaborative efforts of the HECC DEI Team and HECC Leadership, we are also prioritizing the expansion of who our partners in postsecondary education and training are. In thinking through who are we missing in our outreach, we have identified new collaborators among student-based organizations, more culturally specific CBOs, workforce, and K12 Partners that can connect us to student, parent, and community groups.

These relationships and learnings will give the HECC new insights and direction of where to go next in creating more equitable educational opportunities for all of Oregon's students, transforming our state for the better.

HECC EQUITY GOALS AND STRATEGIES

FIGURE 1: EQUITY GOALS Alignment and Expectations 2022





Lead in the elimination of structural inequities in postsecondary education and training by centering systemic equity into all decision making.

Operate with urgency and accountability:

- The HECC will ensure agency accountability by creating a plan of action.
- Set priorities and clear expectations regarding the agency's anti-racist equity work:
- Each HECC office will set equity goals that support the overall capacity building for the HECC.



Make diversity, equity, & inclusion an integral component of the agency's identity and culture.

Build organizational capacity:

The HECC commits to agency transformation so that the impact is sustainable.

- Operationalize a racial equity lens:

- The HECC believes that it is essential to use a racial equity lens when changing and/or considering new policies and practices that no longer perpetuate inequities.



Create culturally responsive outreach and engagement in all areas of the postsecondary education and training system.

Partner with other institutions and communities:

- The HECC commits to work in partnership with communities and institutions to achieve meaningful results.

Provide clear communications and access:

- The HECC is committed to internal and external collaboration and transparency.

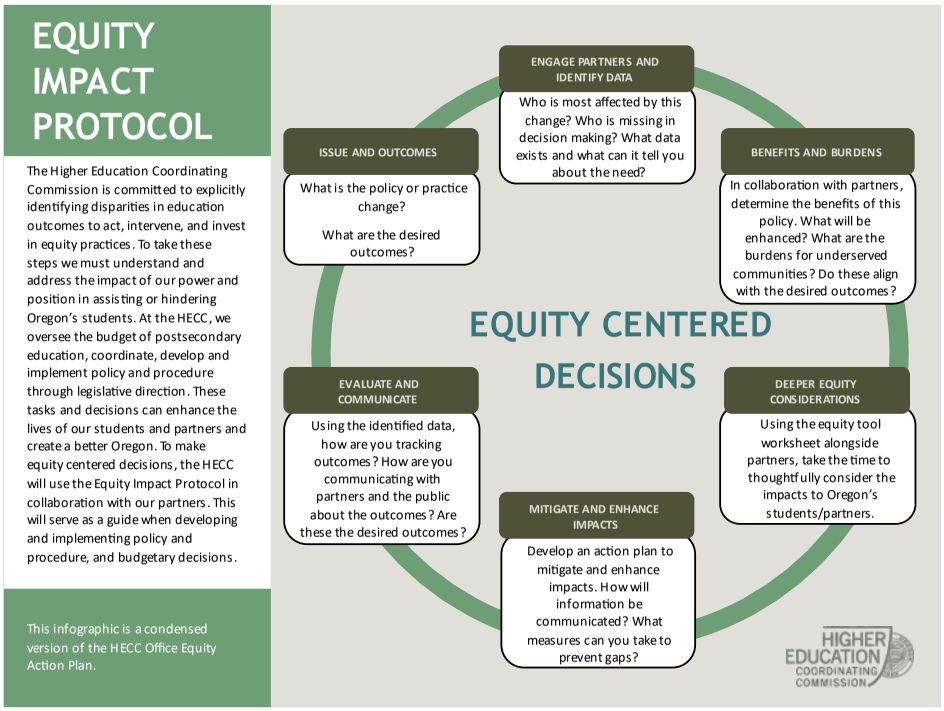


Create a culture of continuous learning, collaboration, and improvement.

Develop leadership fluency:

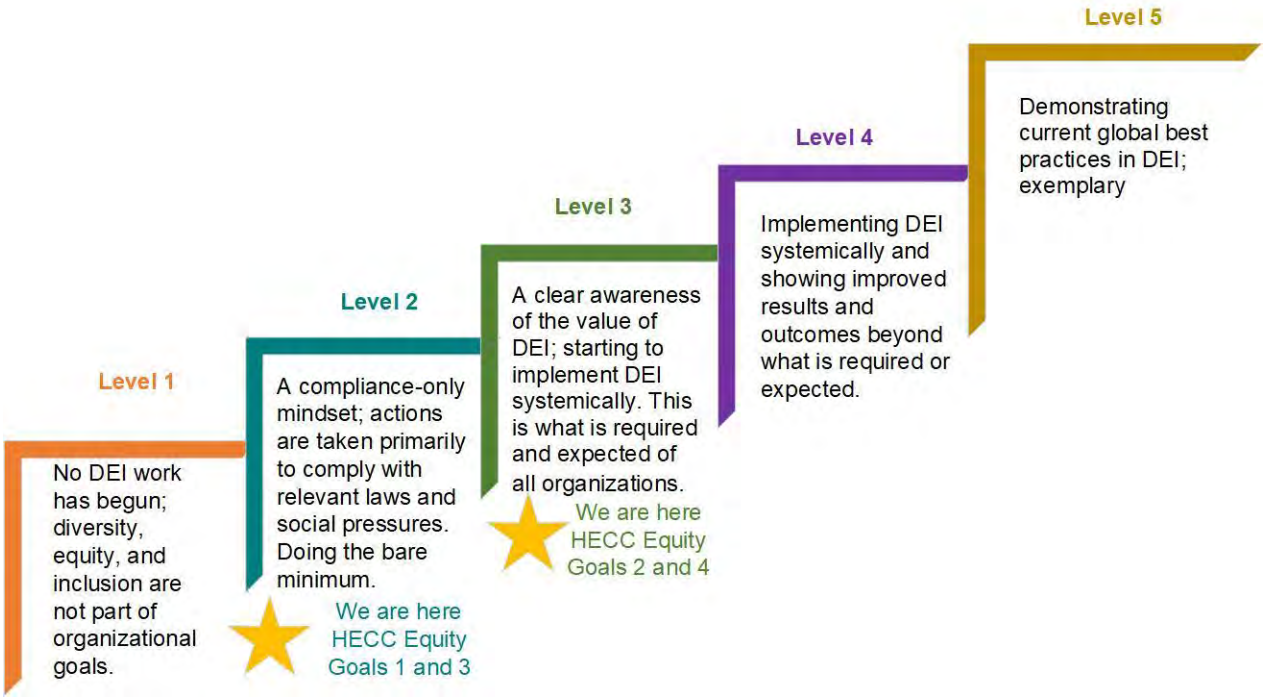
- The HECC will implement ongoing training of its employees in order to build a diverse, inclusive, and equitable workforce.
- Use data to guide initiatives and training:
- The HECC will use data to measure the success and impact of agency decisions, and progress.

HECC EQUITY IMPACT PROTOCOL



HECC 2023 GOAL PROGRESS

(Rubric levels from Global DEI Benchmarks 2021)



New goals will be submitted in the new office equity plan template in August 2023. The new template incorporates a deeper dive into their engagement work as it relates to the agency goals. Offices are also working on broadening their knowledge and incorporating the HECC Equity Lens considerations and impact tool in their processes. This continues to support HECC's culture/climate and equity priorities.

- CCWD, Operations, OWI, PFC, OSAC, Future Ready, APA's plans have incorporated operationalizing the lens as a goal.
- DEI team continues to develop the resources and tools folder for learning expanding to individual office needs.
- R&D, OWI, and APA have goals on understanding and incorporating Data Equity and Justice.
- OSAC and APA have goals on expanding and practicing authentic engagement and outreach.
- EDO and PFC have goals on increasing access for students who experience disabilities and incorporating student voice and experience into decision making process.

The work continues and plans keep evolving. These are the things that the agency needs to keep working on:

1. The broad theme across most plans is that they did not have actionable steps or timeline that could be tracked.
2. Even for plans that did have milestones, those have not been followed up on yet.
3. Because some offices are still focused on building their fluency, policy goals have not been incorporated yet.

4. Offices need to proactively build in engagement planning and equity considerations.
5. Consistently present an equity impact analysis after every big policy project.

HECC AGENCY DEI PLAN ACTIVITIES

ACTIVITY	OFFICE	DEADLINE	PROGRESS	EQUITY GOAL
AABS (African American/Black Students Group) participation	APA	Ongoing	Part of the Student Success work and ODE	1,3,4
Actively seek diversity among commission members	EDO	2023	Still seeking out 2 new members	1,2,3,4
Aspire program and annual conference	OSAC	Ongoing	Big updates and expectations being applied	3,4
Bring Your Child to Work Day – annual (not hosted during pandemic)	HR	Yearly	Resumed again in 2023	2
COBID language in policies and piloting technical assistance for contracts	Operations	2022-23	Finding success in this new work	1, 4
College nights/ college fairs/ dislocated worker events	OSAC/ OWI	Ongoing	Reaching new groups	3,4
Communication strategies- outreach to diverse community partners	EDO/ DEI	Ongoing	Currently finalizing a new readiness assessment for engagement practices	1,3,4
Combined efforts of DEI Council and Learning and Change Management Teams	HR/DEI	Ongoing	Rebuilding group for continuous planning	2, 4
Complete College America national meetings	EDO/ APA	Yearly	Need update	1,3,4
HECC Equity Action Plans Monitoring	DEI	Quarterly	Updated plan template to use in August	1,2,4
DEI Agency Collaboration Network Member, DAS established 2020	HR/DEI	Monthly	Group is reforming	1,3,4

Tribal Student Support Network Event	DEI	May 1st & 2nd	Complete	1, 3, & 4
DEI "Equity Connect" events	DEI/HR	2022-23	3 of 4 events planned	2,4
Tribal Student Access Grant work	OSAC	Ongoing	Network and making connections	1,3, & 4
Update DEI Statements in job announcements	HR	2022	Complete	1,2
DEI Statewide Conference agency participation on planning committee	DEI	2019-2022	2023 in transition with new CCO at DAS	2,4
Disaggregation of KPMs for equity data	R&D	Ongoing	Building in Data Equity components	1, 4
Education Cluster – Government to Government (G2G) – 9 Oregon Tribal Nations Participation	EDO/ DEI	Quarterly	HECC covering food for June meeting in Warm Springs.	1,3,4
Employee Resource Groups and Affinity Groups (partner with other agencies)	HR/DEI	Monthly	Started in 2022, HECC just joined	2,4
FAFSA+ working with Oregon tribal nations	OSAC	Ongoing	Increased outreach with new position	1,3, 4
GED presentations in Spanish	CCWD	Ongoing	Need update	3
GED Annual Summit	CCWD	Yearly	Completed 2022, Planning for next year	1,4
HECC All Staff Meeting – Learning, Staff Engagement, and DEI Events - quarterly	All Offices	Ongoing	Each office presents their work monthly	2,4
Development of diversity-based questions in interview questions for all hires	HR/ DEI	2023	Need to now differentiate the levels of the questions	1,3,4
Incorporation of bias training for all managers hiring	HR/ DEI	2023-24	Currently exploring what that could look like	1,3, 4

Future Ready Training in grant awards, including points for focused populations	Future Ready/ DEI	2022-23	Still hiring positions and embedding lens considerations in processes	1,2,3,4
Statewide Institutional Snapshots – highlighting underrepresented populations- Continued development of data equity approaches	R&D	2021-Present	Still working on several data projects and reports	1,2,4
Latino/a/x & Indigenous Student Success Advisory Member	DEI	Ongoing	Part of the Student Success work and ODE	1,3, 4
Mentoring program – to be developed	HR/ DEI	2023-24	Still incorporating	2,4
New federal mandate to meet accessibility standards, website update	EDO	Summer 2023	Reviewing current web pages	1,2,4
RJC- Education Recovery Committee presentations and participation	EDO DEI	Ongoing	Group is grounding itself for new goals for 2023-24	1,4
SHEEO National Equity Advisory Group Member	EDO/ DEI	Ongoing	Working with Equity Advisory group	1,4
Staff evaluation and professional development planning w/cultural competency	HR/ DEI	Quarterly	Managers still working on incorporating documentation of staff learning	1,3
Incorporation of equity impact analysis in all major policy projects	All Offices	Ongoing	ET still has to decide when to incorporate the full analysis	1,2,3
Transfer work (impact on underserved populations)	CCWD/ APA	Ongoing	Recent update to the Commission	1,4
CC Funding Formula Work	PFC/ CCWD	June 2023	Recently presented equity impact analysis	1,3, 4
RFP Development with equity considerations	OWI/	Ongoing	New round of RFPs just went out	1,3, 4

	Future Ready/Procurement			
LGBTQ+ Student Success Advisory	DEI	2022-Present	Coordinating efforts to connect K12 to Postsecondary	1,3,4
HSI Coordination	DEI	2022-Present	Have begun with presentations in different settings	1,3,4

REIS Cover Memo - Oregon Youth Employment Program

Program Overview
The Higher Education Coordinating Commission's (HECC) Office of Workforce Investments (OWI) received two new youth workforce development programs in the 2021 legislative session. The two new programs are the Oregon Conservation Corps (OCC) (separate and distinct from HECC's Oregon Youth Corps) and the Oregon Youth Employment Program (OYEP). OCC came with a mandated governor appointed advisory committee and OYEP required no citizen oversite. OWI, at that time, also administered the Oregon Youth Corps Advisory Board.

The first milestone was to look at streamlining operations and gaining efficiencies. Therefore HECC/OWI created **Oregon Youth Works**, an umbrella of youth programs within HECC/OWI, which includes Oregon Conservation Corps, Oregon Youth Corps, and Oregon Youth Employment Program. By creating Oregon Youth Works, staff began to align programming where necessary, remove silos and duplication if needed, and identify gaps in program access.

The next major milestone was to sunset the Oregon Youth Corps Advisory Board and the OCC Advisory Committee and create one new overarching advisory body. HB 3563 (2023) was passed by the Oregon Legislature in 2023 and codified into law (ORS 660.320). The bill sunset the two advisory bodies mentioned above and created the Oregon Youth Works Advisory Board. The board held its inaugural board meeting on July 9, 2024.

The purpose of this Governor appointed board is to:

- Provide equity minded advice on, and oversight of, the implementation and alignment of youth workforce development programs;
- Contribute to the development, refinement, and execution of Oregon Youth Works' strategic framework; and
- Promote and advocate for the financial and programmatic sustainability and advancement of youth workforce development programming within HECC/OWI.

The third major milestone is in process. HECC is developing a Legislative Concept for the 2025 session that would bring the authorities for Oregon Youth Corps, Oregon Conservation Corps, and the Oregon Youth Employment Program under the same chapter of law, Chapter 660. Once the authorities are aligned, HECC, under the advisement of the Oregon Youth Works Advisory Board, will concentrate on initiatives that strategically align and sustainably fund youth workforce development programs. This work is further discussed in the *Informed Decision-Making* section.

It is important to note that HECC/OWI offers grant opportunities in all of Oregon's 36 counties and nine federally recognized tribes. HECC/OWI does not provide direct service. HECC grants funds to local service providers across the state including school districts, non-profits, municipalities, Local Workforce Development Boards, tribes, and other non-governmental organizations. While grantmaking is the main function of the programming, other valuable resources are also provided such as training, networking, sharing of best practices, technical assistance, and partnering with other federal and state agencies.

Equity is at the heart of all the individual programs and HECC's Equity Lens is applied throughout. Programs have individual populations that are identified in statute. The common theme is providing access and services to youth and young people that have traditionally been left behind, underserved, and/or marginalized.

<u>Oregon Youth Works Programs</u>

Oregon Youth Corps
Oregon Youth Corps was created in 1987 by the Oregon Legislature. Its mission is to provide opportunities to advance youth workforce and stewardship experiences that strengthen communities across Oregon. Oregon Youth Corps unites a network of local workforce providers throughout Oregon that provide workforce and individual development opportunities with underserved and disconnected youth populations. While many great projects are completed each year

and many technical skills are learned, the primary focus of the program is to teach youth problem solving and essential employability skills. There are both summer and year-round opportunities and summer programs must pay at least Oregon's minimum wage. The Oregon Youth Corps serves youth and young people between the ages of 13-24.

In 23-25 the funding for this program was approximately $7.5 million, including approximately $2.5 million in one-time GEER funding. HECC's 2025-2027 Agency Request Budget includes approximately $2.4 million from the Amusement Device Tax (ORS 320.005 – 320.150) and approximately $2.7 million from the Oregon Youth Employment Fund ((ORS 660.354) (OAR 715-102-0025)) for Oregon Youth Corps. Funding for this program is included in HECC's current CSL.

Oregon Conservation Corps (OCC)
Senate Bill 762 (2021) established The Oregon Conservation Corps (OCC) program for the purposes of reducing the risk wildfire poses to communities and critical infrastructure, creating fire-adapted communities, and engaging youth and young adults in workforce training. HECC grants OCC funding to organizations across the state to aid in reducing wildfire risk to communities while providing workforce training to the next generation of land managers. While project work can happen year-round, crews may have to shut down at the height of fire season, due to red flag warnings. Participants must be paid at least Oregon's minimum wage or its equivalent. Youth and young people ages 16-26 may participate in this program.

Funding for this program is **not** a part of HECC's Agency Request Budget for 2025-2027 and is **not** a part of HECC's current CSL. OCC was funded with one-time funding ($10 million) in the 2021-2023 biennium and again with one-time funding ($10 million) for the 2023-2025 biennium. This program is at risk of shuttering if additional funds are not allocated which would decrease wildfire community risk reduction and training and employment for youth and young people across the state.

Oregon Youth Employment Program (OYEP)
HB 2092 (2021) funded the Oregon Youth Employment Program (OYEP). The purpose of OYEP is to provide meaningful workforce and career development experiences for young people, such as internships, apprenticeships, summer jobs, and workforce preparation to youth and young adults. HECC grants funds to the nine Local Workforce Development Boards who then administer the programming at the regional level. Programming takes place year-round but there is a heavy emphasis on summer employment. Participants must be paid at least Oregon's minimum wage or its equivalent. OYEP serves youth and young people between the ages of 14- 24 is funded through state General Funds.

HECC's 2025-2027 Agency Request Budget includes approximately $6.8 million from General Fund for the Oregon Youth Employment Program's Oregon Youth Employment Fund (ORS 660.354). Funding for this program is included in HECC's current CSL.

Racial Equity Impacts of the Program

Oregon Youth Works embraces diversity, equity, inclusion, and access in its mission to increase opportunity for Oregon's young people through the funding of workforce development programs. We understand that creating a culture of diversity, equity, inclusion, and access requires the intentional examination of systemic policies and practices that, even if they have the appearance of fairness, may perpetuate disparities. An understanding of historical contexts and an active investment in changing social structures and practices over time are key to ensuring that individuals from all communities have opportunities and support to realize their full potential.

Oregon Youth Works commits to diversity, equity, inclusion, and access throughout the grantmaking process, inviting new partners into the workforce system and placing an emphasis on serving youth and young adults from priority populations which include, but are not limited to: communities of color, women, low-income communities, rural and frontier communities, veterans, persons with disabilities, youth who experience the justice system, members of Oregon's nine federally

recognized Indian tribes, and individuals who identify as members of the LGBTQ2SIA+ community. We have worked to operationalize our commitment to diversity, equity and inclusion in our grant making processes through the following actions:

- Applying the HECC's Equity Lens to all aspects of our work;
- Consulting with current partners and grantees to inform our planning to develop an inclusive, low barrier grant process;
- Hosting a series of information sessions designed to provide potential applicants an opportunity to ask questions and receive guidance;
- Soliciting engagement in the scoring process from diverse organizations, entities, and partners;
- Providing funding up front to applicants that demonstrate a need for immediate funds; and
- Shifting practices with tribal agreements that acknowledges and recognizes tribal sovereignty.

ORS 418.657 requires that 75 percent of the youth and young people served with Oregon Youth Corps funds must be "disadvantaged and at-risk youth."

For Oregon Conservation Corps, ORS 476.696 requires HECC to have a grant process that, "uses an equity lens in awarding grants by identifying and supporting populations with greater vulnerability, including communities of color, indigenous communities, communities with members who have limited proficiency in English and communities with lower-income members."

For the Oregon Youth Employment Program, ORS 660.353 requires HECC to, "award grants in a manner that ensures no less than 20 percent of program funds are available to organizations with direct experience serving communities of color." It further requires HECC to, "ensure that at least 75 percent of program participants are from communities of color, rural communities, communities that have faced generational poverty or other communities that have been historically underrepresented in youth employment as identified by the commission by rule (OAR 715-102-0005).

OAR 715-102-0005 further requires Local Workforce Development Boards to demonstrate, through the submission of a community engagement plan, a commitment to serving underrepresented populations, including those listed above.

Data Analysis

At a very high level, youth unemployment rates continue to be higher than the overall unemployment rate. According to the U.S. Bureau of Labor and Statistics, in July of 2023, the National unemployment rate was 3.5% At the same time, the unemployment rate for youth, aged 16–24-year-olds was 8.7%.

Furthermore, the racial and ethnic disparities seen in unemployment among the general population are also present among the youth. For example, in July 2023, Black or African American youth aged 16-24 faced an unemployment rate of 18%, while the statewide unemployment rate for the same age group was 8.7% (source: qualityinfo.org). Similarly, Hispanic, or Latino youth aged 16-24 had an unemployment rate of 10.5%.

Unfortunately, at this time, HECC continues to have no central reporting portal that can be used to capture this data for our youth workforce development programs. The data is collected through Word documents, Excel spreadsheets, and participant survey results that are tallied by hand by OYW program staff. The one exception to this is the new reporting database exclusively for Oregon Youth Corps programs that has been in the works for the last few years.

Staff monitors the data that is reported from the grantees on a quarterly basis and collects final data through final reports. This information is analyzed against zip code census data to ensure that priority population targets are being met. If targets are off, staff then can work with the grantees to bring local programming and targets back into alignment. Program data for the 2021-2023 biennium is discussed below in the *Data Selection* section.

Benefit vs. Burden Determination

In general, all of Oregon benefits from Oregon Youth Works programming. This includes individual participants, families and communities, and business and industry. The participants come from youth populations that have traditionally been underserved and underrepresented which includes but is not limited to youth from communities of color, youth from rural communities, youth with disabilities, youth in the juvenile justice system, homeless/houseless youth, youth in foster care, youth with basic skill deficiency, youth identifying as LGBTQIA2S+, and youth communities that have faced generational poverty.

Inclusive Communications

When working with the Local Workforce Development Boards there is a structured local project plan requirement. The plan that details how they and their subrecipient program providers partner with, reach out to, and engage their community, CBO's, employers, and agencies. They must explain how they came up with the course of action and how data, research, assessments, community engagement, etc. informed that course of action. All local plans are reviewed and approved at the state level by the Workforce and Talent Development Board.

When working with other Oregon Youth Works grantees, site visits take place where staff visit individual programs and communities across the state. This gives staff the opportunity to meet with program leaders, participants, and community partners to talk about needs and possible solutions. Information is also communicated through the reporting and survey processes described in other sections of this document.

The expansion of virtual-based platforms during and after the pandemic has made it much easier to establish communities of practice for both grantees and other state agency staff. These platforms have been extremely useful in bringing people from across Oregon together for quarterly meetings at virtually no cost.

Data Collection and Data-Informed Decision Making

Data is collected on a quarterly basis and in final reports at the end of each program. Oregon Youth Works staff interpret and share the data with the Oregon Youth Works Advisory Board, the Office of Workforce Investments, the HECC Commission, the legislature, Office of the Governor, and other boards and commissions as requested.

As mentioned earlier in this document, the role of the new Oregon Works Advisory Board is to:

- Provide equity minded advice on, and oversight of, the implementation and alignment of youth workforce development programs;
- Contribute to the development, refinement, and execution of Oregon Youth Works' strategic framework; and
- Promote and advocate for the financial and programmatic sustainability and advancement of youth workforce development programming within HECC/OWI.

The Board will use the data collected by staff to inform future programmatic decision making.

This work may also include but not be limited to:

- Identifying key partners within the youth workforce system across Oregon;
- Exploring options for a comprehensive assessment of current youth workforce development programs within state government to identify strengths, gaps, and areas for improvement;
- Developing a strategy to align existing programs with the goals and priorities outlined in Oregon Youth Works' Strategic Framework, ensuring coherence and efficiency in program delivery;

- Advocating (when appropriate and allowable) for policies at the state level that support sustainable funding for youth workforce development programs, emphasizing the importance of equity and inclusion;
- Engaging with the legislature (when appropriate and allowable) to advocate for increased funding for youth workforce development within HECC/OWI's budget allocation;
- Developing strategies to ensure the long-term sustainability of youth workforce programs, including diversifying funding sources and exploring innovative financing models;
- Establishing key performance measures to monitor the effectiveness and impact of Oregon Youth Works' activities and initiatives;
- Conducting regular evaluations of board activities and program outcomes to identify successes, challenges, and areas for improvement;
- Implementing mechanisms for gathering feedback from partners, including youth participants, to inform continuous improvement efforts; and
- Maintaining transparency in decision-making processes, ensuring that all partners and the public are informed and engaged in the work.

Current Statistics

The following represents Oregon Youth Works combined program participant data (youth and young people served) from the 2021-2023 biennium:

- Female 32%
- Male 62%
- Non-Binary 4%
- Prefer not to disclose 2%
- American Indian/Alaska Native 8%
- Asian/Asian American 2%
- Black/African American 3%
- Hispanic or Latino/a/x 16%
- Multi-Racial 5%
- Native Hawaiian/Pacific Islander 1%
- White 54%
- Prefer not to disclose 11%
- Academic Gap 18%
- Criminal Justice System 7%
- Disability 11%
- English Language Learner 4%
- Experiencing Economic Hardship 41%
- Child Welfare/Foster System 4%
- Homeless/Houseless/Unsheltered 5%
- LGBTQIA2S+ 8%
- Pregnant or Parenting 2%

Community Informed Policy and Partnerships

HECC DEIA staff have been an integral part of all aspects of the rollout and ongoing implementation of Oregon Youth Works including initial concepts, rulemaking, the drafting of the Request for Application, and application components.

Traditionally, most of the community informed policy conversations have taken place during site visits to individual communities. As mentioned earlier, virtual meeting technology has made it possible to effectively bring people together from across the state by facilitating communities of practice via Zoom or Teams.

The Advisory Board will also be assessing community needs and may recommend new internal policies to enhance the connection between Oregon Youth Works and policy-making discussions informed by the community and youth.

Resource Allocation and Accessibility

Through statutory language, administrative rules, and policies within the Request for Application, Grantees are required to serve identified populations. Throughout Oregon Youth Works there is potential and opportunity in all geographic areas of the state. HECC staff monitor program performance to ensure the identified populations are being served.

Culturally specific and responsive strategies that address the distinct needs of Oregonians are developed at both the state and community levels. These strategies must be included in each grant application. Grantees must explain the strategies in detail, providing specific and detailed responses that utilize qualitative and quantitative data, research, assessments, and results from community engagement wherever possible. Additionally, grantees are required to describe how their project will address the identified problems or needs. The continuing development of onsite monitoring tools will help determine if programming is accessible regardless of:

- Disability or status;
- Language;
- Access to technology; and
- Geographic location.

All grantees are required to comply with all applicable federal, state, and local laws, including ADA requirements.

At the state level, Oregon Youth Works staff are strengthening existing partnerships with tribal representatives from Oregon's nine federally recognized tribes, specifically within the Education Cluster of Government to Government. After years of partnering with, and listening to, our sovereign partners, there has been a major philosophical shift in how we want to work together in the future. HECC procurement is working on developing individual Intergovernmental Agreements with the tribes. This will eliminate the grantor-grantee relationship, acknowledge sovereignty, and establish a true partnership between governments, where priorities and solutions are developed jointly. At this time, outreach has been made to all nine federally recognized tribes with eight tribes being engaged in conversations and five tribes actively working with Oregon Youth Works and HECC procurement on Intergovernmental Agreements. Additionally, Oregon Youth Works staff are exploring opportunities to secure dedicated funds for the new tribal agreements.

Evaluation

The most important outcomes to Oregon's historically and currently underserved youth cover a wide spectrum. Outcomes such as training, educational achievement, technical skill gain, essential employability skill gain, paid work experience, career guidance, and self-confidence are all critical program outcomes.

The collection and application of data is covered thoroughly in other parts of this document and will not be further discussed in this section. Engagement with local communities once the data is collected has also been well covered.

This has been an exciting time standing up and beginning the alignment of these programs. It has been a major lift to bring on new programming, new staff, sunset advisory bodies to make way for the new Oregon Youth Works Advisory Board, begin to align programming, and continuing to gain efficiencies. Oregon Youth Works is off to a tremendous start. We will continue to listen, learn, and implement with guidance and input from the Advisory Board, the legislature, Office of the Governor, Racial Justice Council, and the communities being served and improved through this investment.

REIS Cover Memo - Oregon Opportunity Grant Program

Program Overview

The Oregon Opportunity Grant (OOG) is a program created to provide student assistance to the highest need students. The 2022 Oregon Opportunity Grant program evaluation report highlighted the affordability challenge that Oregonians face. Most notable, the reduction of the purchasing power of both federal and state aid over the years exacerbates the access and affordability gaps for Oregon's lowest income and most diverse students. Even when they receive OOG, 74% of students at public universities, and 61% of students at community colleges are unable to afford their cost of attendance.

A permanent increased investment in OOG budget is required to provide students the financial support needed to cover rising costs and maintain student purchasing power. With an increased OOG budget, the access and flexibility provided to OOG students during the 2023-24 academic year could continue. Students are typically required to attend fall term at least half time to receive their OOG award. Removal of the fall term requirement increases access and flexibility to non-traditional learners.

Funding Provided in 23-25

For 23-25, OOG was increased significantly to $308 million. This allowed OOG to serve a larger number of the highest need students.

Racial Equity Impacts of the Program

Increased funding for OOG and the proposed changes would primarily impact areas of higher education in relation to racial equity. The intent in changing OOG eligibility requirements is to remove access barriers to higher education for historically underserved students and increase completion rates. Without increased funding, we will need to continue to limit award amounts and implement low estimated family contribution caps.

Data Analysis

State grant aid has proven to be a successful resource to increase Oregon graduation rates. The 2022 OOG report found 59% of public university students and 68% of private, non-profit university students graduated within six years when they received OOG. In comparison, students who received Pell grant but did not receive OOG, had graduation rates of 42% at the public universities and 74% at the private institutions. By expanding state grant funding, we are providing access to higher education for more students and moving towards our 40-40-20 goal. Without additional funding support, state grant awards would either limit the number of students eligible to receive the grant or would have to reduce the award amounts and in turn the purchasing power of students.

Low income and ethnic minority students have the highest barriers to an affordable postsecondary education and training. According to the 2022 OOG report, OOG recipients are disproportionately students of color, female, rural, and first-generation. Increased funding in OOG and state aid grants would provide these students with more purchasing power and ability to enroll at institutions of higher education. Financial aid in Oregon needs to be more responsive and allow flexible enrollment options to recipients (not restrict access points), and promote completion.
Improving current state programs in an integrated framework will facilitate transitions and better support underserved students of all ages.

Benefit vs. Burden Determination
The grant is used to provide direct financial support to low-income Oregonians pursing postsecondary education. The return on this investment impacts individuals, communities, and the state. As outlined previously, grant recipients are more likely to graduate than their counterparts who do not receive the grant. Higher graduation rates in turn provide graduates with higher earning potential and lower unemployment rates. These benefits experienced by the individuals are passed on to the state through higher educated citizens, increased tax revenue, and fewer citizens needing state financial assistance.

A permanent increased investment in OOG budget is required to cover rising educational costs and maintain student purchasing power. Without an increased OOG budget, we would have to implement cost control measures such as; an earlier FAFSA/ORSAA cut-off deadlines, lower the student aid index limit, or remove some of the access flexibility provided to OOG students during the 2023-24 academic year including a fall term enrollment requirement. Removal of the fall term requirement increases access and flexibility to non-traditional learners.

Inclusive Communications
We have advisory meetings with agency equity leaders and communities including Oregon tribes, College Access Networks/NGOs, Financial Aid Advisory, financial aid officials, high school counseling and coordinators, high school administrators, Ford Family and OCF Foundations, public university recruitment staff, Alliance network recruitment staff, and the Oregon Student Association. The meetings provide space for community feedback and information sharing on how we improve our systems and processes for OSAC programs including OOG.

OSAC is working with a vendor to create an updated website for our programs, including OOG information. OSAC is currently working with the vendors to ensure that the website is accessible and accommodates multiple platforms. We are also in the process of having the ORSAA application used by undocumented students translated into Spanish. We are investigating options to have it translated into other languages.

Data Collection and Data-Informed Decision Making
An annual report and evaluation of recipients is prepared by the Higher Education Coordinating Committee. The report examines the academic success and performance of students who receive the grant. It also evaluates whether equity gaps in postsecondary access, affordability and completion are reduced for OOG recipients.

Community Informed Policy and Partnerships
We have reoccurring advisory meetings with agency equity leaders and communities including Oregon tribes, College Access Networks/NGOs, Financial Aid Advisory, financial aid officials, high school counseling and coordinators, high school administrators, Ford Family and OCF Foundations, public university recruitment staff, Alliance network recruitment staff, and Oregon Student Association. The meetings provide space for community feedback, idea development, and information sharing on how to improve systems and processes for OSAC programs including OOG.

Resource Allocation and Accessibility
There are equity challenges and increasing affordability gaps associated with student financial aid. As the cost of attending colleges and universities has significantly increased over the past decade, the ability to pay for higher education has become a larger issue for more students. The current OOG statutory language prioritizes funding to low-income students. The OOG only serves a small fraction of eligible students, and

students receiving these grants face significant affordability challenges. Even with grants and scholarships, estimated family contributions, and estimated own earnings, almost three-fourths of OOG recipients at public universities and over half at the community colleges cannot afford to pay for their higher education according to the 2022 OOG program report.

Evaluation

The proposed program changes increase racial equity for students. The cost of attendance in college and university is a barrier for students from the lowest income backgrounds. Although the OOG does not completely alleviate the unaffordability of college attendance, if the OOG were not in place, roughly 3,000 students would be unable to afford college costs. Moreover, the impact of the OOG was stronger for some historically underserved groups, including first-generation students, Black/African American and Hispanic/Latinx students at the universities and Native American/Alaska Native and Hispanic/Latinx at the colleges, as well as for white students at the community colleges.

Additionally, students who receive an OOG award show better rates of completion than similar students who did not receive the OOG award. 59% of public university students and 68% of private, non-profit university students who had received an OOG graduated within six years. In comparison, only 42% of public university students and 74% of private institutions low-income students who did not receive an OOG but did receive a Pell grant earned their bachelor's degree.

REIS Cover Memo - Oregon Promise Program

Program Overview
The Oregon Promise Grant (OPG) was created to help cover the tuition costs at Oregon community colleges for recent high school graduates and GED graduates. There are many eligibility requirements such as attend a community college soon after high school graduation/GED completion, have a 2.0 cumulative high school GPA or a 145 score for each GED section, be an Oregon resident, and have completed less than 90 college credits.

Each year many students who are awarded the OPG do not use their grant because they attend a four-year institution. Adding the ability to use the grant at an eligible four-year institution would increase the number of students served, and give students the ability to work towards a bachelor's degree without having to transfer from a community college.

Accelerated credits discount the time a student receives OPG prevent students from using their full OPG award eligibility. This policy means credits taken in high school and prior to establishing their educational goals are counted against their eligibility time. Another OPG regulation that prohibits access is the minimum GPA requirement. This requirement limits which students can fund education beyond high school.

Funding for 2023-25 Biennium
The funding level for 2023-25 biennium was $44.2 million.

Racial Equity Impacts of the Program
Changes to OPG would primarily impact areas of higher education in relation to racial equity. The intent in changing OPG eligibility requirements is to remove access barriers to higher education for historically underserved students and increase completion rates.

Data Analysis
OPG recipients tend to be representative of their high school graduating class, though they are somewhat more likely to be women and Hispanic/Latinx. More than half of OPG recipient students are lower-income. The 2022 Oregon Promise Report to the Oregon Legislature found that 39 percent of students in OPG face unaffordable college costs (the published cost of attendance is greater than their grants and scholarships, expected family contribution, and estimated earnings). While the award does not alleviate the unaffordability costs faced by students, without the grant47percent of students would not be able to afford college costs. Historically underserved are impacted at higher rates by the costs of obtaining higher education. 45 percent to 58 percent of OPG students from underserved racial/ethnic groups would have unaffordable costs without the grant.

OPG students show strong outcomes of continued enrollment and certificate/degree completion. Most students in the program earn a credential or are still enrolled at a community college or public university in their second, third, and fourth years after graduating from high school. Since the program began, slightly more high school graduates overall have earned a certificate or degree by four years after high school graduation, and fewer remained enrolled in college or university.

Benefit vs. Burden Determination
We have the ability to enact Student Aid Index limits to prioritize funding to low-income students if funding is not able to cover all eligible students. However, the majority of funding is currently awarded to middle- and higher-income students. Recent reforms passed in 2022 legislative session has helped address the disparity of distribution of dollars in this program. Low-income families are left with a bigger affordability gap today than when the program began. Additionally, OPG also does not typically provide awards for older adults, unless they are recent GED graduates. Another OPG regulation that prohibits access

is the minimum GPA requirement. This requirement limits which students can fund education beyond high school. A 2021 study published by REL Northwest found that lowering the GPA requirement for OPG would likely diversify the application pool by increasing the percentage of eligible students who are low-income, students of color, male, and those that received special education services.

The OPG provides grants for undocumented students who would not otherwise be covered by other grants such as OOG because OPG does not use the tuition equity requirements to be awarded OPG.

Inclusive Communications
We have advisory meetings with agency equity leaders and communities including Oregon tribes, College Access Networks/NGOs, Financial Aid Advisory, financial aid officials, high school counseling and coordinators, high school administrators, Ford Family and OCF Foundations, public university recruitment staff, Alliance network recruitment staff, and Oregon Student Association. The meetings provide space for community feedback and information sharing on how we improve our systems and processes for OSAC programs including OPG.

OSAC recently worked with a vendor to create an updated website that is accessible and accommodates multiple platforms for our programs, including OPG information. The ORSAA application used by undocumented students is available in Spanish, and we are investigating options to have it translated into other languages.

Data Collection and Data-Informed Decision Making
A biennial report and evaluation of recipients is prepared by the Higher Education Coordinating Committee. The report examines the academic success and performance of students who receive the grant. It also evaluates whether equity gaps in postsecondary access, affordability and completion are reduced for OPG recipients.

Community Informed Policy and Partnerships
We have reoccurring advisory meetings with agency equity leaders and communities including Oregon tribes, College Access Networks/NGOs, Financial Aid Advisory, financial aid officials, high school counseling and coordinators, high school administrators, Ford Family and OCF Foundations, public university recruitment staff, Alliance network recruitment staff, and Oregon Student Association. The meetings provide space for community feedback, idea development, and information sharing on how to improve systems and processes for OSAC programs including OPG Resource Allocation and Accessibility. Through statutory language, OPG can implement Student Aid Index levels which would prioritize low-income students if funds are insufficient to provide grants to all eligible students. The grant is available to students in all geographic regions of Oregon.

Evaluation
The program changes proposed would increase racial equity for students. The cost of attendance in college and university is a barrier for students from the lowest income backgrounds. The grant improves affordability and potentially completion for students. Expansion of the OPG to four- year institutions would provide choice in school attendance and needed support that results in improved affordability for historically underserved students. Undocumented students who are not covered by other grant and federal student aid programs are limited to attendance at a community college under current OPG policy. Expansion of OPG to four-year institutions would provide these undocumented students the option to begin coursework towards a bachelor's degree. As noted previously, removing the GPA requirement for OPG would likely diversify the application pool by increasing the percentage of eligible students who are low-income, students of color, male, and those that received special education services.

REIS Cover Memo – Public University Summer Bridge Programs

Overview
During the 2023-25 biennium, the Strong Start Program carried forward $6,792,143 through House Bill 5025 (2023). The continued availability of resources focused on existing initiatives and closing equity gaps in student outcomes. Public universities have used these funds to implement targeted interventions, including academic tutoring, summer bridge programs, first-year experience courses, and comprehensive support services.

The outcomes of the Strong Start Program continue to exceed expectations, with participating students demonstrating higher retention rates, stronger GPAs, and more credit hours completed compared to their non-participating peers.

Racial Equity Impacts of the Program
The Strong Start Program will primarily impact higher education as the racial equity opportunity area. The intent is to address equitable education outcomes providing the resources needed to help underrepresented students reach completion. The goal is to reduce, or potentially close, racial achievement gaps.

Data Analysis
Although they have been narrowing in the recent past, racial achievement gaps remain in higher education across all seven public universities that provide educational services in all regions of the state. The pandemic has created reason to believe progress in reducing these gaps will be halted, or even reversed, unless intervention is undertaken. This is because the pandemic has had a disproportionate impact on underrepresented students and their access to resources and support systems for success in higher education compared to other groups of students.

As included in the Annual Report of Key Performance Measures for the Oregon Higher Education Coordinating Commission graduation rates at public universities are rising overall, and most racial/ethnic gaps have narrowed, but wide gaps remain. Table 1 includes the percentage of public, resident, university first-time, full-time freshmen who earn a bachelor's degree within 6 years, overall and by race/ethnicity.

Table 1: Percentage of Resident First-time, Full-time Freshmen who earn a Bachelor's Degree within 6 Years at a Public University

	2007 Cohort (*2011 Cohort)	**2017 Cohort**
Asian American*	66%	77%
Black or African American	49%	53%
Hispanic or Latinx	60%	60%
Native American or Alaska Native*	49%	41%
Native Hawaiian or Pacific Islander	55%	44%
White	64%	68%
All Students	**64%**	**67%**

Methods and Strategies
While each university tailors its Strong Start Program around the unique strengths of its students and the institution's ability to offer enhanced programming, there are several shared parameters including:

- A focus on serving BIPOC students and students from underserved communities
- A summer orientation kickoff event with continuing support services offered throughout the academic year
- A focus on academic skill building activities including intensive supports in math and writing (common gateway courses)
- The provision of other student success services which may include enhanced academic advising, note-taking and time management skills development, financial literacy programming, and career exploration activities
- The creation of a community of support for participating students to address culture/climate issues

Program activities have also be aligned with Student Success Act parameters in that services will prioritize students from underserved communities. Additionally, program administrators will collaborate with AVID, ASPIRE, GEAR UP, and other student success and/or college access programs to enhance the efficiency of the services offered.

Demographic data on program participants is collected at the student level to ensure an appropriate focus on underrepresented students. The public universities are working within their existing data collection frameworks to collect the relevant data on program participants. That data is reported to the HECC and will be used to assess the program and inform related decision making.

Equitable Outcomes
Over 2,500 incoming and first-year students have participated in and completed Strong Start. The results of the programs area testament to their success.

The universities focused recruiting efforts on students from disadvantaged backgrounds including students with disabilities, first-generation in college, rural, foster youth, abuse survivors, and students with lower high school GPAs. These communication activities occur through the universities' routine efforts to engage all communities in compliance with appropriate accessibility standards to ensure inclusivity.

The initial results for underrepresented students mirrored those of all students who participated with the expectation that these interventions increased racial equity by providing a more robust support infrastructure serving as the foundation for underrepresented student success. It is not expected this program will create a burden for partners.

Of the students enrolled for the first cohort:

- 59% were BIPOC
- 40% were Pell eligible
- 79% were from Oregon

During the 2023-25 biennium, several universities adopted new approaches to supporting Strong Start students:

Portland State University (PSU) utilized these funds for several initiatives, including the Math Start Initiative, which developed courses to improve equity gaps in math for first-year BIPOC students, and the Summer Scholars Program, which provided summer programming and workshops for first-year and transfer

students. Additionally, PSU hosted events such as First-Gen Fest and Study Palooza, and redesigned the first-year general education curriculum through the FRINQ Redesign Project.

Oregon Tech used Strong Start funds to provide intensive academic supports, particularly in math and writing, at both their Klamath Falls and Portland-Metro campuses. These supports included workshops, tutoring, and professional coaching.

Eastern Oregon University (EOU) offered the Strong Start Plateau Award to help students impacted by the pandemic complete their degrees on time. EOU also conducted a Summer Bridge program, which provided a two-week academic orientation, and an Extended Bridge program that offered wraparound academic and co-curricular supports throughout the school year. Additionally, EOU piloted an Alternative Spring Break program and provided retention scholarships and a Strong Start Video Project to enhance student engagement and retention.

Evaluation

As shown in Table 2, the Strong Start Program continues to exhibit substantial positive impacts on student outcomes, particularly among underrepresented and disadvantaged groups. This analysis highlights the program's effectiveness in improving retention rates, GPAs, and credit completion compared to non-participating students across several public universities in Oregon.

Table 2: Initial Results for the Academic Year 2022-23 Cohort

	Fall to Winter Retention		Fall GPA		Fall Credits Completed	
	Participant	**Non-Participant**	**Participant**	**Non-Participant**	**Participant**	**Non-Participant**
EOU	95%	81%	3.4	3.2	15.5	11.8
OIT	94%	93%	3.15	3.19	14.2	12.9
OSU	98.5%	93%	3.08	3.21	13.4	13.2
PSU	87.5%	81.5%	2.37	2.26	10.3	9.9
SOU	97%	56%	3.02	1.89	16.1	8.8
UO	95.5%	95.7%	3.11	3.16	13.3	13.7
WOU	97%	92%	3.06	2.99	13.4	12.5

*PSU's "Strong Start" and "Not Strong Start" data compares outcomes for students admitted below a 3.0 high school GPA.

** SOU's "Not Strong Start" student data represents a control group of 25 randomly selected Bridge-eligible students who enrolled at SOU in Fall 2022 and either declined a spot in the program or did not apply.

***UO's Summer Bridge program intentionally focuses on serving low-income, first-generation, and students of color where historic and persistent opportunity gaps exist for retention, credit completion, and GPA. Comparisons of Summer Bridge and non-Summer Bridge participant outcomes among low-income, first-generation, and students of color show even greater outcomes for traditionally underserved students who participate in the Summer Bridge program.

Retention Rates

Strong Start students consistently show higher fall-to-winter retention rates compared to their peers who did not participate in the program. For instance, at Eastern Oregon University (EOU), the retention rate for Strong Start students was 95%, significantly higher than the 81% retention rate of non-participating students. This trend is evident across other universities as well, such as Southern Oregon University (SOU), where Strong Start participants had a retention rate of 97% compared to just 56% for non-participants**.

Grade Point Average (GPA)

The GPA data further illustrates the success of the Strong Start Program. At EOU, Strong Start students achieved an average fall GPA of 3.4, compared to 3.2 for their non-participating counterparts. Similarly, at Oregon Institute of Technology (OIT), the GPA of Strong Start students was 3.15, only slightly lower than the 3.19 GPA of non-participants, indicating that the program helps maintain strong academic performance.

Credit Hours Completed

One of the most significant indicators of the program's effectiveness is the number of credit hours completed by Strong Start students. At EOU, Strong Start participants completed an average of 15.5 credits in the fall term, compared to 11.8 credits for non-participants. This pattern is consistent across other institutions, reflecting the program's role in encouraging students to take and complete more coursework, thereby accelerating their path to graduation.

Comparative Outcomes

Comparing outcomes among different universities, it is clear that the Strong Start Program has a broad positive impact. For example, at Portland State University (PSU), the retention rate for Strong Start students was 87.5%, higher than the 81.5% for non-participants. The GPA for Strong Start students at PSU was slightly higher (2.37 vs. 2.26), they also completed more credits on average (10.3 vs. 9.9), demonstrating increased academic engagement and persistence.

The Strong Start Program's support was critical to sustaining these positive outcomes. The program's success in enhancing retention, GPA, and credit completion underscores its value in supporting student success, particularly for those from underrepresented backgrounds.

State-Owned Building and Infrastructure:

None.

INFORMATION TECHNOLOGY

Strategy and Modernization Plan

June 2020

Version 1.2 // 2020 – 2025

Powered by:

Oregon Higher Education Coordinating Commission

HIGHER EDUCATION COORDINATING COMMISSION



Hello, Oregon Higher Education.

We are at a transformational time in higher education. Even before the outbreak of the novel coronavirus in Spring of 2020, our state's public and private institutions of higher education and workforce development were already facing rapid changes, persistent educational disparities and pressure to increase college efficiency, coupled with the proliferation of new technologies and a growing demand for more responsive, personalized information technology (IT) services.

Then the impacts of the COVID-19 global pandemic upended normal operations, causing all of us to shift to e-learning, and to explore cloud technologies almost overnight. This left us inspired by how we all responded to the demands of the moment and embraced a new normal. The pandemic also shined a bright light on the systemic barriers and digital divide that continues to limit access and success for many underserved and marginalized students in the Oregon education system.

As we look ahead to the future, we certainly will continue to face challenges with anticipated budget shortfalls and the uncertainty and potential volatility in student enrollment, while we continue to build on the synergy and efficiency of HECC's operation. We know we can overcome these challenges by applying the same tenacity, collaboration and innovation that we applied during the Spring of 2020.

On behalf of our agency, the Higher Education Coordinating Commission (HECC), we are excited to share with you our vision for embracing this moment to modernize our technology ecosystem and reduce the digital divide that contributes to educational disparities for underserved populations. The *HECC's Information Technology Strategy and Modernization Plan* lays down the path for how our agency will modernize itself, aligning to the *Governor's Modernization Plan* and the *State Enterprise Information Services (EIS) Strategic Framework*. We are inspired and excited to realize the inclusive, user-friendly, reliable and secure technology future the agency has envisioned.

Even more importantly, our *HECC IT Strategy and Modernization Plan* puts the technology in place to enable us to better serve you — our employees and our state's community colleges, public universities, private postsecondary institutions and workforce partners — and ultimately achieve HECC's vision of educational equity and excellence for each and every child and learner in Oregon.

Let's do this together.

Ben Cannon
HECC Executive Director

Robel Tadesse
HECC Chief Information Officer

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LET'S START BY SAYING THANK YOU

We could not have completed this 5-year Information Technology (IT) Strategy without the support of the Oregon Higher Education Coordinating Commission (HECC) staff, our partners, our stakeholders, and our consultants who all contributed their insight and advice on how HECC can better serve you through our technology and operations support. We view this document as a baseline, that we will adapt and implement iteratively and incrementally together, responding to the shifting landscape that lay ahead of us.

Acknowledgments

This HECC Information Technology (IT) Strategy was supported by over 60 representatives from our higher education and workforce development partners across the State of Oregon who participated in interviews, surveys, and capability assessments, as part of our IT modernization and planning process, including:

- Representatives from all eight Offices of the HECC
- State of Oregon Enterprise Information Services
- State of Oregon Employment Department (OED)
- Aveda Institute
- Blue Mountain Community College
- Chemeketa Community College
- Clackamas Community College
- Ford Family Foundation
- Linfield College
- Linn-Benton Community College
- Portland Community College
- Portland State University
- Oregon State University
- Southern Oregon University
- Worksystems
- Our HECC partner on this work, Slalom Consulting

Thank you!

HOW THIS PLAN FITS INTO OREGON'S HIGHER EDUCATION STRATEGIC GOALS

Mission

The mission of the Higher Education Coordinating Commission (HECC), derived from our chartering statutes, is to:

1. Dramatically and equitably improve postsecondary educational attainment levels;
2. Improve Oregon's economic competitiveness and quality of life; and
3. Ensure that Oregon students have affordable access to colleges and universities.

Vision

The HECC envisions a future in which all Oregonians—and especially those whom our systems have underserved and marginalized—benefit from the transformational power of high-quality postsecondary education and training.

About the HECC

As the single state entity responsible for ensuring pathways to higher educational success for Oregonians statewide, the State of Oregon's Higher Education Coordinating Commission sets state policy and funding strategies, administers over $1.2 billion annually of public funding, and convenes partners working across the public and private higher education arena to achieve the state's goals. The HECC is dedicated to fostering and sustaining high quality, rewarding pathways to postsecondary opportunity and success for all Oregonians through an accessible, affordable, and coordinated network of college and career training programs.

HECC Strategic Goals

Student Success	Equity	Affordability	Economic & Community Impact

HECC's information technology strategy enables us to realize these goals

EXECUTIVE SUMMARY

The Oregon Higher Education Coordinating Commission (HECC) envisions a future in which all Oregonians—and especially those whom our systems have underserved and marginalized—benefit from the transformational power of high-quality postsecondary education and training. Our ability to achieve this future for Oregonians will be enabled by this 5-year Information Technology (IT) Strategy and Modernization Plan to put in place a set of modern data and technology capabilities.

In alignment with the *Governor's IT Modernization Strategies* and *State Enterprise Information (EIS) Strategic Framework*, the *HECC IT Strategy and Modernization Plan* is the agency's roadmap to plan, implement and govern how we maximize the results of our current and future technology-related investments and resources for the next five years. Through this plan, HECC advocates for how technology can be used to remove systemic barriers and reduce the digital divide that limits access and success for many underserved and marginalized students in the Oregon education system.

These investments will address the current technology landscape, which is highly fragmented, relies on outdated and difficult-to-support technologies, and is burdened with many years of technical debt, resulting in inefficiencies, reliability challenges, and unfriendly experiences for employees and partners. As the HECC implements this plan to modernize its technology, we will reduce educational disparities and enable a more accessible, affordable and coordinated education system across Oregon.

Our Vision

We seek to transform into a modern technology organization that effectively collaborates with core agency operations across our eight offices. Working with the State EIS, we intend to create a digital experience that our employees, partners and students will find equitable, efficient and valuable. Furthermore, the user friendly, accessible and reliable data and technology will lead to, rewarding pathways to postsecondary opportunity and success for all Oregonians.

Our Strategic IT Investments and Epics

To realize this vision, we have put in place three overarching outcomes or themes, which are supported by nine investments—also known as our HECC IT Portfolio Epics. These strategic IT initiatives and investments will be delivered in an incremental and iterative manner over the next five years, adjusting our priorities to respond to the needs of our employees and partners.

Outcome 1. Improve Core Technology Management Capabilities

Epic 1.1 Strengthen IT Governance
Epic 1.2 Strengthen Product Ownership Capability
Epic 1.3 Improve Technology Workload Management

Outcome 2. Establish a Platform Approach for Digital Transformation

Epic 2.1 Establish Platform Architecture and Development Environment
Epic 2.2 Implement Cloud Strategy (Migrate to the Cloud)
Epic 2.3 Grow DevOps Capability and Skillsets

Outcome 3. Deliver a Reliable, User-Centric Technology Experience

Epic 3.1 Replace Legacy Applications
Epic 3.2 Centralize Software Management of Productivity and Enterprise Collaboration Tools
Epic 3.3 Develop an Operating and Maintenance Plan that Factors Technology Lifecycle

Our Cross-Functional Governance and Scope

As with most IT modernization efforts anywhere, we recognize the need for improved technology partnership across all HECC offices and functions through increased cooperation, collaboration and transparency – in both planning and delivery of IT services and products.

Our agency can achieve its vision more effectively through an IT Strategy and IT Governance approach that is adaptive, customer-centric, and cross-functional in nature to ensure that HECC IT investments support HECC's strategic objectives that produces measurable results. This implies that there will be resource investment implications for the entire Agency contained in HECC's IT Strategy, beyond the IT department.

We will govern execution of our agency's IT Strategic Plan using a cross-functional governance team for decision-making and oversight with an enterprise point-of-view for how HECC chooses to leverage technology to meet its goals, with appropriate owners for cross-functional implementation of our shared HECC IT Roadmap.

While some strategic initiatives on our 5-year IT Roadmap can be led by IT, many initiatives require agency-level collaboration and accountability that spans across offices and functions. We will do this together to advance our shared mission to enable student success, equity, affordability, and economic and community impact for all Oregonians.

CURRENT IT LANDSCAPE

The following observations on the current state of IT at HECC are aggregated from a combination of technology and DevOps capability model assessments, environmental scans, surveys and discussions over 60 stakeholders representing all eight HECC offices, the State of Oregon EIS, and direct feedback from over 14 higher education institutions and workforce development organizations across Oregon.

A number of factors contribute to the current IT landscape, most notably the passage of SB 242 in 2011, and SB270 and HB 3120 in 2013, which created the HECC by integrating previously separate state agencies and offices and related statutory authorizations, funding and staffing. The creation of HECC brought together the related missions of these agencies under one umbrella, along with their many disparate IT systems, applications, and cultures. Additionally, within the previous separate agencies, continuous improvements in technology were limited and often undertaken as one-off projects rather than considering system-level needs.

The combined Agency's current technology landscape is highly fragmented, relies on outdated and difficult-to-support technologies, and is burdened with many years of technical debt, all resulting in large inefficiencies, reliability challenges, and unfriendly experiences for external partners and customers, especially for disadvantaged and underserved populations with the least resiliency to overcome technology challenges.

See Appendix for the planning process used to inform our assessment of the current IT landscape at HECC.

Key Challenges Impacting Internal Operations

The current IT landscape and agency operations across HECC's eight offices is impacted by interrelated challenges that impact all areas of HECC's operations and performance, as shown in the diagram below. These challenges include:

- Fragmented data systems
- Legacy application infrastructure that is hard to maintain and high levels of technical debt that make improvements difficult.
- Immature product ownership capability and business analysis capacity.
- Limited access to cloud technologies, coupled with newer DevOps practices that are just starting to take hold.
- Technology workload management issues and capacity constraints that negatively impact IT service responsiveness.
- Nascent IT governance and steering, inhibited by ongoing integration of separate agencies and legacy systems.
- Fragmented or ineffective productivity tools not adequately supported by training, documentation and other types of organizational change support.



Further, an assessment of the current technical architecture revealed that:

- Many underlying technologies are at or near end-of-support.
- Releases are time-consuming and require significant manual steps.
- Applications are built around technologies best suited to on-premises deployment, hard to migrate to cloud.
- Hard-to-maintain applications (examples: FAMIS, D4A).
- Different representations of similar data entities between applications.
- Data cleansing and transformation is time-consuming and requires manual steps.
- Bug fixes consume a significant portion of developers' time.
- Fixing one thing often breaks another.
- No common enterprise view of data.
- Data visualization and analysis often performed in Excel spreadsheets.
- Demand for some applications is highly cyclical, meaning significant excess capacity for much of the year

These challenges not only impact HECC's operations and performance, they contribute to our state's educational disparities, instead of enabling our vision of educational equity and excellence for every child and learned in Oregon. For example, in its current state, the current Financial Aid Management Information System (FAMIS) is not able to provide application formats in multiple languages, nor does it provide mobile-friendly application processing. These technoloy challenges inhibit the ability of historically underserved populations to gain access to the state and federal financial aid resources needed.

For additional details, a deep dive into the HECC application inventory and rationalization roadmap, technical architecture and DevOps capability assessment is available in the Appendix, along with current state summaries for each of HECC's eight offices, located in the related HECC Current State Assessment documentation.

Key HECC IT Challenges and Recommended Investments

Challenge / Opportunity	Description
Fragmented data systems; Limited enterprise data governance	Across the HECC agency and Oregon post-secondary stakeholders, there is a great need for a longitudinal view of students and the impact of programs, but fragmentation of data systems makes this impossible via automated technology, and high data inconsistency due to no enterprise data governance makes this infeasible with more manual approaches.
Legacy application infrastructure and technical debt	Legacy application infrastructure and technical debt from multiple pre-existing agencies (without continuous improvement investments over the last three decades) have left HECC technology teams without any spare capacity to do more than keep the trains running by whatever means necessary, and impacts external customers and access to finanial aid and equitable outcomes for students. *Note: See Appendix and attached HECC Current State Assessment for deep dive into Application Inventory and Rationalization Roadmap.*
Weak product ownership capability and business analysis capacity	Weak product ownership capability and business analysis capacity within the Agency have hamstrung technology teams in meeting the agency's and external stakeholders' needs.

Key HECC IT Challenges and Recommended Investments

Challenge / Opportunity	Description
DevOps practices are not yet mature	DevOps practices are limited, especially regarding test and automation. Current inefficiencies, quality issues, and fire fighting in software development and release processes will be significantly improved once the IT department fully adopts and operationalizes DevOps best practices; however, further DevOps maturity will require adoption of cloud technologies. *Note: See Appendix and attached HECC Current State Assessment for deep dive into DevOps Capability Assessment.*
Nascent IT governance and steering	Historical silos between technology and business functions have inhibited the chance for technology-business partnership in meeting the Agency's needs and constrained Agency leadership on IT governance and steering, contributing to an inability to solve the challenges identified in this project.
Challenges with technology workload management	Understaffed technology teams, a large legacy infrastructure burden and constraints, and development and release inefficiencies have contributed to a history and ongoing challenges with technology workload management, leading to a pervasive lack of Agency trust in technology teams to achieve required objectives and timelines, despite high respect for and confidence in technology team staff members.

Key HECC IT Challenges and Recommended Investments

Challenge / Opportunity	Description
Fragmented, ineffective office productivity tools	Decentralized software selection and procurement, and inadequate stakeholder engagement for past decisions, has sustained a fragmented landscape of COTS office productivity tools that are poorly serving the Agency's communication, collaboration, and coordination mission to "cheer and steer" post-secondary education policy and institutions

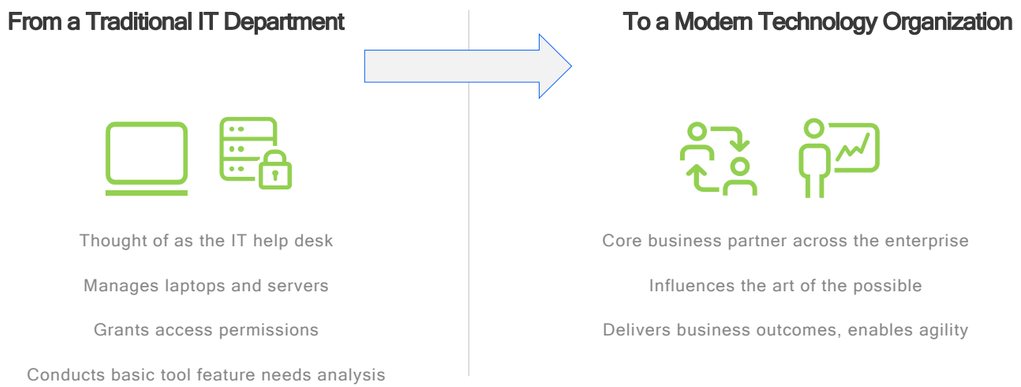


HECC IT STRATEGIC INITIATIVES

As the state's higher education agency, HECC is positioned to take an enhanced leadership role to ensure accessible, affordable, and coordinated network of postsecondary and career training pathways exist for all Oregonians. Our ability to achieve this future for Oregonians will be enabled by the 5-year plan defined here to put in place a set of modern data and technology capabilities. In alignment with the Governor's Information Technology (IT) Modernization Strategies and the State EIS Strategic Framework, the HECC IT Strategy and Modernization Plan is intended to be the agency's roadmap to plan, implement and govern how we maximize the results of our current and future technology-related investments and resources for the next five years.

The vision we aspire to realize is one of enhanced delivery of services to our employee and partners using better integrated, cohesive modern data and technology capabilities, platforms and applications. Through the HECC's technology modernization initiative described in this plan, we will be better positioned to ultimately achieve HECC's vision of educational equity and excellence for each and every child and learner in Oregon.

We seek to transform to a modern technology organization that effectively collaborates with core agency operations across our eight offices, and with the State EIS, where we transform:



To realize this vision, we have put in place these three overarching outcomes or themes, which are supported by nine strategic investments designed to achieve these three overarching outcomes—also known as our HECC IT Portfolio Epics.

Outcome 1. Improve Core Technology Management Capabilities
Outcome 2. Establish a Platform Approach for Digital Transformation
Outcome 3. Deliver a Reliable, User-Centric Technology Experience

These strategic IT initiatives and investments will be delivered in an incremental and iterative manner over the next five years, adjusting our priorities to respond to the needs of our employees and partners, as described in the Appendix. It is also important to note that these initiatives do not constitute all of the technology investment that HECC technology teams need to complete over the next five years. They will need to support and maintain the security and computing infrastructure of current legacy applications until those systems are replaced and to continuously improve the functionality, maintenance, and management of all other systems and tools.

Outcome 1. Improve Core Technology Management Capabilities

Before beginning the large efforts to plan and implement an enterprise platform, it is important for HECC to improve the way it prioritizes, steers, and governs technology initiatives so that it maximizes the return on investment achieved with limited resources. Improvements are needed to evolve the current practices and capabilities around IT and data governance, product ownership, and work intake and backlog management so that HECC can deliver and improve the way it serves stakeholders.



Epic 1.1 | Strengthen IT Governance

Goals

- To ensure effective and efficient use of IT in enabling the Agency to fulfill its mission and meet its goals by aligning IT and business strategy, investments, and provide oversight over IT's ongoing impact on Agency operations.
- To drive strong cross-functional partnership and collaboration at the Agency leadership and working level.

Owners

IT Governance Committee (ITGC), HECC CIO and Business Leaders

Action Plan

The ITGC can improve IT governance and steering by implementing policies and processes in the following areas:

- **IT strategy alignment, adoption, and evolution.** Formally adopt an IT strategy that is aligned amongst the business and technology leaders on the ITGC. The ITGC should periodically revisit and update the IT strategic plan and roadmap (e.g., annually or biennially with the legislative budget cycle)
- **IT initiative prioritization.** develop a prioritization framework fit for the Agency that considers factors such as: business value, strategic alignment, risk, complexity, and cost
- **IT initiative oversight.** require ITGC review for significant IT initiatives at project kickoff and at periodic intervals or milestones while the project is active to ensure the it is:
  - ◇ Sufficiently resourced, including designation of a Product Owner and strong teaming between business and technology
  - ◇ Has well-defined business outcomes identified with a plan for monitoring and reporting, as needed
  - ◇ Has an org change plan, starting with an assessment of change readiness at the beginning of the project/product
- **IT service delivery oversight.** Periodically review KPIs on IT service delivery (e.g., IT support tickets and response; software development metrics) and occasionally conduct internal and external customer satisfaction surveys to identify trends and opportunities for continuous improvement

Next steps:

- Draft, align across all members, and finalize a future-state charter for the HECC ITGC
- Draft, align, and finalize any policies, procedures, and decision-making frameworks as needed to support the meeting cadence and agenda focus of future ITGC meetings

Epic 1.2 | Strengthen Product Ownership (PO) Capabiility

Goals

- To build a capability that brings business and technology stakeholders together to work differently, in a more collaborative, transparent, cross-functional way.
- To successfully identify, enable and empower the individuals who will become the HECC Product Owners and Product Managers of the data and technology products and projects needed to achieve HECC's strategic goals.

Background: Product ownership is a functional discipline that originated in the world of Agile software development but is broadly applicable outside of Agile. Product Owners must be familiar with the business (agency) context and ensure that desired outcomes are correctly translated into the features and capabilities of new technology tools and systems that are needed to achieve those outcomes. Furthermore, product owners prioritize features and elements that need to be developed and incorporated so that those with the highest value are implemented sooner. The technology development team works on items in the order prioritized by Product Owners. Product Owners are responsible for confirming that implemented features and capabilities meet the needs of end users by testing them with users as soon as they become available for testing before the final product is complete, and for providing testing feedback to the team for product improvement. In some cases, for large, technically complex projects, there may also be a need for a Technical Product Owner role to help translate functional needs into technology details, to prioritize the technical work needed to build technology infrastructure components, and to consider the adaptability of technology solutions to future needs.

Owners

CIO, Business and Technology Owners from all eight HECC Offices, selected Product Owners

Action Plan

Strengthening product ownership as an Agency capability will require improvements related to governance, process, and people skills.

- **Governance** – Instituting Product Owners will improve governance of projects by clarifying responsibility for choosing what gets built or implemented in the end product relative to the needs of the agency and end users. Additionally, we recommend that Product Owners play a leading role in business case analysis used by the IT Governance Committee to make decisions on technology investments, as well as a role in periodically updating the Committee on project progress towards business outcomes

Action Plan (cont.)

- **Process** – Product ownership and the role of Product Owners should be integrated into any Agency processes for project planning and management of technology initiatives. To the extent possible, projects should have a consistent Product Owner and/or Technical Product Owner from the beginning of the project and its justification through to completion of the project and validation of the outcomes delivered
- **People** – Product Owner and Technical Product Owner roles do not need to be exclusive jobs, but rather can in some cases be roles assigned to existing functional or organizational roles, such as the role of Project Manager or Business Analyst, so long as designated individuals have the needed business or technical context knowledge

Next steps:

- Identify a designated product ownership trainer for the Agency from within the IT Department, and pursue professional development to establish product ownership expertise of the designated Agency trainer (a "train the trainer" investment)
- Obtain or develop product ownership training material that can be used by the Agency trainer to train product owners in areas of the Agency where projects are planned or underway

Epic 1.3 | Improve Technology Workload Management

Goals

- To grow a culture, mindset and workflow of continuous improvement that will increase customer satisfaction and address resource capacity gaps through use of new or upgraded workload management tools or systems and work intake processes or compliance.
- To increase transparency into the gaps between workload levels and IT workload demand, and develop capacity-planning capabilities that decrease response cycles and KPIs.

Background: IT work typically falls into three main categories: planned improvement work to develop or implement new tools or systems or to upgrade existing ones (either business/customer-focused or internal IT-focused improvements); planned sustainment work to maintain existing tools and systems or as part of routine IT operations; and unplanned emergent work required to correct issues (e.g., software bugs) or react to urgent needs that are discovered. In a healthy IT environment, most of technology staff time can be spent on planned work rather than emergent work. Unfortunately, due to legacy systems, large amounts of technical debt, and current software development and release practices (e.g., low DevOps maturity), HECC technology teams have faced a significant amount of emergent work, which reduces their ability to successfully manage planned work in meeting internal and external customer needs. Customers sometimes face unpredictable response times, receive unsatisfactory resolution, or are told their request cannot be supported for extended lengths of time into the future. As a result, some Agency staff have given up on requesting support for tools and systems critical to their work. Additionally, technology work backlogs have accumulated outdated enhancement requests that are as much as three years old in some areas and are unprioritized and ignored.

Owners

Business Owners from all 8 HECC Offices, Technology Teams responsible for work intake and management

Action Plan

Currently, technology teams do not have good baselines on their workloads or sufficient metrics for tracking throughput and performance. For example, they may not have fresh work backlogs, including work not captured because there are not consistent, processes or behaviors for when and how Agency staff request technology support. Aged, unprioritized work backlogs also tend to have adverse influence on work management, value delivery, and continuous improvement. Agency Office managers and technology teams should take the following steps, as applicable, to improve work management and tracking.

Action Plan (cont.)

Cleanse and update work backlogs to re-baseline:

- Using product owners, inventory all previous enhancement requests related to legacy apps that are currently in backlogs, capture any current needs that are not represented, and close items that have been resolved or are no longer needed
- Group the enhancements based on interrelated functionality or system/tool impacts, such that the groupings could be addressed as independent improvement projects, and prioritize these groupings into a backlog of projects for legacy system stabilization or deferral pending future legacy system replacement

Establish go-forward processes for work intake:

- For technology teams without formal work intake, establish processes and tools that facilitate work request capture and transparent management, and utilize change management to transition customers to using the new intake request process
- Intake processes and communication of expectations to customers should encourage adherence to standardized approaches segregated by request type (e.g., routine IT help desk support vs critical application fixes vs minor

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- Intake processes and communication of expectations to customers should encourage adherence to standardized approaches segregated by request type (e.g., routine IT help desk support vs critical application fixes vs minor bug or enhancement requests vs significant capability enhancements) that ensure an accurate and current catalog of unresolved Agency needs relevant to technology teams
- Product Owners and technology teams should regularly review backlogs to maintain accuracy and prioritization, and to ensure trends or strategic needs have visibility with the ITGC

Action Plan (cont.)

Implement work and service management KPIs and pursue continuous improvement initiatives:

- Technology teams should adopt work tracking tools that facilitate measurement and assessment of KPIs
- bug or enhancement requests vs significant capability enhancements) that ensure an accurate and current catalog of unresolved Agency needs relevant to technology teams
- Product Owners and technology teams should regularly review backlogs to maintain accuracy and prioritization, and to ensure trends or strategic needs have visibility with the ITGC

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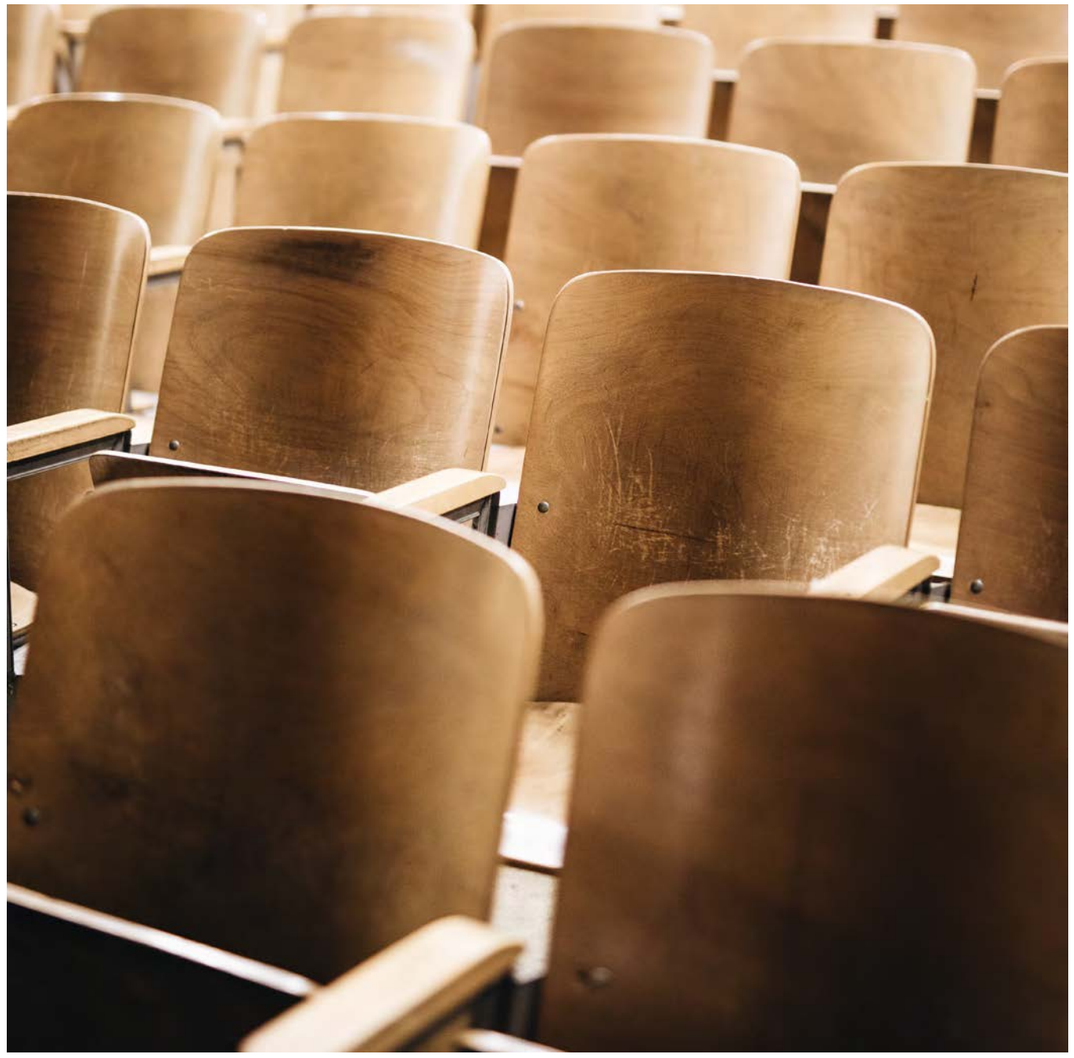
Outcome 2. Establish a Platform Approach for Digital Transformation

Many of the functional needs across the business areas of HECC have common patterns of use, and most of the technology needs could be built on a common infrastructure. To modernize its legacy applications and satisfy new application needs, the Agency should implement and build on a cloud-centric enterprise technology platform. Once a platform has been established along with the first application developments, additional applications can be built on top of the platform in a more efficient manner and as resources become available.



Epic 2.1 | Establish Platform Architecture and Development Environment

Goals

Establish an integrated platform architecture by implementing the core technology foundations so that the Agency can develop the modern environment on top of the platform

Background: Across the Agency, there are numerous legacy applications, and most have their own unique combination of database and application technologies used. Rather than replace these applications and databases individually in a siloed, fragmented manner, the Agency should pursue a platform approach.

Owners

CIO, in partnership with Business Owners from all eight HECC Offices/ Departments

Action Plan

- **A modern N-tier platform architecture should be adopted** that is highly modular and service-oriented to optimize adaptability, quality, and code re-use. Page 32 illustrates a high-level example of this architecture
- **The data-centric elements of the platform should include both enterprise data stores as well as a reporting warehouse** integrated with modern analytics and visualization tools
- **A Low-Code Application Platform (LCAP), coupled with a robust services layer (consistent with the details laid out in the Technical Deep Dive Appendix), should be utilized** in order to reduce the maintenance overhead of the technology platform and allow lightweight application development that can provide some level of decoupling of Office agility from technology team resource constraints. Many LCAP vendors are available, however Microsoft's platform would best leverage existing IT Department skillsets and investments
- The technology needs of FAMIS are likely to be the most stringent within the Agency based on data sensitivity considerations, direct student interfaces, and program complexity; and, as FAMIS is currently farthest along in EIS stage-gate approval, it will likely be beneficial to build the platform core components and FAMIS replacement at the same time as one project
- To ensure that the new enterprise platform foundation incorporates an enterprise data schema and model that best facilitates cross-Office data analysis, the Agency will need to institute enterprise data governance and an enterprise data model that all Office applications will be built on as legacy applications are replaced. This work will need to be accomplished either in advance of or in conjunction with initial development of the enterprise platform

Action Plan (cont.)

Next steps:

- Train or hire internal resources with experience establishing and implementing Enterprise Architectures, or pursue a vendor RFP
- Evaluate platform technology and LCAP alternatives, and down-select
- Determine/implement the minimum required platform components for first use case (likely FAMIS)
- Establish a framework within the Agency for business application development on the low-code platform and sustainment regarding responsibilities for Offices/business users, IT, and data owners

Epic 2.2 & 2.3 | Implement Cloud Strategy (Migrate to the Cloud) & Grow DevOps Capability and Skillsets

Goals

DevOps, which tightly integrates and automates software development/release and software system operations activities, is a set of best practices (processes and technologies) utilized by modern technology organizations. Adopting and maturing DevOps practices within software development teams will enable many benefits including increased Agency agility and achievement of strategic outcomes that are dependent on technology. Currently, the HECC IT Department has limited adoption and consistency in DevOps practices; however, significant DevOps improvements are dependent on migration to public cloud technologies (e.g., Azure, AWS). Migration to the cloud will also provide additional efficiency and agility improvements to the Agency, by leveraging more off-the-shelf modern technologies and reducing the overhead associated with technology infrastructure maintenance.

Owners

IT Department Leaders, in collaboration with Business Owners from all eight HECC Offices/Departments

Action Plan

- Three use cases of computing "workloads" (e.g., web servers, databases, microservices) should be considered for cloud and DevOps implementation:
  - ◇ Existing workloads based in legacy systems – for many of these workloads, there may not be a good ROI for shifting them to the cloud as-is, based on expected time to replacement or on technical or architectural constraints (e.g., monolithic applications that aren't composable) that limit shifting them to the cloud or implementing DevOps technologies (e.g., CI/CD pipelines, monitoring, test automation). Legacy workloads should be considered for cloud and DevOps migration (in their current technology and architectural state) on a case basis
  - ◇ New workloads or replacements to existing legacy workloads that are implemented as part of the enterprise platform recommended in this strategic plan – these workloads should be implemented as cloud-native with full DevOps technology and process integration
  - ◇ New or legacy replacement workloads that are implemented prior to and separate from definition and implementation of the enterprise platform foundation – Implementing these workloads as cloud-native and DevOps-integrated will provide the fastest and likely lowest cost path to implementation and will enable the easiest re-integration into the enterprise platform once in place

Action Plan (cont.)

- Based on the use cases above, develop a cloud migration strategy and down-select on a public cloud vendor. The Microsoft Azure cloud will likely be the easiest for the Agency to adopt based on its existing Microsoft-centric IT environment; however, other vendor clouds such as Amazon AWS are also viable and may offer advantages based on the enterprise platform needs for Platform-as-a-Service cloud technologies, or based on cost comparisons
- As part of migrating to the cloud, fully implement DevOps practices and move toward micro-services and composable architectures that support independent, isolated software releases

Next steps:

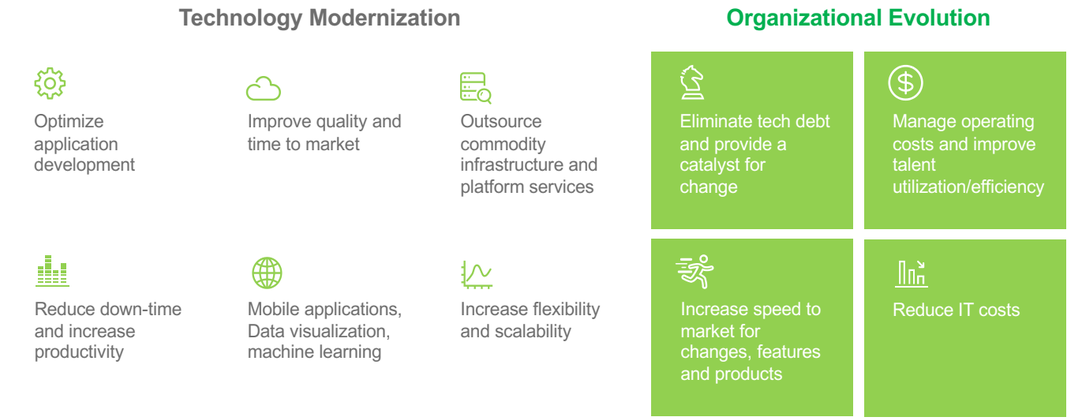
- If possible, development of the cloud migration strategy, down-selection to a public cloud vendor, as well as execution of the cloud migration should occur as part of (or coincident with) the technology program that implements the enterprise platform
- To prepare for that work, technology teams can begin consolidating lists of existing workloads and identify any viable use cases for shifting legacy workloads into the cloud, as discussed in the Recommended Approach
- EIS identified that the Agency should work with its SIPM early to estimate cloud migration cost impacts to the Agency and any utilization changes of State Data Center resources

Refer to HECC DevOps Capability Assessment, summarized in Appendix C, for more detailed gaps and next steps that HECC plans to take to continue growing its DevOps capabilities and skillsets throughout the service lifecycle, from design through development to deployment, to improve software delivery and IT effectiveness

Highlights from HECC DevOps-Cloud Modernization Plan

In line with the State's Cloud Strategy and Guidance, and HECC's IT modernization plan, the agency is already planning for its migration to the cloud and further development of internal DevOps capabilities. The agency's journey to the cloud, as with any organization, is one that likely will take several years, as it is a modernization effort that requires not only new platforms, but also a shift in culture and development of new knowledge, skills and abilities in the agency's IT employees.

As the agency migrates to the cloud and builds its internal DevOps capabilities, it will start to realize a number of positive outcomes, such as:



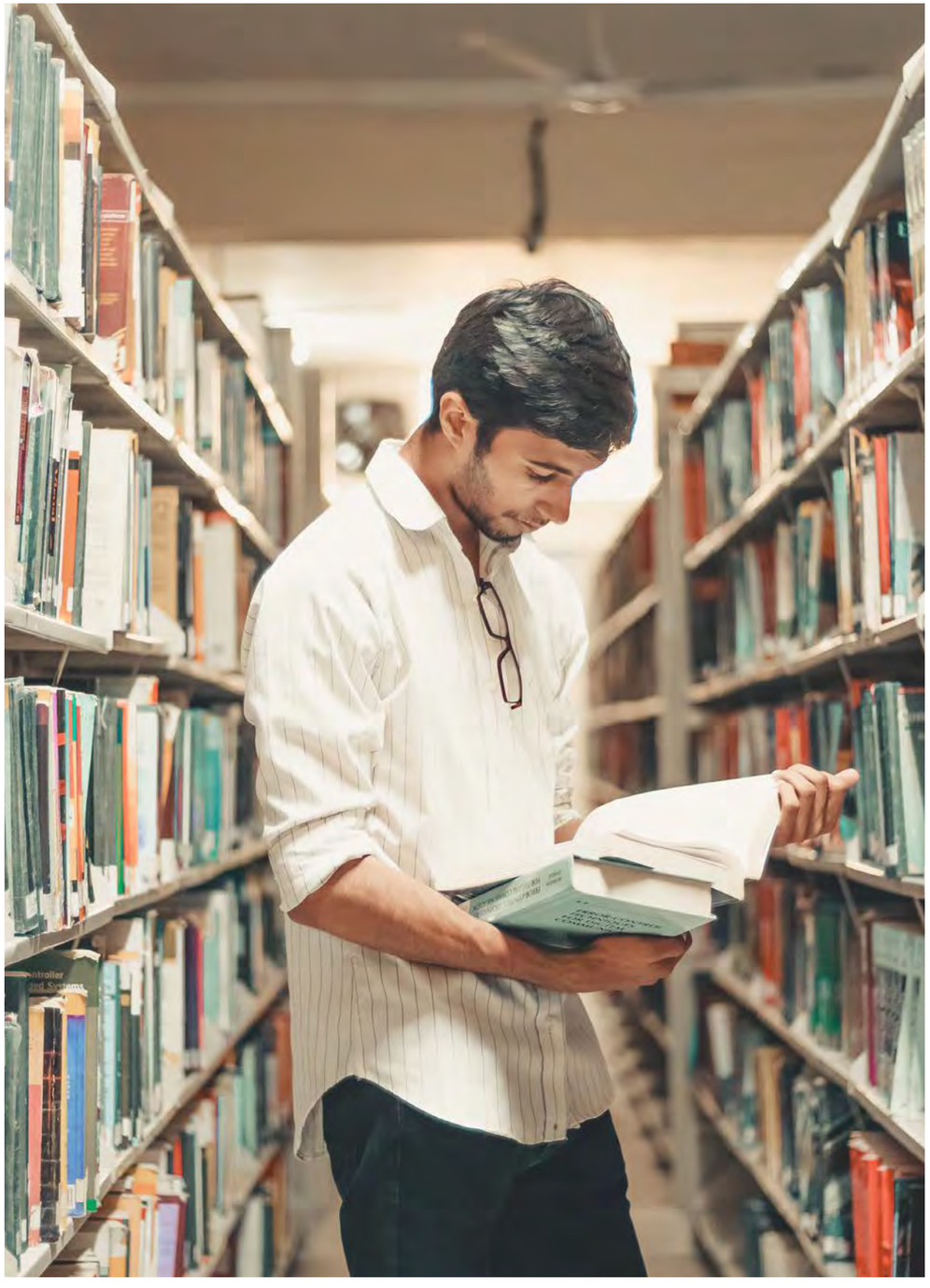


As the agency explores its path to the cloud, here are the application architecture alternatives to explore, and integrate into its 5-year IT strategy roadmap. Option 3, to take a hybrid approach, is the path that is currently the best fit for the agency's roadmap.

Criteria	Option #1 Custom Application Development Around Cloud Microservices	Option #2 Full Transition to LCAP Platforms and Cloud	Option #3 Hybrid Approach Utilizing Both LCAP and Microservices	Option #4 – Phased Application Enhancements using State Data Center Hosting
Description	Transactional apps implemented in React or Angular, RESTful microservices, and modern architecture	UI and business logic of transactional apps migrated to low-code platform	Microservices layer built using RESTful services, UI implemented using LCAP technologies	Gradual evolution of existing applications toward more modern tech stack and UI refresh
Implementation Complexity	High	Low	Medium	Low
Required Development Resources	High	Low	Medium	Low
Alignment with Current HECC technical skills	Low	Medium	Medium	High
Required Upskilling	Cloud development, cloud admin, Modern SPA development, JavaScript/ TypeScript + framework(s)	LCAP development, Cloud admin	Cloud development, cloud admin, LCAP development	Modern SPA development
Risk of Obsolescence	Low	High	Medium	Very High

Outcome 3. Deliver a Reliable, User-Centric Technology Experience

Current legacy applications are built on an evolution of technology that goes back multiple decades in some cases. Sustaining these applications will only get more difficult with time, even with incremental investment to sustain, and they will struggle to deliver the modern technology experiences that most people now expect. The Agency should plan to replace all legacy applications over the next five years, as resources become available, addressing them in priority order of highest risk and impact. Replacing these applications with new ones built on the enterprise platform will provide an opportunity for significant Agency staff efficiency gains and will enable the potential for a longitudinal view of students across the many facets the Agency oversees. Additionally, the Agency can make near-term efficiency and effectiveness improvements by migrating to improved office productivity collaboration tools used for tasks like videoconferencing, conducting surveys, and communicating with contact lists.



Epic 3.1 | Replace Legacy Applications

Goals

Based on an enterprise application rationalization consideration, risks associated with current legacy application designs and technologies, and the goals laid out in this strategic plan (e.g., achieving an enterprise platform technology approach), the Agency should replace all legacy applications, utilizing an enterprise platform approach to the extent possible. A list of legacy and new application needs is summarized in this document.

Owners

IT Department Leaders, in collaboration with Business Owners from all eight HECC Offices/Departments

Action Plan

- EIS has begun an initiative for Stage Gate process to approve enterprise modernization programs, which are collections of agency projects that share interdependencies based on technical, resource, or business case factors. Based on the enterprise platform approach recommended in this strategic plan, and use of technology team resources to support integration of replacement applications, the HECC should pursue a modernization program encompassing the legacy application replacements and high priority new applications identified in this initiative
- Because technology investments in business application system replacements may become available at an Agency Office level vice an enterprise level, the ITGC's prioritization of individual projects may necessarily be dynamic.
  Technology teams and the ITGC should maintain a prioritization backlog of legacy replacement and new application projects, such that as the necessary types of resources become available to undertake the next available project of highest priority, work on project planning and Stage Gate 2 approval can begin quickly with minimal additional enterprise assessment or alignment required
- As detailed in the enterprise platform recommendation, the Agency can pursue an optimal funding investment path by building the enterprise platform foundation and core components as part of the first one or more application development projects. Subsequent projects will then face a much lower development and implementation cost by leveraging already-existing infrastructure and frameworks
- These application development projects do not have to be undertaken together, however doing so will provide additional efficiency and enterprise coordination benefits with integration into a common platform
- A preliminary list of priority legacy replacement and new application needs is included in Appendix B

Action Plan (cont.)

Next steps:

- The ITGC should review and prioritize the backlog of legacy application replacement and new implementation projects once a prioritization framework is aligned as an ITGC standard process
- Document the business case for an agency modernization program for EIS Stage Gate 1 approval, leveraging the assessment and strategic planning information in this IT Strategic Plan
- After modernization program approval, document planning information for Stage Gate 2 project approval of the highest priority projects in the ITGC backlog

See the Appendix B for the Legacy Replacement and New Application Backlog.

Epic 3.2 | Centralize Software Management of Productivity & Enterprise Collaboration Tools

Goals

Decentralized software selection and procurement, and inadequate stakeholder engagement for past decisions, has sustained a fragmented landscape of COTS office productivity tools that are poorly serving the Agency's communication, collaboration, and coordination mission to "cheer and steer" post-secondary education policy and institutions.

Owners

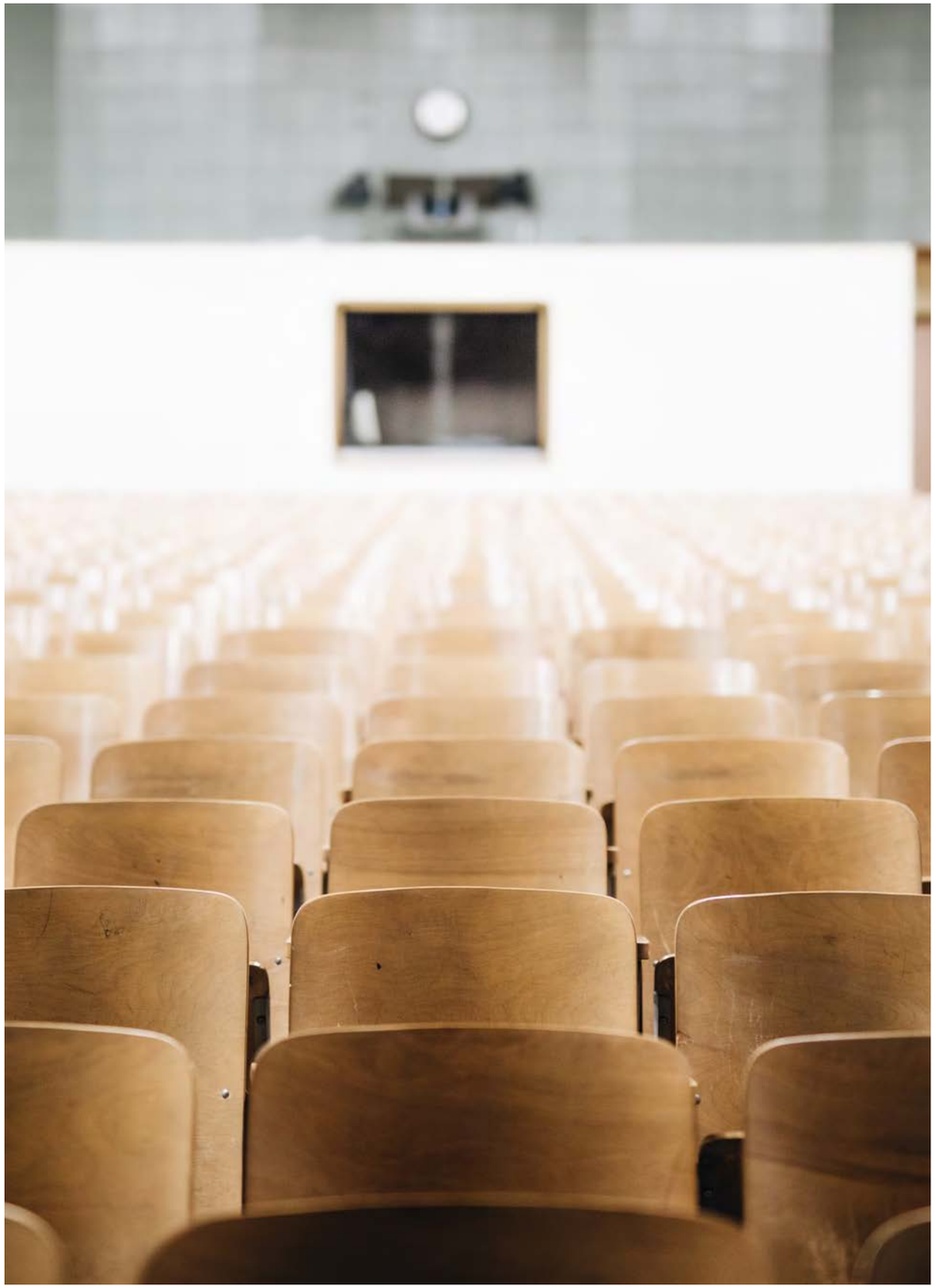
CIO, in collaboration with Business Owners of Collaboration Tools

Action Plan

- Document, align, and implement enterprise policies for productivity software, including:
  - ◇ Selection
  - ◇ Procurement
  - ◇ License Management and Provisioning
  - ◇ Training
- Migrate to enterprise collaboration tools and licensing that better meet agency needs in each of the use case categories identified here
- Establish an enterprise content governance process for external-facing Agency websites and for the internal intranet, including:
  - An intake process that allows for digital request submissions and tracking
  - Clear roles and responsibilities between Agency Communications and IT departments

Next steps:

- Review the results of the *Office Productivity and Collaboration Tools Survey* in the Appendix to inform backlog of more centralized software selection and organizational change support to enable people to use the tools



Epic 3.3 | Develop an Operating & Maintenance Plan that Factors Technology Lifecycle

Goals

To develop a process of monitoring, upgrading, and maintaining the agency's core IT infrastructure and application on a continuous basis ensuring that the agency technology investment is fully functional and performs optimally. IT Operation and Maintenance is critical in keeping IT systems and networks secure and operating effectively and efficiently.

The Operations and Maintenance comprises the following objectives:

- Maintain a high level of support services including training and documentation
- Use a work order system to measure service levels and outcomes
- Provide outstanding Cloud IT services, deployment and maintenance Service
- Perform required security activities such as contingency planning, and audits.

Owners

Business Owners from all eight HECC Offices, Technology Teams responsible for work intake and management

Action Plan

Strive for excellent Customer Satisfaction: Align services with customer expectations. Conduct survey and gap analysis of key service expectations against current service delivery.

- Engage and develop employees
- Implement IT service management (ITSM change management)

Implement new Service Desk: Streamline service delivery through process improvement and automation in alignment with best practices such as ITIL.

- Continue to provide reliable and time and cost-efficient help desk support
- Increase self-service options. Identify how to provide self-service where options currently do not exist such as password change

Deployment and Maintenance Service: Perform new technology projects, replacement and upgrades (e.g. SQL Server upgrade, Office 365, OneDrive, etc)

- Immediate accessibility to new software functionality through rapid technology updates
- Deploy innovative technology solution that meets emerging needs of the agency such as video collaboration tools

Reduce Security Risk: Provide a full range of IT services, systems and support to help the agency: protect its data assets, to ensure that data systems and data use are compliant with relevant federal and state law and regulations, and with applicable contractual obligations.

Action Plan (cont.)

- Ensure the computing environment remains as safe, secure, confidential, and usable and reduce technical and security risks
- Review plans for disaster recovery and business continuity and execute already-known components

Next Steps:

- Procure and implement a new helpdesk software that supports ITIL best practices before the end of the biennium
- Create a technology service catalogue, perform regular employee training on office productivity tools, and conduct annual survey of customer satisfaction
- Develop and execute a project schedule for technology service maintenance and operation plan as well as migration plan to cloud services that takes into consideration IT staff training, capacity and workload
- Implement CIS top six control sets and ensure HECC achieves above 95% on the State monthly audit of Vulnerability Management Program. Develop a disaster recovery and business continuity plan. Adopt appropriate technology security policies for the agency

IT metrics are quantifiable measurements that enable IT leaders to efficiently manage the operations of providing IT services and products. While it can sometimes be difficult to measure indicators of IT performance, especially with numerous IT-relevant KPIs. It's important to use fundamentally insightful IT metrics—both internal and external focused—that matter most to HECC's mission, and its provision of products and services. While metrics tied to rewards are motivational, they may not move all of the levers necessary to ensure modernization and transformation. According to state CIOs surveyed, it is important to ensure that all elements of HECC's operating model are measured, including process, tools, governance, people enablement, and technology.

HECC Technology-Related Outcomes, Investments and Metrics

#	Outcome	Investments (or Epics) // Related Success Indicators	Year 1	Year 2-5
1	**Improve Core Technology Management Capabilities**	**1.1 Strengthen IT Governance** Indicator A // ITGC charter, policies and procedures in place Indicator B // Performance against schedules for: (1) active IT project reviews, (2) IT investment backlog prioritization reviews, (3) IT service KPI review, (4) IT strategic plan and roadmap refresh	x	
		1.2 Strengthen Product Ownership (PO) Capability Indicator A // # of employees who are qualified to be Product Owners based on completion of training Indicator B // % of projects or products with an assigned PO, targeting 100% Indicator C // % of projects or product backlogs that have been reviewed with business and technology managers within a defined period of time (at least quarterly)	x	
		1.3 Improve Technology Workload Management Indicator A // KPIs are defined and measured on a regular cadence Indicator B // KPIs are trending in a positive direction (toward defined targets)	x	

#	Outcome	Investments (or Epics) // Related Success Indicators	Year 1	Year 2-5
2	**Establish a Platform Approach for Digital Transsfor-mation**	**2.1 Establish Platform Architecture and Development Environment** Indicator A // % of enterprise data accessible via a shared data services layer Indicator B // % of agency programs with access to fiscal budget information via a platform portal Indicator C // Availability and performance of self-service analytics and reporting Indicator D // Availability and performance of rapid development, testing and deployment of business applications		x
		2.2 Implement Cloud Strategy (Migrate to the Cloud) Indicator A // % of workloads in the cloud (target 100% for critical business applications) Indicator B // Operational cost of application in the cloud vs legacy baseline Indicator C // Other custom indicators based on HECC's targets defined in the Cloud-DevOps Capability Model and EIS standards	x	
		2.3 Grow DevOps Capability and Skillsets Indicator A // # of manual steps in the software testing and release processes Indicator B // Release frequency Indicator C // % of workloads with automated monitoring	x	

#	Outcome	Investments (or Epics) // Related Success Indicators	Year 1	Year 2-5
2	**Establish a Platform Approach (cont'd)**	**2.3 Grow DevOps Capability and Skillsets (cont'd)** Indicator D // Code coverage % in testing automation Indicator E // Other software quality metrics (e.g., software bugs @ each stage, required rollbacks) Indicator F // Ability to execute environment configuration vs infrastructure-as-code Indicator G // Other custom indicators based on HECC's targets defined in the Cloud-DevOps Capability Model and EIS Standards		x
3	**Deliver a Modern Reliable Technology Experience**	**3.1 Replace Legacy Applications** Indicator A // # of applications using MS Access (reduce to zero as quickly as possible) Indicator B // % of application integrated into the enterprise platform Indicator C // # of needed stakeholder web portals not implemented Indicator D // % of application projects with fully documents business cases aligned to EIS principles	x	x
		3.2 Centralize Software Management of Productivity and Enterprise Collaboration Tools Indicator A // Enterprise policies for productivity software procurement and management in place Indicator B // KPIs based on survey results of employee use and satisfaction with productivity tools	x	

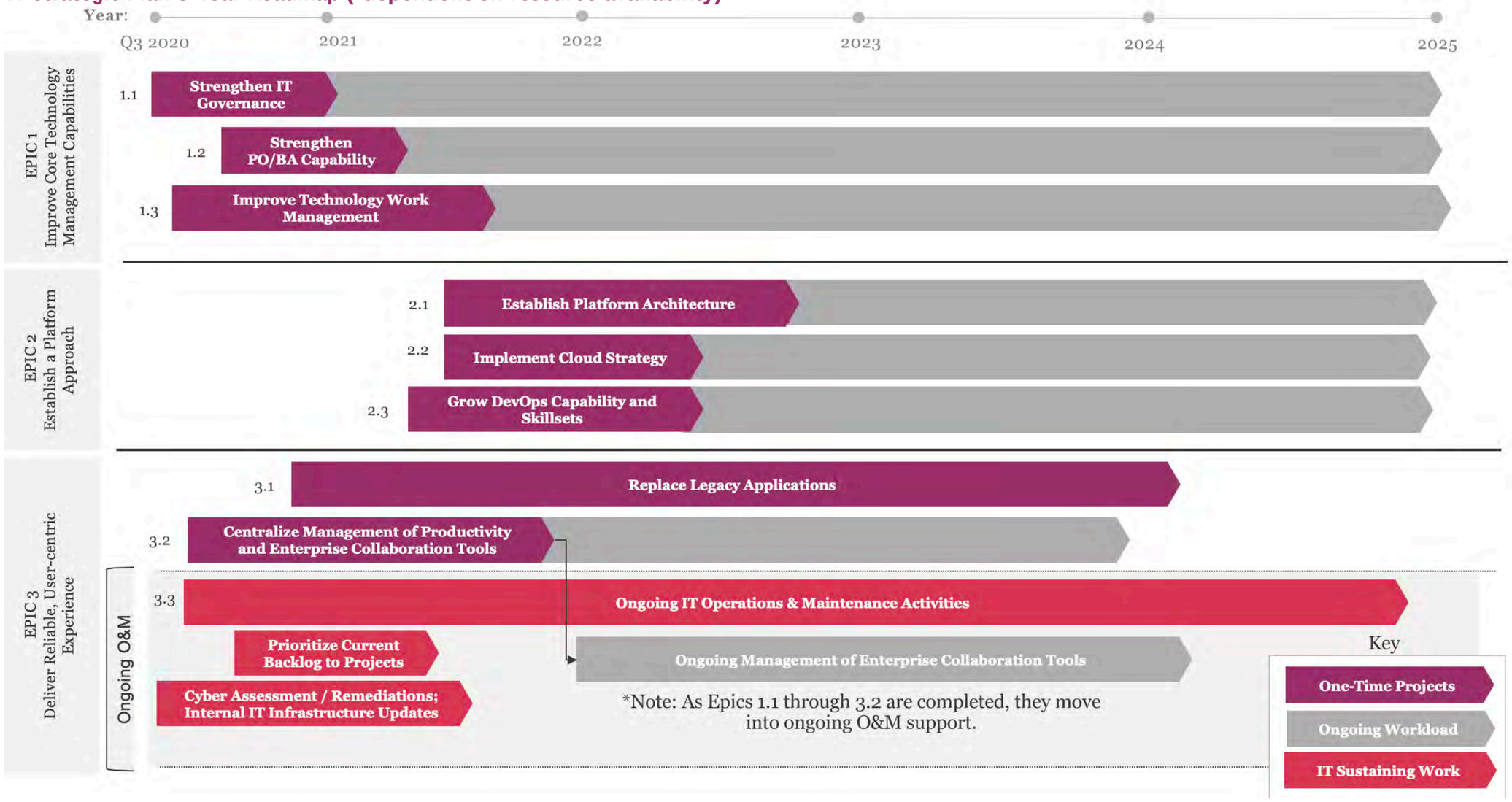
HECC Technology-Related Initiatives, Investments and Metrics

#	Outcome	Investments (or Epics) // Related Success Indicators	Year 1	Year 2-5
3	**Deliver a Modern Reliable Technology Experience**	3.3 **Develeop an Operating and Maintenance Plan that Factors Technology Lifecycle** Indicator A // Service delivery and ITIL KPIs are defined and trending in a positive direction Indicator B // Vulnerability management and business continuity plans and KPIs defined and trending in a positive direction Indicator C // Employee KSAs reflect modern skillsets needed to operate and maintain Cloud and DevOps services		x

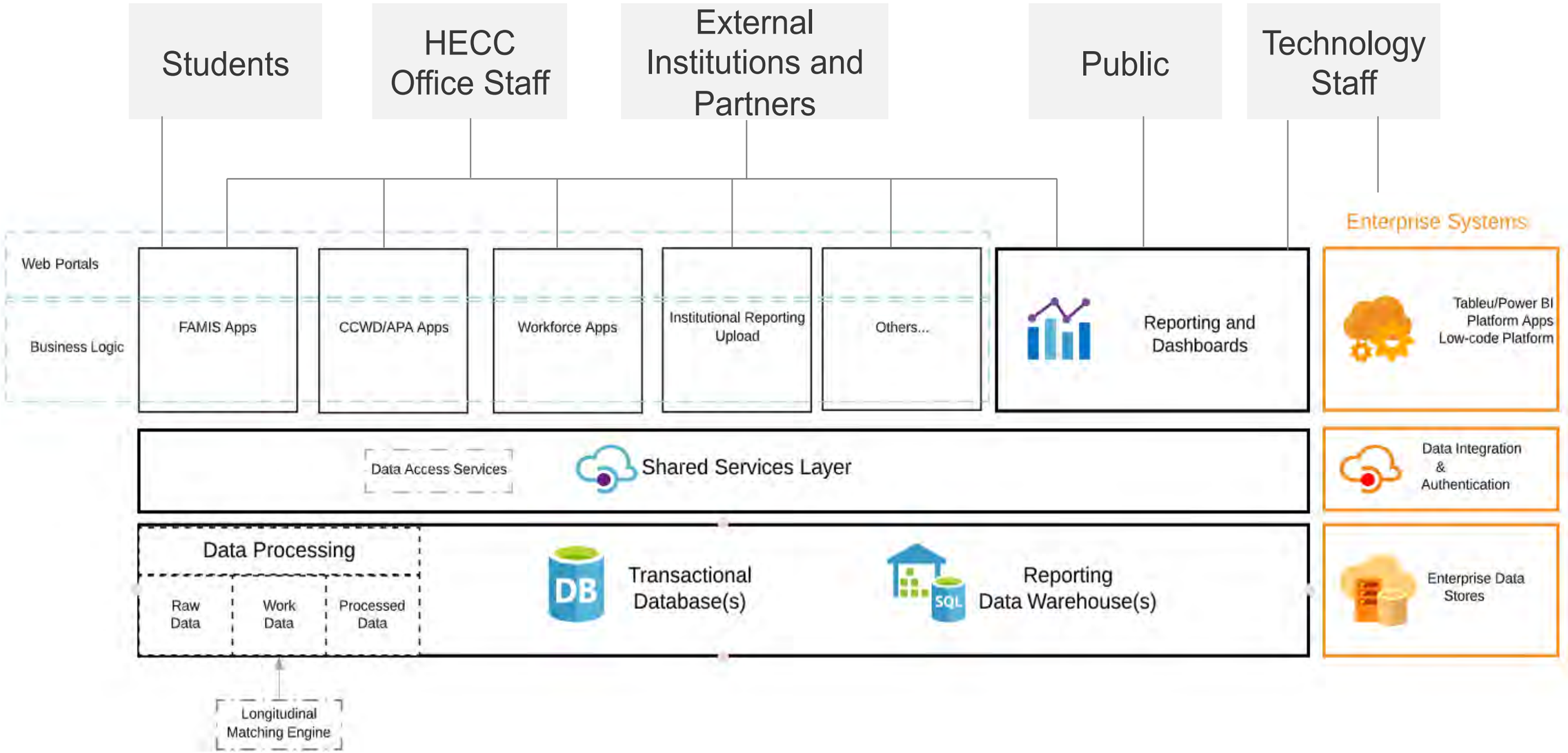


TECHNOLOGY MODERNIZATION ROADMAP & ARCHITECTURE

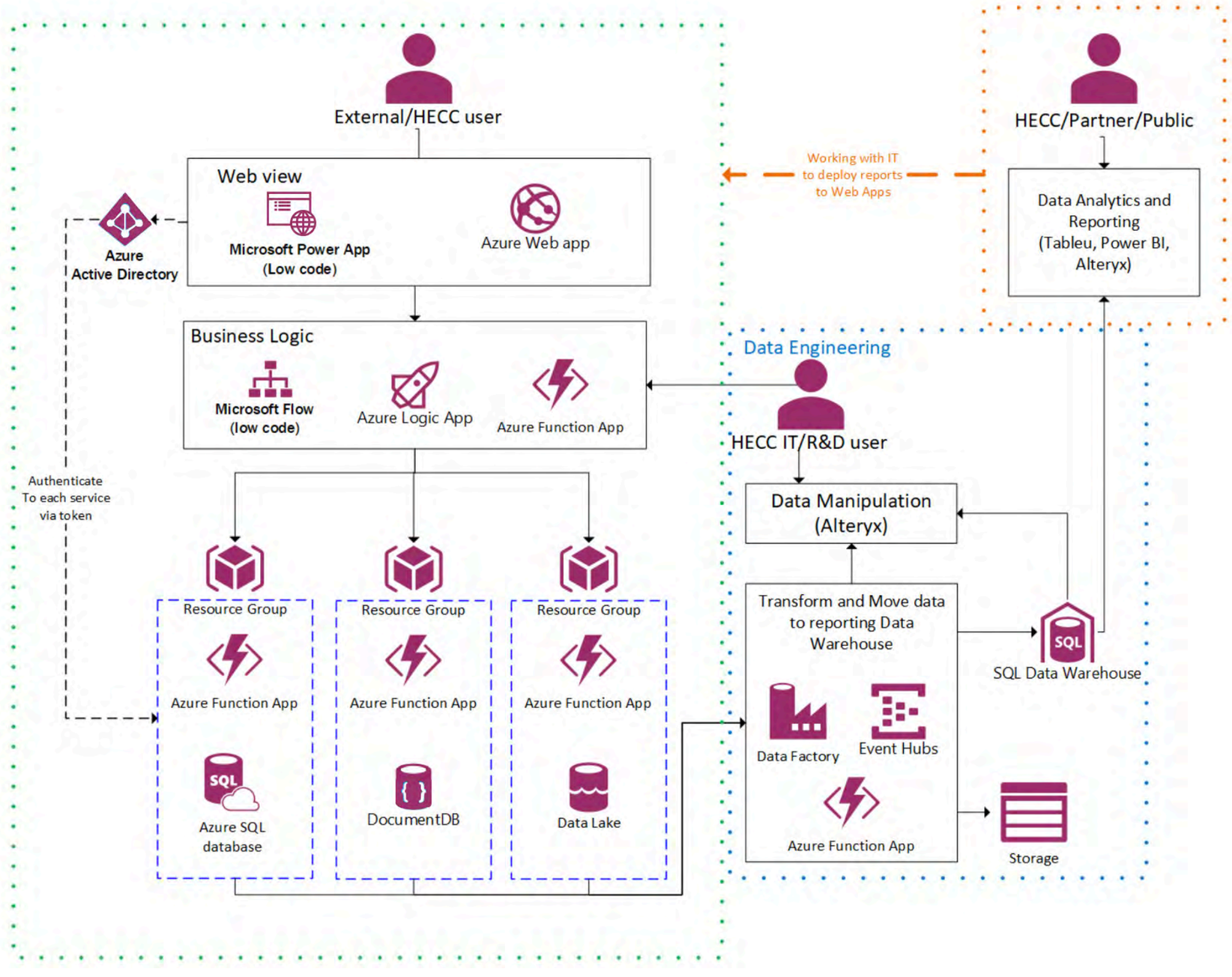
IT Strategic Plan 5-Year Roadmap (*dependent on resource availability)



Future HECC Conceptual Enterprise Platform



Future HECC Conceptual Platform Architecture



Appendices

Appendix A	Our Planning Process
Appendix B	Deep Dive: Application Code Inventory & Technology Rationalization Roadmap
Appendix C	Deep Dive—HECC DevOps Capability Assessment
Appendix D	Office Productivity Collaboration Tools Survey, Results by Office

Appendix A: Our Planning Process

The following diagram summarizes the planning process used to assess the gaps in current HECC business and IT capabilities, which informed the development of the IT strategy, roadmap and prioritized backlog of investments needed to support agency operations now, and in the future. The recommended findings and recommendations were informed by the over 50 stakeholders representing 15 organizations who were interviewed and surveyed, coupled with review of the technology architecture, application rationalization, and use of IT and DevOps capability models to assess 300+ pain points and HECC current and desired capability levels.



Appendix B: Deep Dive: Application Code Inventory & Technology Rationalization Roadmap

Code Repository	App Name	Purpose	UI Technology	DB Technology	Prog Language	Maintenance State
FAMIS	Internal Tools	Student to scholarship matching and disbursement	.NET MVC	SQL Server 2016	C#	IT Maintained
FAMIS	Big Blue		Access Web Apps	SQL Server 2016	VB.Net	Lights on
Scarf / Iris	Scarf / Iris	Data store for reporting on student data	None	Oracle	PL/SQL	Minimal
D4A	D4A Admin	Admin login portal for D4A	Windows Forms	SQL Server 2016	VB.Net	Minimal
D4A	D4A Program Approval (“Web Forms”)	Community college program and course approval	Web Forms	SQL Server 2016	VB.Net	
D4A	D4A DataMart/Web App	Community college student enrollment and completion, revenue and expenses	Web Forms	SQL Server 2016	VB.Net/C#	Minimal
PPS	PCS Collection	Private career school student and completion data	Web Forms	SQL Server 2016	C#	Minimal
PPS	PCS Transcript	Archive transcripts from private career schools that have closed down	Windows Forms	SQL Server 2016	VB	Minimal
PPS	AxPCS Vets	Access application for managing teachers and programs for Private Career Schools	Access Web Apps	SQL Server 2016	SQL	Minimal
Workforce	Workforce	Workforce Layoffs	Web Forms / .NET MVC	SQL Server 2016	C#	Minimal
Workforce	Draw System	Manage WIOA funding streams for Workforce investment boards	Web Forms	SQL Server 2016	C#	Minimal

Appendix B: Deep Dive: Application Code Inventory & Technology Rationalization Roadmap

Code Repository	App Name	Purpose	UI Technology	DB Technology	Prog Language	Maintenance State
Workforce	File Transfer Utility	Safe sending/receipt of files	Web Forms	SQL Server 2016	C#	Minimal
Workforce	Layoff Tracking System	Tracks Oregon WARNs (Worker Adjustment and Retraining Notification) and Rapid Response activities	Web Forms / .NET MVC	SQL Server 2016	C#	Minimal
Workforce	Report Viewer	Serves SSRS reports. Currently only used for National Career Readiness Certificate (NCRC) reports.	Web Forms	SQL Server 2016	C#	Minimal
Workforce	WIOA Reports	Manages reports for public and internal consumption	Windows Forms	SQL Server 2016 & SSRS	C#	Minimal
Workforce	Login and Web Admin	Common login page for other workforce tools	Web Forms	SQL Server 2016	C#	Minimal
Workforce	Oregon Youth Conservation Corps	Grantee reporting system	Web Forms	SQL Server 2016	C#	Minimal

Legacy Replacement and New Business Application Backlog

Applications identified as mission-critical, strategic, high risk, and/or with statutory mandates

New / Legacy	Current Application / Need	Enterprise Impacts (HECC Offices)	Application Description / Usage	Prioritization Considerations / Comments
Legacy	FAMIS	Primary: OSAC, R&D Secondary: OWI (OYC)	Financial aid management information system used to administer, report on, and provide a student application portal for state financial aid grants and private scholarships and to exchange eligibility data with institutions	The current FAMIS system uses MS Access, is nearly unsupportable, suffers student-facing reliability issues, and has unimplemented OPG mandate; a FAMIS replacement project has EIS Stage Gate 1 approval
Legacy	D4A, Scarf(Iris)	Primary: R&D Secondary: APA, CCWD	Database and reporting systems used to collect and analyze institutional data from universities, community colleges, and private career schools for research, policy, and funding-related uses	These multiple databases can be consolidated and enabled with a more powerful and flexible analytics capability as part of the enterprise platform
New	Budget-Tracking Portal	Operations, all Offices managing programs/grants	Internally-accessible portal where up-to-date program and grant budget information can be tracked; incl. capability for external parties to upload invoices and to automate processing of SFMA data	Current Excel PowerPivot tools in use are single point failures for staff understanding, and a robust portal can be implemented as part of the enterprise platform
New	Statewide Transfer Portal	CCWD, APA	Pending legislative initiative based on HB2998 to create a centralized post-secondary community system for coordination of transfer credits	If approved by the legislature, this application could become a top priority initiative by mandate
Legacy	PCS-VETS (incl. Collections, Transcripts)	APA	Applications used to collect and track authorization requests for PCS programs, license PCS organizations and instructors, and archive PCS transcripts when schools close	The current PCS-VETS application relies on MS Access and relies on shared drives and email to collect documents and data, creating data loss and corruption risk

Legacy Replacement and New Business Application Backlog (cont'd)

Applications identified as mission-critical, strategic, high risk, and/or with statutory mandates

New / Legacy	Current Application / Need	Enterprise Impacts (HECC Offices)	Application Description / Usage	Prioritization Considerations / Comments
New	ETPL	OWI	Federal WIOA-mandated list of statewide eligible training providers	This system is required by statute
Legacy	WIOA, Perkins Grant Tracking; TOPS Pro	Primary: CCWD Secondary: OWI	Applications used to collect documents and track grant performance; there is also a CCWD need for a new application to collect documents and track college compliance in multiple areas	Current tools create large inefficiencies and heavily rely on MS Access and Excel. It is likely that multiple use cases can be covered by a common data collection and reporting portal
Legacy	Web Forms	CCWD	Applications used to track CC program and course approval	The current application is missing mandated functionality
New	Institutional Financial Health	Primary: PFC Secondary: R&D	Collecting, tracking, and reporting on financial health data from post-secondary institutions (not currently a stakeholder-aligned initiative)	This need was identified as strategic and high-impact given the trends and heightened legislative and public interest around institution financials
New	Credentials of Value List	CCWD, OWI	Need to track a list of defined valuable career credentials and how to achieve them, and track adults who have completed them	This need was identified as a strategic priority to further CTE, adult attainment, and 40/40/20 goals
Legacy/New	OYC Program Portal	OWI	Need to accept applications, track programs and participants, and facilitate reporting through a common mobile-friendly portal	The OYC program is inefficient to administer and participate in, and OYC has faced funding cuts with limited ability to demonstrate impact through data; enterprise platform integration may identify longitudinal impact

Appendix C: Deep Dive: DevOps Capability Assessment Summary

As part of the HECC IT current state assessment, a DevOps capability assessment was performed. DevOps is a flavor of Lean IT where operations and development engineers work together throughout the service lifecycle, from design through development to deployment, to improve software delivery and IT effectiveness. Using a DevOps capability model, current and desired capabilities were assessed in these seven dimensions:





The DevOps capability scores were measured using the scale below:

	Stage 1: Limited	**Stage 2:** Implemented	**Stage 3:** Evolving	**Stage 4:** Integrated	**Stage 5:** Adaptive
Vision	No defined path to production and unclear processes for standard changes	A defined path to production is creating the foundation of the deployment pipeline	Automated deployment is leveraged and version-controlled, infrastructure is managed in a versioned and automated fashion	Feedback loop for improvement is established and leveraged to continuously improve	The application and delivery pipeline are consciously evolved based on internal and external drivers
Success Factors	Little standardization around work, limited understanding of what DevOps is with understanding around silos between development operations and business and efforts to align currently competing goals and objectives	The standard path to production is defined and implemented, the organization understands what DevOps is, and the relationships among Development, Operations, and the Business are collaborative and aligned upon common goals and objectives	Work is standardized, automated where appropriate, and standardization is understood and used across all teams	The organization learns through quantitative and qualitative feedback and measurements, translating feedback into actionable changes, and with cross-disciplinary teams deliver work in incremental and iterative ways	Strategic work includes experimentation, continuous deployment, and application of customer journey information and data to innovate new solutions
Key Enablers	A culture that promotes cross-functional collaboration through managing the overall transformation	Systems thinking and visibility of all work in the system	A culture that supports learning through experimenting and mistakes, and tools to support open and frequent communication	Ability to design and test experiments, and a culture that is customer-centric and allows for taking calculated risks	

Appendix D: Collaboration Tools Survey, Results by Office

Number Responding and Office % for "Important" or "Very important" In Each Collaboration Tool Category						
	Video Conferencing	Conducting Surveys	Collaborative Document Sharing/Editing	Email Communications	Creating Videos	Event Management
Office of the Executive Director	8 (89%)	5 (56%)	5 (56%)	6 (67%)	5 (56%)	3 (33%)
Office of Operations (non-IT)	7 (41%)	3 (18%)	7 (41%)	4 (24%)	0 (0%)	1 (6%)
IT Department	6 (50%)	3 (25%)	6 (50%)	5 (42%)	0 (0%)	1 (8%)
Office of Research & Data	5 (45%)	4 (36%)	5 (45%)	7 (64%)	1 (9%)	2 (18%)
Office of Student Access and Completion	14 (70%)	14 (70%)	13 (65%)	14 (70%)	9 (45%)	6 (30%)
Office of Academic Policy and Authorization	7 (58%)	5 (42%)	8 (67%)	8 (73%)	5 (45%)	3 (27%)
Office of Post-Secondary Capital and Finance	4 (100%)	1 (25%)	4 (100%)	2 (50%)	1 (25%)	1 (25%)
Office of Community Colleges and Workforce Development	15 (100%)	13 (87%)	14 (93%)	12 (86%)	9 (64%)	5 (36%)
Office of Workforce Investments	14 (88%)	11 (69%)	11 (69%)	14 (88%)	7 (44%)	8 (50%)
Agency-wide	**80 (69%)**	**59 (51%)**	**73 (63%)**	**72 (63%)**	**37 (32%)**	**30 (26%)**

* n=116 participants (87% participation rate within Agency)

IT Project Priority Matrix:

Enterprise IT Project Prioritization | 2025-27			Project Example	HECC Modernization (LEARN)
	TOTAL PROJECT SCORE (0-100)		100	97
CRITERIA	WEIGHT	SCORING GUIDE		
Technology and Strategic Alignment	35%	WEIGHTED SUBTOTAL	35	35
Alignment to Strategic Plans			3	3
Technology Best Practices and Priorities			3	3
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	25	25
People-Centered Approach			3	3
Business Process Transformation			3	3
Investment Risk			3	3
Agency Readiness and Solution Appropriateness	40%	WEIGHTED SUBTOTAL	40	37
Organizational Change Management (OCM)			3	3
Solution Scale and Approach			3	3
Capacity			3	3
Governance and Project Management Processes			3	2

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Higher Education Coordinating Commission | **Cross Reference Number: 52500-000-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2023-25 Leg Adopted Budget	195	185.13	4,099,524,781	2,909,101,367	203,517,893	631,825,903	135,687,443	194,847,720	24,544,455
2023-25 Emergency Boards	1	0.50	25,041,926	(6,013,981)	(2,500,000)	32,400,991	760,916	394,000	-
2023-25 Leg Approved Budget	**196**	**185.63**	**4,124,566,707**	**2,903,087,386**	**201,017,893**	**664,226,894**	136,448,359	**195,241,720**	**24,544,455**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(14)	(12.05)	3,364,835	4,474,108	-	(2,024,060)	914,787	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			50,126,934	79,376,174	2,381,102	(30,476,288)	-	(1,044,901)	(109,153)
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(371,213,551)	-	-	(371,213,551)	-	-	-
Subtotal 2025-27 Base Budget	**182**	**173.58**	**3,806,844,925**	**2,986,937,668**	**203,398,995**	**260,512,995**	137,363,146	**194,196,819**	**24,435,302**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	193,548	608,026	-	(264,323)	(150,155)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(100,665)	29,200	-	(112,405)	(17,460)	-	-
Subtotal	**-**	**-**	**92,883**	**637,226**	**-**	**(376,728)**	(167,615)	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(198,236,711)	(74,547,171)	-	(123,689,540)	-	-	-
Subtotal	**-**	**-**	**(198,236,711)**	**(74,547,171)**	**-**	**(123,689,540)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	222,473,021	174,477,850	31,872,955	7,547,228	8,574,988	-	-
State Gov"t & Services Charges Increase/(Decrease)			1,131,764	1,028,549	-	26,954	76,261	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**223,604,785**	**175,506,399**	**31,872,955**	**7,574,182**	8,651,249	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	72,765,360	(33,078,931)	(39,686,429)	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**182**	**173.58**	**3,832,305,882**	**3,161,299,482**	**202,193,019**	**104,334,480**	145,846,780	**194,196,819**	**24,435,302**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Higher Education Coordinating Commission | **Cross Reference Number: 52500-000-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**182**	**173.58**	**3,832,305,882**	**3,161,299,482**	**202,193,019**	**104,334,480**	145,846,780	**194,196,819**	**24,435,302**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	(0.50)	(9,158,527)	-	-	(9,013,464)	(145,063)	-	-
Modified 2025-27 Current Service Level	**182**	**173.08**	**3,823,147,355**	**3,161,299,482**	**202,193,019**	**95,321,016**	145,701,717	**194,196,819**	**24,435,302**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	4	3.76	12,840,332	2,165,332	-	10,675,000	-	-	-
102 - Early Learning Professional Grants Funding	1	0.88	5,240,348	5,240,348	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	10	7.50	62,500,000	-	-	62,500,000	-	-	-
105 - Oregon Opportunity Grant Funding	1	0.88	25,123,475	25,083,905	39,570	-	-	-	-
106 - Educator Administrator Scholarships Program	1	0.50	3,126,000	-	-	3,126,000	-	-	-
107 - Public University Capital Projects	-	-	815,967,403	8,742,403	-	807,225,000	-	-	-
108 - Community College Capital Projects	-	-	16,170,000	-	-	16,170,000	-	-	-
Subtotal Policy Packages	**17**	**13.52**	**940,967,558**	**41,231,988**	**39,570**	**899,696,000**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**199**	**186.60**	**4,764,114,913**	**3,202,531,470**	**202,232,589**	**995,017,016**	145,701,717	**194,196,819**	**24,435,302**
Percentage Change From 2023-25 Leg Approved Budget	1.53%	0.52%	15.51%	10.31%	0.60%	49.80%	6.78%	-0.54%	-0.44%
Percentage Change From 2025-27 Current Service Level	9.34%	7.50%	24.31%	1.30%	0.02%	853.68%	-0.10%	-	-

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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	-	-	-	-	-	-	-
State Gov"t & Services Charges Increase/(Decrease)				-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-

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									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Degree Authorization/Private Career Schools
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-002-00-00-00000

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	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2025-27 Agency Request Budget	-	-	-	-	-	-	-	-	-
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	17	17.00	11,835,112	11,200,441	-	-	634,671	-	-
2023-25 Emergency Boards	-	-	526,303	496,302	-	-	30,001	-	-
2023-25 Leg Approved Budget	**17**	**17.00**	**12,361,415**	**11,696,743**	**-**	**-**	664,672	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	713,997	680,929	-	-	33,068	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**17**	**17.00**	**13,075,412**	**12,377,672**	**-**	**-**	697,740	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(3,348)	12,992	-	-	(16,340)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	1,280	3,099	-	-	(1,819)	-	-
Subtotal	**-**	**-**	**(2,068)**	**16,091**	**-**	**-**	(18,159)	**-**	**-**
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)	-	-	395,979	387,515	-	-	8,464	-	-
State Gov"t & Services Charges Increase/(Decrease)			99,185	80,649	-	-	18,536	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**495,164**	**468,164**	**-**	**-**	27,000	**-**	**-**
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	**17**	**17.00**	**13,568,508**	**12,861,927**	**-**	**-**	706,581	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Directors Office
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-200-00-00-00000

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	**17**	**17.00**	**13,568,508**	**12,861,927**	**-**	**-**	706,581	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**17**	**17.00**	**13,568,508**	**12,861,927**	**-**	**-**	706,581	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**17**	**17.00**	**13,568,508**	**12,861,927**	**-**	**-**	706,581	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	9.77%	9.96%	-	-	6.31%	-	-
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	46.88	41,123,053	15,864,112	-	22,840,109	2,418,832	-	-
2023-25 Emergency Boards	-	-	982,358	802,558	-	43,439	136,361	-	-
2023-25 Leg Approved Budget	**48**	**46.88**	**42,105,411**	**16,666,670**	**-**	**22,883,548**	2,555,193	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	(1.88)	1,413,321	1,819,096	-	(636,485)	230,710	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			859,134	859,134	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**46**	**45.00**	**44,377,866**	**19,344,900**	**-**	**22,247,063**	2,785,903	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	133,278	168,016	-	-	(34,738)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	35,464	44,070	-	(6,797)	(1,809)	-	-
Subtotal	**-**	**-**	**168,742**	**212,086**	**-**	**(6,797)**	(36,547)	**-**	**-**
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)	-	-	1,482,966	178,739	-	1,281,340	22,887	-	-
State Gov"t & Services Charges Increase/(Decrease)			274,853	222,531	-	10,391	41,931	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**1,757,819**	**401,270**	**-**	**1,291,731**	64,818	**-**	**-**
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	**46**	**45.00**	**46,304,427**	**19,958,256**	**-**	**23,531,997**	2,814,174	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Central Operations | **Cross Reference Number: 52500-201-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**46**	**45.00**	**46,304,427**	**19,958,256**	**-**	**23,531,997**	2,814,174	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	(9,013,464)	-	-	(9,013,464)	-	-	-
Modified 2025-27 Current Service Level	**46**	**45.00**	**37,290,963**	**19,958,256**	**-**	**14,518,533**	2,814,174	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	3	2.88	12,534,267	1,859,267	-	10,675,000	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**3**	**2.88**	**12,534,267**	**1,859,267**	**-**	**10,675,000**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**49**	**47.88**	**49,825,230**	**21,817,523**	**-**	**25,193,533**	2,814,174	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	2.08%	2.13%	18.33%	30.91%	-	10.09%	10.14%	-	-
Percentage Change From 2025-27 Current Service Level	6.52%	6.40%	7.60%	9.32%	-	7.06%	-	-	-

Higher Education Coordinating Commission
Research and Data
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-202-00-00-00000

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	24	21.28	9,659,105	4,908,071	-	4,347,524	403,510	-	-
2023-25 Emergency Boards	1	0.50	649,839	409,825	-	214,268	25,746	-	-
2023-25 Leg Approved Budget	**25**	**21.78**	**10,308,944**	**5,317,896**	**-**	**4,561,792**	429,256	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(4)	(3.14)	(14,797)	(3,022)	-	(32,742)	20,967	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**21**	**18.64**	**10,294,147**	**5,314,874**	**-**	**4,529,050**	450,223	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	27,142	111,300	-	(82,661)	(1,497)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(13,055)	16,822	-	(28,978)	(899)	-	-
Subtotal	**-**	**-**	**14,087**	**128,122**	**-**	**(111,639)**	(2,396)	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(123,398)	(123,398)	-	-	-	-	-
Subtotal	**-**	**-**	**(123,398)**	**(123,398)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	158,684	65,814	-	90,130	2,740	-	-
State Gov"t & Services Charges Increase/(Decrease)			63,026	42,050	-	9,858	11,118	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**221,710**	**107,864**	**-**	**99,988**	13,858	**-**	**-**
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	**21**	**18.64**	**10,406,546**	**5,427,462**	**-**	**4,517,399**	461,685	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Research and Data
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-202-00-00-00000

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	**21**	**18.64**	**10,406,546**	**5,427,462**	**-**	**4,517,399**	461,685	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**21**	**18.64**	**10,406,546**	**5,427,462**	**-**	**4,517,399**	461,685	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	1	0.88	306,065	306,065	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	1	0.75	248,504	-	-	248,504	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**2**	**1.63**	**554,569**	**306,065**	**-**	**248,504**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**23**	**20.27**	**10,961,115**	**5,733,527**	**-**	**4,765,903**	461,685	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-8.00%	-6.93%	6.33%	7.82%	-	4.47%	7.55%	-	-
Percentage Change From 2025-27 Current Service Level	9.52%	8.74%	5.33%	5.64%	-	5.50%	-	-	-

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	15	13.24	5,622,370	2,145,261	-	3,271,109	-	206,000	-
2023-25 Emergency Boards	-	-	1,854,611	156,342	-	1,304,269	-	394,000	-
2023-25 Leg Approved Budget	**15**	**13.24**	**7,476,981**	**2,301,603**	**-**	**4,575,378**	**-**	**600,000**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	1	1.00	494,281	426,283	-	67,998	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**16**	**14.24**	**7,971,262**	**2,727,886**	**-**	**4,643,376**	**-**	**600,000**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(24,757)	35,944	-	(60,701)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(40,368)	(4,127)	-	(36,241)	-	-	-
Subtotal	**-**	**-**	**(65,125)**	**31,817**	**-**	**(96,942)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(26,926)	(26,926)	-	-	-	-	-
Subtotal	**-**	**-**	**(26,926)**	**(26,926)**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	105,815	11,545	-	94,270	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			57,937	52,599	-	5,338	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**163,752**	**64,144**	**-**	**99,608**	-	**-**	**-**
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	**16**	**14.24**	**8,042,963**	**2,796,921**	**-**	**4,646,042**	-	**600,000**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Academic Policy and Authorization
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-203-00-00-00000

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	**16**	**14.24**	**8,042,963**	**2,796,921**	**-**	**4,646,042**	**-**	**600,000**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**16**	**14.24**	**8,042,963**	**2,796,921**	**-**	**4,646,042**	**-**	**600,000**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**16**	**14.24**	**8,042,963**	**2,796,921**	**-**	**4,646,042**	**-**	**600,000**	**-**
Percentage Change From 2023-25 Leg Approved Budget	6.67%	7.55%	7.57%	21.52%	-	1.54%	-	-	-
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	5	5.00	2,090,124	2,090,124	-	-	-	-	-
2023-25 Emergency Boards	-	-	126,047	126,047	-	-	-	-	-
2023-25 Leg Approved Budget	**5**	**5.00**	**2,216,171**	**2,216,171**	**-**	**-**	-	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	175,415	175,415	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**5**	**5.00**	**2,391,586**	**2,391,586**	**-**	**-**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	1,519	1,519	-	-	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(10,451)	(10,451)	-	-	-	-	-
Subtotal	**-**	**-**	**(8,932)**	**(8,932)**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(100,000)	(100,000)	-	-	-	-	-
Subtotal	**-**	**-**	**(100,000)**	**(100,000)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	14,215	14,215	-	-	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			27,638	27,638	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**41,853**	**41,853**	**-**	**-**	-	**-**	**-**
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	**5**	**5.00**	**2,324,507**	**2,324,507**	**-**	**-**	-	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Post-Secondary Finance and Capital
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-204-00-00-00000

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**	**5.00**	**2,324,507**	**2,324,507**	**-**	**-**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**5**	**5.00**	**2,324,507**	**2,324,507**	**-**	**-**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**5**	**5.00**	**2,324,507**	**2,324,507**	**-**	**-**	-	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	4.89%	4.89%	-	-	-	-	-
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	21	20.10	36,637,243	18,048,357	-	5,361,516	13,227,370	-	-
2023-25 Emergency Boards	-	-	527,532	210,282	-	200,352	116,898	-	-
2023-25 Leg Approved Budget	**21**	**20.10**	**37,164,775**	**18,258,639**	**-**	**5,561,868**	13,344,268	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.60	874,874	183,133	-	575,819	115,922	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**21**	**20.70**	**38,039,649**	**18,441,772**	**-**	**6,137,687**	13,460,190	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(3,253)	78,561	-	(85,465)	3,651	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	744	(14,686)	-	17,779	(2,349)	-	-
Subtotal	**-**	**-**	**(2,509)**	**63,875**	**-**	**(67,686)**	1,302	**-**	**-**
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)	-	-	1,992,323	1,011,325	-	181,128	799,870	-	-
State Gov"t & Services Charges Increase/(Decrease)			78,017	78,017	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**2,070,340**	**1,089,342**	**-**	**181,128**	799,870	**-**	**-**
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	**21**	**20.70**	**40,107,480**	**19,594,989**	**-**	**6,251,129**	14,261,362	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Community Colleges
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-205-00-00-00000

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	**21**	**20.70**	**40,107,480**	**19,594,989**	**-**	**6,251,129**	14,261,362	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**21**	**20.70**	**40,107,480**	**19,594,989**	**-**	**6,251,129**	14,261,362	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**21**	**20.70**	**40,107,480**	**19,594,989**	**-**	**6,251,129**	14,261,362	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	2.99%	7.92%	7.32%	-	12.39%	6.87%	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Workforce Investments | **Cross Reference Number: 52500-206-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2023-25 Leg Adopted Budget	40	39.25	316,921,928	41,229,027	-	136,288,793	118,867,806	-	20,536,302
2023-25 Emergency Boards	-	-	1,256,891	580,252	-	234,920	441,719	-	-
2023-25 Leg Approved Budget	**40**	**39.25**	**318,178,819**	**41,809,279**	**-**	**136,523,713**	119,309,525	**-**	**20,536,302**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(9)	(8.75)	(1,009,814)	576,496	-	(2,091,434)	505,124	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**31**	**30.50**	**317,169,005**	**42,385,775**	**-**	**134,432,279**	119,814,649	**-**	**20,536,302**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(99,071)	19,327	-	(22,155)	(96,243)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(45,170)	(1,867)	-	(33,197)	(10,106)	-	-
Subtotal	**-**	**-**	**(144,241)**	**17,460**	**-**	**(55,352)**	(106,349)	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(132,844,591)	(14,086,500)	-	(118,758,091)	-	-	-
Subtotal	**-**	**-**	**(132,844,591)**	**(14,086,500)**	**-**	**(118,758,091)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	9,609,687	990,611	-	878,049	7,741,027	-	-
State Gov"t & Services Charges Increase/(Decrease)			134,100	128,057	-	1,367	4,676	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**9,743,787**	**1,118,668**	**-**	**879,416**	7,745,703	**-**	**-**
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	**31**	**30.50**	**193,923,960**	**29,435,403**	**-**	**16,498,252**	127,454,003	**-**	**20,536,302**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Workforce Investments | **Cross Reference Number: 52500-206-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**31**	**30.50**	**193,923,960**	**29,435,403**	**-**	**16,498,252**	127,454,003	**-**	**20,536,302**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**31**	**30.50**	**193,923,960**	**29,435,403**	**-**	**16,498,252**	127,454,003	**-**	**20,536,302**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	9	6.75	62,251,496	-	-	62,251,496	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**9**	**6.75**	**62,251,496**	**-**	**-**	**62,251,496**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**40**	**37.25**	**256,175,456**	**29,435,403**	**-**	**78,749,748**	127,454,003	**-**	**20,536,302**
Percentage Change From 2023-25 Leg Approved Budget	-	-5.10%	-19.49%	-29.60%	-	-42.32%	6.83%	-	-
Percentage Change From 2025-27 Current Service Level	29.03%	22.13%	32.10%	-	-	377.32%	-	-	-

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	25	22.38	411,221,293	268,159,648	84,000,000	58,926,391	135,254	-	-
2023-25 Emergency Boards	-	-	5,498,125	(17,168,124)	17,500,000	5,156,058	10,191	-	-
2023-25 Leg Approved Budget	**25**	**22.38**	**416,719,418**	**250,991,524**	**101,500,000**	**64,082,449**	145,445	**-**	**-**
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.12	717,558	615,778	-	92,784	8,996	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**25**	**22.50**	**417,436,976**	**251,607,302**	**101,500,000**	**64,175,233**	154,441	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	162,038	180,367	-	(13,341)	(4,988)	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(29,109)	(3,660)	-	(24,971)	(478)	-	-
Subtotal	**-**	**-**	**132,929**	**176,707**	**-**	**(38,312)**	(5,466)	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(5,000,000)	(5,000,000)	-	-	-	-	-
Subtotal	**-**	**-**	**(5,000,000)**	**(5,000,000)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	27,529,313	16,393,626	6,902,000	4,233,687	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			121,794	121,794	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**27,651,107**	**16,515,420**	**6,902,000**	**4,233,687**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	72,765,360	(33,078,931)	(39,686,429)	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**25**	**22.50**	**440,221,012**	**336,064,789**	**75,323,069**	**28,684,179**	148,975	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
OSAC | **Cross Reference Number: 52500-207-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**25**	**22.50**	**440,221,012**	**336,064,789**	**75,323,069**	**28,684,179**	148,975	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	(0.50)	(145,063)	-	-	-	(145,063)	-	-
Modified 2025-27 Current Service Level	**25**	**22.00**	**440,075,949**	**336,064,789**	**75,323,069**	**28,684,179**	3,912	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	1	0.88	5,240,348	5,240,348	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	1	0.88	25,083,905	25,083,905	-	-	-	-	-
106 - Educator Administrator Scholarships Program	1	0.50	3,126,000	-	-	3,126,000	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**3**	**2.26**	**33,450,253**	**30,324,253**	**-**	**3,126,000**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**28**	**24.26**	**473,526,202**	**366,389,042**	**75,323,069**	**31,810,179**	3,912	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	12.00%	8.40%	13.63%	45.98%	-25.79%	-50.36%	-97.31%	-	-
Percentage Change From 2025-27 Current Service Level	12.00%	7.82%	7.57%	9.02%	-	10.90%	-97.37%	-	-

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	-	-	811,269,492	800,306,000	-	10,963,492	-	-	-
2023-25 Emergency Boards	-	-	3,229,704	3,229,704	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**814,499,196**	**803,535,704**	**-**	**10,963,492**	**-**	**-**	**-**
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	**-**	**-**	**814,499,196**	**803,535,704**	**-**	**10,963,492**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(3,535,704)	(3,535,704)	-	-	-	-	-
Subtotal	**-**	**-**	**(3,535,704)**	**(3,535,704)**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	59,761,506	59,298,475	-	463,031	-	-	-
Subtotal	**-**	**-**	**59,761,506**	**59,298,475**	**-**	**463,031**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Higher Education Coordinating Commission
Support to Community Colleges
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-208-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**870,724,998**	**859,298,475**	**-**	**11,426,523**	-	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Support to Community Colleges
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-208-00-00-00000

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	**-**	**-**	**870,724,998**	**859,298,475**	**-**	**11,426,523**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**870,724,998**	**859,298,475**	**-**	**11,426,523**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**870,724,998**	**859,298,475**	**-**	**11,426,523**	-	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	6.90%	6.94%	-	4.22%	-	-	-
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	-	-	1,006,164,482	1,006,164,482	-	-	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**1,006,164,482**	**1,006,164,482**	**-**	**-**	**-**	**-**	**-**
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	**-**	**-**	**1,006,164,482**	**1,006,164,482**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(7,281,031)	(7,281,031)	-	-	-	-	-
Subtotal	**-**	**-**	**(7,281,031)**	**(7,281,031)**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	69,941,679	69,941,679	-	-	-	-	-
Subtotal	**-**	**-**	**69,941,679**	**69,941,679**	**-**	**-**	**-**	**-**	**-**
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	**-**	**-**	**1,068,825,130**	**1,068,825,130**		**-**	**-**	**-**	**-**

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	**-**	**-**	**1,068,825,130**	**1,068,825,130**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**1,068,825,130**	**1,068,825,130**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**1,068,825,130**	**1,068,825,130**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	6.23%	6.23%	-	-	-	-	-
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	-	-	75,969,331	71,069,331	-	4,900,000	-	-	-
2023-25 Emergency Boards	-	-	24,275,296	24,275,296	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**100,244,627**	**95,344,627**	**-**	**4,900,000**	**-**	**-**	**-**
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			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**100,244,627**	**95,344,627**	**-**	**4,900,000**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(37,578,612)	(37,328,612)	-	(250,000)	-	-	-
Subtotal	**-**	**-**	**(37,578,612)**	**(37,328,612)**	**-**	**(250,000)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	4,062,273	3,736,680	-	325,593	-	-	-
Subtotal	**-**	**-**	**4,062,273**	**3,736,680**	**-**	**325,593**	**-**	**-**	**-**
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	**-**	**-**	**66,728,288**	**61,752,695**	**-**	**4,975,593**	-	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Public University State Programs | **Cross Reference Number: 52500-210-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**-**	**-**	**66,728,288**	**61,752,695**	**-**	**4,975,593**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**66,728,288**	**61,752,695**	**-**	**4,975,593**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**66,728,288**	**61,752,695**	**-**	**4,975,593**	-	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	-33.43%	-35.23%	-	1.54%	-	-	-
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	-	-	243,268,086	186,862,022	56,406,064	-	-	-	-
2023-25 Emergency Boards	-	-	(20,000,000)	-	(20,000,000)	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**223,268,086**	**186,862,022**	**36,406,064**	**-**	**-**	**-**	**-**
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	**-**	**-**	**223,268,086**	**186,862,022**	**36,406,064**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(3,165,000)	(3,165,000)	-	-	-	-	-
Subtotal	**-**	**-**	**(3,165,000)**	**(3,165,000)**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	36,586,959	12,862,440	23,724,519	-	-	-	-
Subtotal	**-**	**-**	**36,586,959**	**12,862,440**	**23,724,519**	**-**	**-**	**-**	**-**
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	**-**	**-**	**256,690,045**	**196,559,462**	**60,130,583**	**-**	-	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Statewide Public Services | **Cross Reference Number: 52500-211-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**-**	**-**	**256,690,045**	**196,559,462**	**60,130,583**	**-**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**256,690,045**	**196,559,462**	**60,130,583**	**-**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**256,690,045**	**196,559,462**	**60,130,583**	**-**	-	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	14.97%	5.19%	65.17%	-	-	-	-
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	-	-	18,329,943	-	18,329,943	-	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**18,329,943**	**-**	**18,329,943**	**-**	**-**	**-**	**-**
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	**-**	**-**	**18,329,943**	**-**	**18,329,943**	**-**	**-**	**-**	**-**
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)	-	-	1,246,436	-	1,246,436	-	-	-	-
Subtotal	**-**	**-**	**1,246,436**	**-**	**1,246,436**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Higher Education Coordinating Commission
Sports Lottery
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-212-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**19,576,379**	**-**	**19,576,379**	**-**	-	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Sports Lottery | **Cross Reference Number: 52500-212-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**-**	**-**	**19,576,379**	**-**	**19,576,379**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**19,576,379**	**-**	**19,576,379**	**-**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	39,570	-	39,570	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**39,570**	**-**	**39,570**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**19,615,949**	**-**	**19,615,949**	**-**	**-**	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	7.02%	-	7.02%	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	0.20%	-	0.20%	-	-	-	-

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	-	-	140,792,377	140,792,377	-	-	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**140,792,377**	**140,792,377**	**-**	**-**	-	**-**	**-**
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	**-**	**-**	**140,792,377**	**140,792,377**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(3,900,000)	(3,900,000)	-	-	-	-	-
Subtotal	**-**	**-**	**(3,900,000)**	**(3,900,000)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	9,585,186	9,585,186	-	-	-	-	-
Subtotal	**-**	**-**	**9,585,186**	**9,585,186**	**-**	**-**	-	**-**	**-**
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	**-**	**-**	**146,477,563**	**146,477,563**	**-**	**-**	-	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
OHSU Programs | **Cross Reference Number: 52500-213-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**-**	**-**	**146,477,563**	**146,477,563**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**146,477,563**	**146,477,563**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**146,477,563**	**146,477,563**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	4.04%	4.04%	-	-	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Higher Education Coordinating Commission
Public University Debt Service
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-214-00-00-00000

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	-	-	516,526,049	277,028,252	32,960,086	11,329,668	-	191,199,890	4,008,153
2023-25 Emergency Boards	-	-	115,200	(15,070,900)	-	15,186,100	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**516,641,249**	**261,957,352**	**32,960,086**	**26,515,768**	**-**	**191,199,890**	**4,008,153**
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			46,739,126	64,335,368	2,519,103	(19,085,953)	-	(920,239)	(109,153)
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**563,380,375**	**326,292,720**	**35,479,189**	**7,429,815**	**-**	**190,279,651**	**3,899,000**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(3,626,449)	-	-	(3,626,449)	-	-	-
Subtotal	**-**	**-**	**(3,626,449)**	**-**	**-**	**(3,626,449)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
State Gov"t & Services Charges Increase/(Decrease)			243,506	243,506	-	-	-	-	-
Subtotal	**-**	**-**	**243,506**	**243,506**	**-**	**-**	**-**	**-**	**-**
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	**-**	**-**	**559,997,432**	**326,536,226**	**35,479,189**	**3,803,366**	**-**	**190,279,651**	**3,899,000**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
Public University Debt Service | **Cross Reference Number: 52500-214-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**-**	**-**	**559,997,432**	**326,536,226**	**35,479,189**	**3,803,366**	**-**	**190,279,651**	**3,899,000**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**559,997,432**	**326,536,226**	**35,479,189**	**3,803,366**	**-**	**190,279,651**	**3,899,000**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	15,962,998	8,742,403	-	7,220,595	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**15,962,998**	**8,742,403**	**-**	**7,220,595**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**575,960,430**	**335,278,629**	**35,479,189**	**11,023,961**	**-**	**190,279,651**	**3,899,000**
Percentage Change From 2023-25 Leg Approved Budget	-	-	11.48%	27.99%	7.64%	-58.42%	-	-0.48%	-2.72%
Percentage Change From 2025-27 Current Service Level	-	-	2.85%	2.68%	-	189.85%	-	-	-

Higher Education Coordinating Commission
Community College Debt Service
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-215-00-00-00000

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	-	-	52,535,532	39,658,732	11,821,800	1,055,000	-	-	-
2023-25 Emergency Boards	-	-	20	(4,061,565)	-	4,061,585	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**52,535,552**	**35,597,167**	**11,821,800**	**5,116,585**	-	**-**	**-**
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			9,986,091	14,185,677	(138,001)	(4,061,585)	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**62,521,643**	**49,782,844**	**11,683,799**	**1,055,000**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,055,000)	-	-	(1,055,000)	-	-	-
Subtotal	**-**	**-**	**(1,055,000)**	**-**	**-**	**(1,055,000)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
State Gov"t & Services Charges Increase/(Decrease)			31,708	31,708	-	-	-	-	-
Subtotal	**-**	**-**	**31,708**	**31,708**	**-**	**-**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Higher Education Coordinating Commission
Community College Debt Service
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-215-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	**-**	**-**	**61,498,351**	**49,814,552**	**11,683,799**	**-**	-	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Community College Debt Service
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-215-00-00-00000

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	**-**	**-**	**61,498,351**	**49,814,552**	**11,683,799**	**-**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**61,498,351**	**49,814,552**	**11,683,799**	**-**	-	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	170,000	-	-	170,000	-	-	-
Subtotal Policy Packages	**-**	**-**	**170,000**	**-**	**-**	**170,000**	-	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**61,668,351**	**49,814,552**	**11,683,799**	**170,000**	-	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	17.38%	39.94%	-1.17%	-96.68%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	0.28%	-	-	-	-	-	-

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
OHSU Debt Service | **Cross Reference Number: 52500-216-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2023-25 Leg Adopted Budget	-	-	34,345,710	23,575,130	-	7,328,750	-	3,441,830	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**34,345,710**	**23,575,130**	**-**	**7,328,750**	**-**	**3,441,830**	**-**
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			(7,457,417)	(4,005)	-	(7,328,750)	-	(124,662)	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**26,888,293**	**23,571,125**	**-**	**-**	**-**	**3,317,168**	**-**
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	**-**	**-**	**26,888,293**	**23,571,125**	**-**	**-**	**-**	**3,317,168**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission | **Agency Request Budget**
OHSU Debt Service | **Cross Reference Number: 52500-216-00-00-00000**
2025-27 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2025-27 Current Service Level	**-**	**-**	**26,888,293**	**23,571,125**	**-**	**-**	**-**	**3,317,168**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**26,888,293**	**23,571,125**	**-**	**-**	**-**	**3,317,168**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**26,888,293**	**23,571,125**	**-**	**-**	**-**	**3,317,168**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	-21.71%	-0.02%	-	-100.00%	-	-3.62%	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Higher Education Coordinating Commission
Public University Capital Construction
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-217-00-00-00000

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	-	-	327,713,551	-	-	327,713,551	-	-	-
2023-25 Emergency Boards	-	-	6,000,000	-	-	6,000,000	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**333,713,551**	**-**	**-**	**333,713,551**	**-**	**-**	**-**
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			(333,713,551)	-	-	(333,713,551)	-	-	-
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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Higher Education Coordinating Commission
Public University Capital Construction
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-217-00-00-00000

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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	800,004,405	-	-	800,004,405	-	-	-
108 - Community College Capital Projects	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**800,004,405**	**-**	**-**	**800,004,405**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**800,004,405**	**-**	**-**	**800,004,405**	**-**	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	139.73%	-	-	139.73%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Higher Education Coordinating Commission
Community College Capital Construction
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-218-00-00-00000

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	-	-	37,500,000	-	-	37,500,000	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	**-**	**-**	**37,500,000**	**-**	**-**	**37,500,000**	**-**	**-**	**-**
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			(37,500,000)	-	-	(37,500,000)	-	-	-
Subtotal 2025-27 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Summary of 2025-27 Biennium Budget

Higher Education Coordinating Commission
Community College Capital Construction
2025-27 Biennium

Agency Request Budget
Cross Reference Number: 52500-218-00-00-00000

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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
101 - Modernization Project	-	-	-	-	-	-	-	-	-
102 - Early Learning Professional Grants Funding	-	-	-	-	-	-	-	-	-
103 - Oregon Teacher Scholars Program	-	-	-	-	-	-	-	-	-
104 - Future Ready Oregon ARPA Continuation	-	-	-	-	-	-	-	-	-
105 - Oregon Opportunity Grant Funding	-	-	-	-	-	-	-	-	-
106 - Educator Administrator Scholarships Program	-	-	-	-	-	-	-	-	-
107 - Public University Capital Projects	-	-	-	-	-	-	-	-	-
108 - Community College Capital Projects	-	-	16,000,000	-	-	16,000,000	-	-	-
Subtotal Policy Packages	**-**	**-**	**16,000,000**	**-**	**-**	**16,000,000**	**-**	**-**	**-**
Total 2025-27 Agency Request Budget	**-**	**-**	**16,000,000**	**-**	**-**	**16,000,000**	**-**	**-**	**-**
Percentage Change From 2023-25 Leg Approved Budget	-	-	-57.33%	-	-	-57.33%	-	-	-
Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

Program Prioritization for 2025-27

Agency Name: Higher Education Coordinating Commission

2025-27 Biennium — **Agency Number: 52500**

52500 Agency Rollup

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**																				
52500	1	HECC	Direct Financial Aid to Students	Includes the Oregon Opportunity Grant (OOG), Oregon promise, 600 private awards, public programs, ASPIRE program, assistance completing FAFSA/ORSAA applications, etc.	1,2,5,6,7,8,9,10,11,12,13,14	7	366,389,042.00	75,323,069.00	31,810,179.00	-	3,912.00	-	$ 473,526,202	28	24.26	N	Y				Establish funding for Early Learning Professional Grants, increased funding for OOG, and the Educator Administrator Scholarship Program.
52500	2	HECC	SCC	The Community College Support Fund (CCSF) is the primary vehicle for direct state investment in the operations of Oregon's seventeen community colleges.	1,2,3,4,5,6,9,10,11,12	7	859,298,475.00	-	11,426,523.00	-	-	-	$ 870,724,998			N	Y				
52500	3	HECC	SPU	The Public University Support Fund (PUSF) is the primary vehicle for direct state investment in the operations of Oregon's seven public universities	1,2,3,4,5,6,7,8,9,10,13,14	7	1,068,825,130.00	-	-	-	-	-	$ 1,068,825,130			N	Y				
52500	4	HECC	Workforce Programs	OWI is responsible for implementing both the strategic vision and operational portions of the WIOA state plan (Title IB), as required by federal law. Provides worker training and employment assistance to adults and youth (OYC). Includes technical assistance and subgrants to the Workforce and Talent Development Board (WTDB) and local workforce development boards (WDBs), non-profits, and agencies. Provides funds for state-based AmeriCorps programs. As a state commission, Oregon Volunteers' mission is to strengthen our communities by inspiring Oregonians to actively engage, volunteer, and serve	15	4, 6	29,435,403.00	-	78,749,748.00	-	127,454,003.00	20,536,302.00	$ 256,175,456	40	37.25		**Y**				Future Ready Oregon continutation
52500	5	HECC	Academic Policy Authorization	Academic Policy Authorization is responsible for policy coordination related to Oregon's seven public universities. Oversees transitions, academic program approvals, degree completion initiatives, and university operations. ODA authorizes more than twenty in state degree granting private institutions, and more than forty-five out of state degree granting institutions. PCS licenses and provides technical assistance to 185 private career and trade schools.	1,2,3,4,5,6,7,8,9,10,13,14,15	7	2,796,921.00	-	4,646,042.00	600,000.00	-	-	$ 8,042,963	16	14.34		**Y**				Access to Transcripts, Rural Student Policy, and Private Career school (PCS) compliance
52500	6	HECC	CCWD Programs	Serves Oregon's community colleges and adult basic skills providers. Includes Career and Technical Education (CTE) (including the Carl D. Perkins Vocational and Technical Education Act), Accelerated Learning, Career Pathways, Community College Program Approval, GED ® testing and high school equivalency, English Language Learners, and the Workforce Innovation and Opportunity Act (WIOA) for Adult Education (Title II).	1,2,3,4,5,6,9,10,11,12,15	7	19,594,989.00	-	6,251,129.00	-	14,261,362.00	-	$ 40,107,480	16	15.70		Y				
52500	8	HECC	OHSU	OHSU has four public missions: education, clinical care, research, and statewide outreach.	4,7,8,9,10,13,14	7	146,477,563.00						$ 146,477,563			N	Y				

Program Prioritization for 2025-27

Agency Name: Higher Education Coordinating Commission

2025-27 Biennium — **Agency Number: 52500**

52500 Agency Rollup

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**																				
52500	9	HECC	PUSP	The State Programs category is intended to encompass General Fund support for certain institutes, centers, and programs generally operated by the seven public universities. These efforts address the economic development, resource base, and public service needs of the State of Oregon. Many of these programs have an industry-specific focus and receive additional investments from the private sector as well as other sources.		7	61,752,695.00		4,975,593.00				$ 66,728,288			N	Y				
52500	10	HECC	SWPS	Includes Agriculture Experiment Station, Extension Services and the Forest Research Laboratory.		7	196,559,462.00	60,130,583.00	-	-	-	-	$ 256,690,045			N	Y				
52500	11	HECC	SL	Provides lottery funds to support athletic programs and student scholarships at Oregon's public universities.		7		19,615,949.00					$ 19,615,949			N	Y				
52500	Not ranked	HECC	HECC Operations	Includes Commission, Director's Office, research and data, budget, accounting, human resources, and postsecondary capital finance.	15	4.7	42,737,484.00	-	29,959,436.00	-	3,982,440.00	-	$ 76,679,360	94	90.15	N	Y				Student & Job seeker IT project funding, Future Ready Oregon support
52500	Not ranked	HECC	Capital Construction	The capital construction program includes an opportunity for public universities and community colleges to request funding for capital projects, including state-backed debt. Includes Debt Service and COI.	1,2,3,4,5,6,7,8,9,10,11,12,13,14	7	408,664,306.00	47,162,988.00	827,198,366.00	193,596,819.00	-	3,899,000.00	$ 1,480,521,479					D			University and Community College capital construction requests
							3,202,531,470.00	202,232,589.00	995,017,016.00	194,196,819.00	145,701,717.00	24,435,302.00	4,764,114,913	194	181.70						

7. Primary Purpose Program/Activity Exists

		check:	4764114913
1	Civil Justice		
2	Community Development		
3	Consumer Protection		
4	Administrative Function		
5	Criminal Justice		
6	Economic Development		
7	Education & Skill Development		
8	Emergency Services		
9	Environmental Protection		
10	Public Health		
11	Recreation, Heritage, or Cultural		
12	Social Support		

19. Legal Requirement Code

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

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

Document criteria used to prioritize activities:

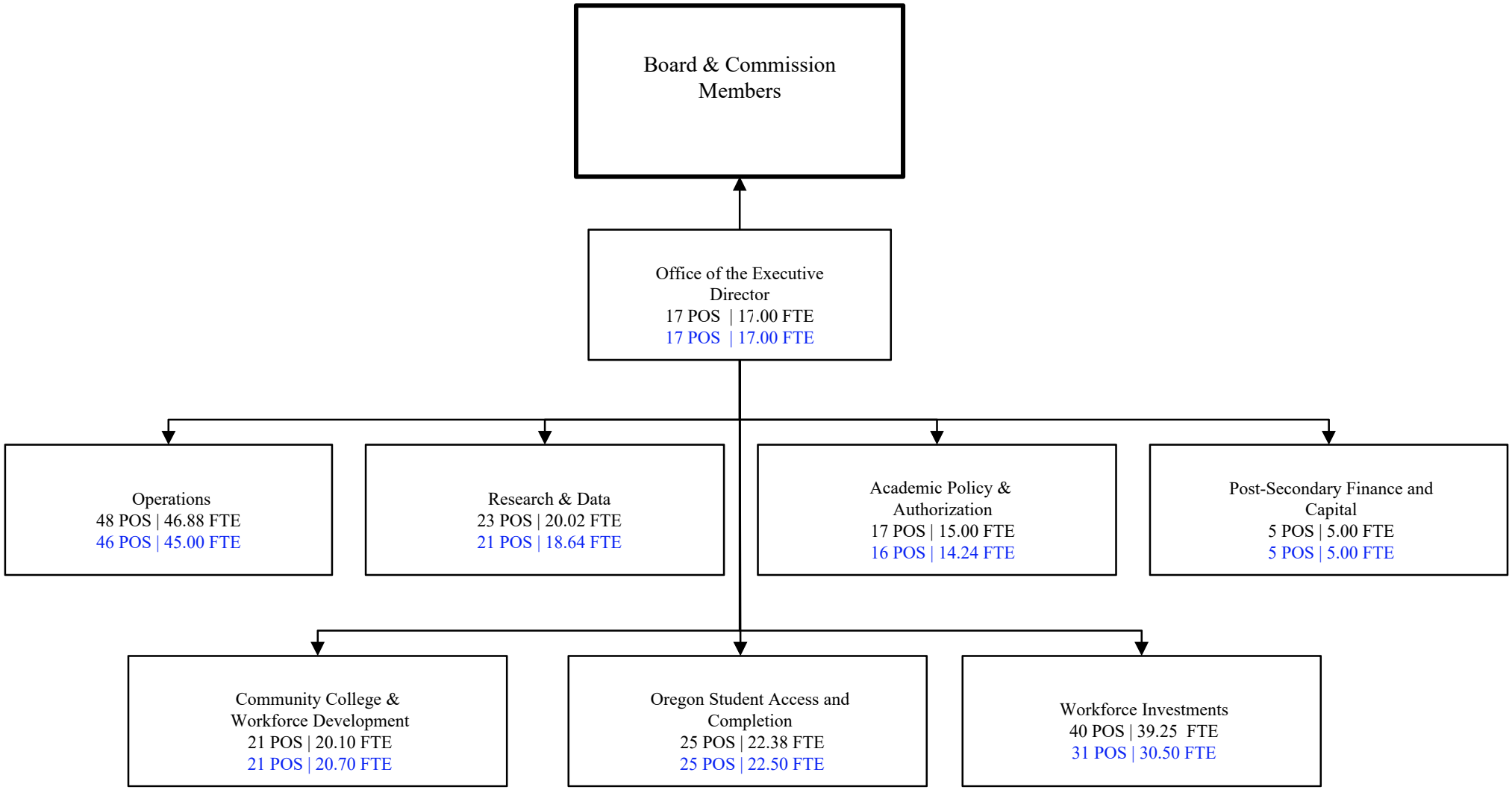
Agency No	52500			
Agency Name	Higher Education Coordinating Commission			
Division Name				

Detail of Reductions to 2025-27 Current Service Level Budget

1	2	3	4	5	6	7	8	10	12	13	14
Priority (ranked most to least preferred)		**Agency**	**SCR or Activity Initials**	**Program Unit/Activity Description**	**GF**	**LF**	**OF**	**FF**	**Pos.**	**FTE**	**Impact of Reduction on Services and Outcomes**
Dept	Prgm/Div										
ALL	ALL	52500	ALL	Remove Special Payment inflation pkg 031	(4,411,261)						Remove standard inflation from special payments, except special payments from SCR 208,209,210,211,or 213, and Oregon Opportunity Grant
All	All	52500	All	Remove FF inflation pkg 031				(5,520,883)			Remove FF Inflation package 031 across the agency
Sports Lottery	Sports Lottery	52500	212	Reduce Special Payment		(3,807,606)					Sports Lottery, reduction to this budget will impact our external partners
Support to CC	Support to CC	52500	208	Reduce Special Payment	(92,900,647)		(3,668,878)				Support to Community Colleges, reduction to this budget will impact our external partners
Support to PU	Support to PU	52500	209	Reduce Special Payment	(125,312,197)						Public University Ops & Student Support, reduction to this budget will impact our external partners
PU State Programs	PU State Programs	52500	210	Reduce Special Payment	(7,243,591)		(1,542,887)				Public University State Programs, reduction to this budget will impact our external partners
Statewide Public Services	Statewide Public Se	52500	211	Reduce Special Payment	(23,056,425)	(11,695,397)					Statewide Public Services, reduction to this budget will impact our external partners
OHSU Programs	OHSU Programs	52500	213	Reduce Special Payment	(17,181,818)						OHSU, reduction to this budget will impact our external partners
ALL	ALL	52500	ALL	Reduce Services and Supplies spending by 3% across the agency	(551,942)						Reduce spending in S&S by 3%; specifically travel, office supplies, & IT expendible property (reduce rate of computer replacement from every 3 years to as needed)
Directors Office	Administration	52500	200	Vacancy Savings	(384,187)						Apply vacancy savings to existing positions in R&D and Operations
OWI	NCRC	52500	206	Eliminate NCRC Program	(697,000)						This puts us out of compliance with ORS 660.343 (Oregon National Career Readiness Certification Program)
OWI	Title 1B	52500	206	Reduce Title 1B Payment				(11,102,919)			This reduction effects special payments to the nine local workforce investment boards that serve unemployed and economically disadvantaged youth and adults through services critical to economic recovery including job search, resume writing, interviewing, essential employability skills, occupational skills training and licensing opportunities.
OWI	Grants and Programs	52500	206	Reduce Grants for Wildfire			(2,000,000)				Reduces grant awards from the Oregon Conservation Corps Fund
DO	Grants and Programs	52500	200	Reduce Porgrams & Initiatives			(2,000,000)				Programs and Initiatives, reduction to this budget will impact our external partners.
DO	Program Initiatives	52500	200	Remove benefits navigator	(5,563,334)						HB2835 requires each institution to have a benefits navigator on staff to assist students in navigating eligibility and applying for state and federal benefits. Removing this funding will result in each institution having to provide their own funding to fill these positions.
					(277,302,402)	**(15,503,003)**	**(9,211,765)**	**(16,623,802)**	**-**	**-**	

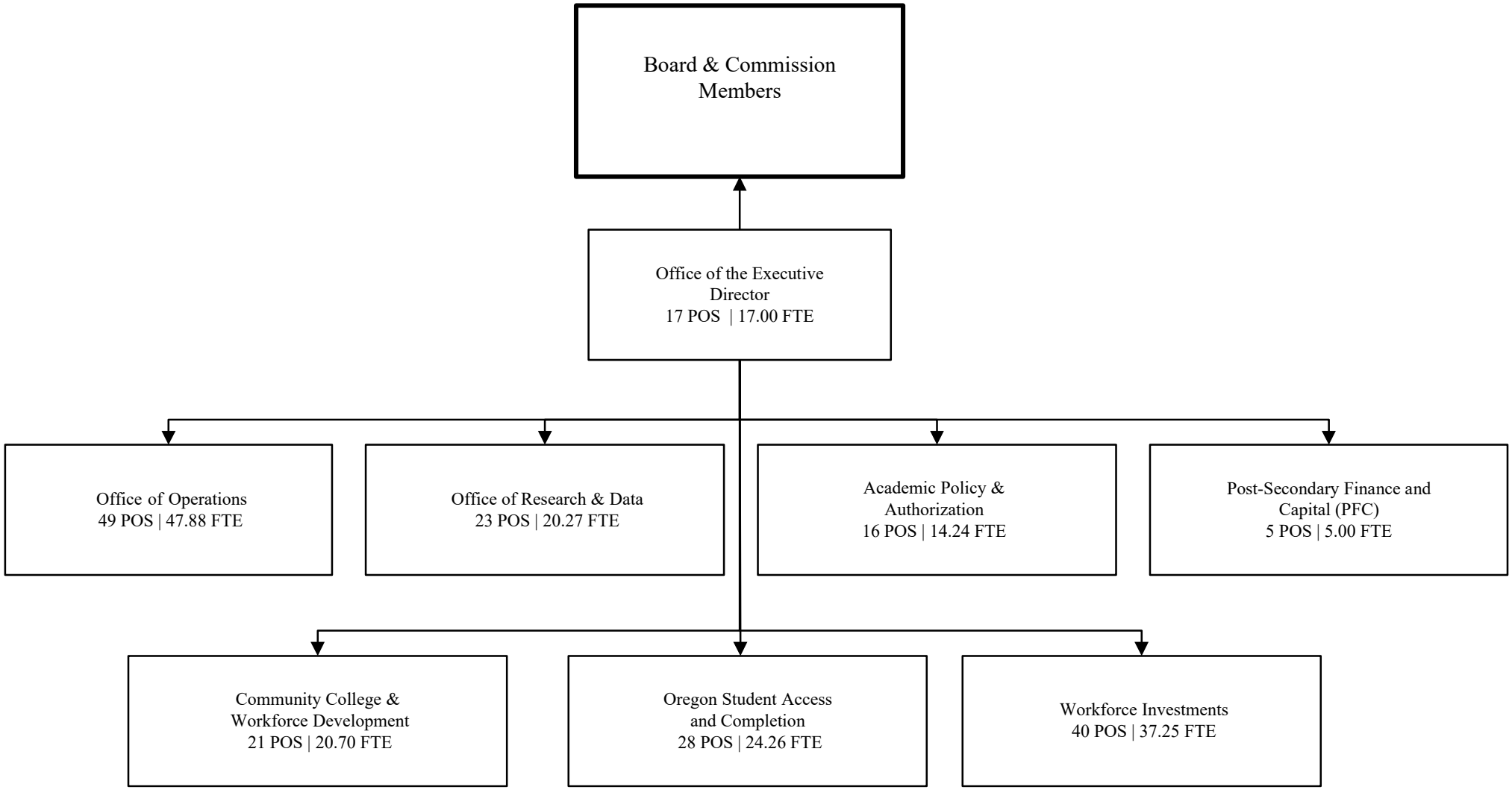
HIGHER EDUCATION COORDINATIONG COMMISSION
Organizational Chart - 23-25 LAB to 25-27 CSL

196 POS 185.63 FTE
182 POS 173.58 FTE



HIGHER EDUCATION COORDINATIONG COMMISSION
Organizational Chart - 25-27 ARB

199 POS 186.60 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*
200-00-00-00000	**Directors Office**						
	General Fund	23,463,000	11,200,441	11,696,743	12,861,927	-	-
	Other Funds	2,908,742	-	-	-	-	-
	Federal Funds	274,010	634,671	664,672	706,581	-	-
	All Funds	26,645,752	11,835,112	12,361,415	13,568,508	-	-
201-00-00-00000	**Central Operations**						
	General Fund	11,786,349	15,864,112	16,666,670	21,817,523	-	-
	Other Funds	691,114	22,840,109	22,883,548	25,193,533	-	-
	Federal Funds	1,358,479	2,418,832	2,555,193	2,814,174	-	-
	All Funds	13,835,942	41,123,053	42,105,411	49,825,230	-	-
202-00-00-00000	**Research and Data**						
	General Fund	2,956,608	4,908,071	5,317,896	5,733,527	-	-
	Other Funds	3,215,937	4,347,524	4,561,792	4,765,903	-	-
	Federal Funds	104,515	403,510	429,256	461,685	-	-
	All Funds	6,277,060	9,659,105	10,308,944	10,961,115	-	-
203-00-00-00000	**Academic Policy and Authorization**						
	General Fund	2,159,659	2,145,261	2,301,603	2,796,921	-	-
	Other Funds	6,765,947	3,477,109	5,175,378	5,246,042	-	-
	All Funds	8,925,606	5,622,370	7,476,981	8,042,963	-	-

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*
204-00-00-00000	**Post-Secondary Finance and Capital**						
	General Fund	1,923,472	2,090,124	2,216,171	2,324,507	-	-
	Other Funds	2,080,620	-	-	-	-	-
	All Funds	4,004,092	2,090,124	2,216,171	2,324,507	-	-
205-00-00-00000	**Community Colleges**						
	General Fund	30,353,988	18,048,357	18,258,639	19,594,989	-	-
	Other Funds	8,806,109	5,361,516	5,561,868	6,251,129	-	-
	Federal Funds	13,363,568	13,227,370	13,344,268	14,261,362	-	-
	All Funds	52,523,665	36,637,243	37,164,775	40,107,480	-	-
206-00-00-00000	**Workforce Investments**						
	General Fund	58,513,605	41,229,027	41,809,279	29,435,403	-	-
	Other Funds	11,787,940	136,288,793	136,523,713	78,749,748	-	-
	Federal Funds	82,540,581	139,404,108	139,845,827	147,990,305	-	-
	All Funds	152,842,126	316,921,928	318,178,819	256,175,456	-	-
207-00-00-00000	**OSAC**						
	General Fund	205,588,628	268,159,648	250,991,524	366,389,042	-	-
	Lottery Funds	27,678,489	84,000,000	101,500,000	75,323,069	-	-
	Other Funds	40,299,885	58,926,391	64,082,449	31,810,179	-	-
	Federal Funds	-	135,254	145,445	3,912	-	-
	All Funds	273,567,002	411,221,293	416,719,418	473,526,202	-	-

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*
208-00-00-00000	**Support to Community Colleges**						
	General Fund	707,395,960	800,306,000	803,535,704	859,298,475	-	-
	Other Funds	11,296,439	10,963,492	10,963,492	11,426,523	-	-
	All Funds	718,692,399	811,269,492	814,499,196	870,724,998	-	-
209-00-00-00000	**Public University Ops & Student Support**						
	General Fund	912,405,668	1,006,164,482	1,006,164,482	1,068,825,130	-	-
	Other Funds	7,500,000	-	-	-	-	-
	All Funds	919,905,668	1,006,164,482	1,006,164,482	1,068,825,130	-	-
210-00-00-00000	**Public University State Programs**						
	General Fund	126,511,915	71,069,331	95,344,627	61,752,695	-	-
	Other Funds	-	4,900,000	4,900,000	4,975,593	-	-
	All Funds	126,511,915	75,969,331	100,244,627	66,728,288	-	-
211-00-00-00000	**Statewide Public Services**						
	General Fund	161,602,380	186,862,022	186,862,022	196,559,462	-	-
	Lottery Funds	49,418,728	56,406,064	36,406,064	60,130,583	-	-
	All Funds	211,021,108	243,268,086	223,268,086	256,690,045	-	-
212-00-00-00000	**Sports Lottery**						
	Lottery Funds	16,514,607	18,329,943	18,329,943	19,615,949	-	-

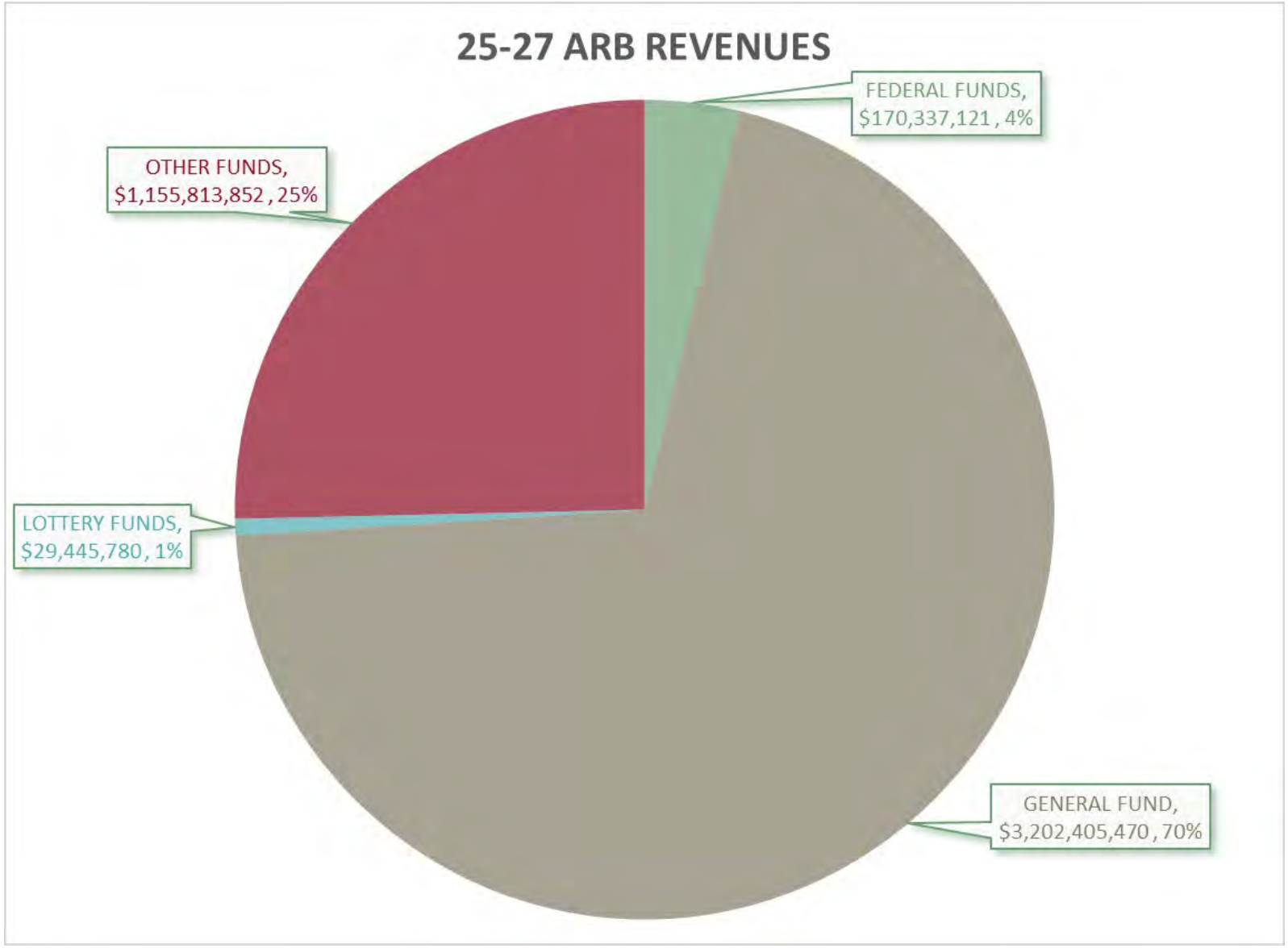
Summary Cross Reference Number	*Cross Reference Description*	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Leg Approved Budget*	*2025-27 Agency Request Budget*	*2025-27 Governor's Budget*	*2025-27 Leg. Adopted Budget*
213-00-00-00000	**OHSU Programs**						
	General Fund	128,979,478	140,792,377	140,792,377	146,477,563	-	-
214-00-00-00000	**Public University Debt Service**						
	General Fund	217,978,162	277,028,252	261,957,352	335,278,629	-	-
	Lottery Funds	32,285,637	32,960,086	32,960,086	35,479,189	-	-
	Other Funds	159,091,164	202,529,558	217,715,658	201,303,612	-	-
	Federal Funds	4,008,152	4,008,153	4,008,153	3,899,000	-	-
	All Funds	413,363,115	516,526,049	516,641,249	575,960,430	-	-
215-00-00-00000	**Community College Debt Service**						
	General Fund	34,435,435	39,658,732	35,597,167	49,814,552	-	-
	Lottery Funds	11,833,541	11,821,800	11,821,800	11,683,799	-	-
	Other Funds	530,575	1,055,000	5,116,585	170,000	-	-
	All Funds	46,799,551	52,535,532	52,535,552	61,668,351	-	-
216-00-00-00000	**OHSU Debt Service**						
	General Fund	23,570,250	23,575,130	23,575,130	23,571,125	-	-
	Other Funds	34,115,596	10,770,580	10,770,580	3,317,168	-	-
	All Funds	57,685,846	34,345,710	34,345,710	26,888,293	-	-
217-00-00-00000	**Public University Capital Construction**						
	Other Funds	455,905,100	327,713,551	333,713,551	800,004,405	-	-

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*
218-00-00-00000	**Community College Capital Construction**						
	Other Funds	56,496,994	37,500,000	37,500,000	16,000,000	-	-
TOTAL AGENCY							
	General Fund	2,649,624,557	2,909,101,367	2,903,087,386	3,202,531,470	-	-
	Lottery Funds	137,731,002	203,517,893	201,017,893	202,232,589	-	-
	Other Funds	801,492,162	826,673,623	859,468,614	1,189,213,835	-	-
	Federal Funds	101,649,305	160,231,898	160,992,814	170,137,019	-	-
	All Funds	3,690,497,026	4,099,524,781	4,124,566,707	4,764,114,913	-	-

Revenues

REVENUES: REVENUE FORECAST NARRATIVE

2025 - 27 Agency Request Budget



REVENUES: REVENUE FORECAST NARRATIVE

REVENUE SUMMARY

Thirty percent of the 2025-27 Education Coordinating Commision's requested budget (ARB) is funded through the combination of Federal Funds, Other Funds, and Lottery Funds. More detailed information of the programs funded by these sources is included in the Program narratives.

Lottery Funds ($29,445,780)

Transferred in from DAS, lottery funds are used by Oregon Student Access & Completion for the Oregon Opportunity Grant, and by Post-Secondary Finance & Capital for Extension Service, Sports Action Lottery, and Institution Debt Service.

Federal Funds: ($170,337,121)

While there are some small sections of Federal Funding that allows for administrative, and other miscellaneous expenditures across the agency, the majority of Federal Funding touches Community Colleges & Workforce, Workforce Investments, and Post Secondary Finance & Capital. Major sources of Federal Fund revenues come from U.S. Department of Labor and U.S. Department of Education.

- **Community Colleges and Workforce Development (CCDW):**
  The Adult Education and Family Literacy Act (AEFLA), Title II of the Workforce Innovation and Opportunity Act (WIOA) is used to support developmental education for adults. This program is funded by the U.S. Department of Education, and requires us to provide Maintenance of Effort (MOE). MOE percentage is based off of the NRS table, previously reported at 78%, and is paid in a combination of General Fund and Other Funds, specifically Timber Tax amounts.

- **Office of Workforce Investments (OWI):**
  OWI is responsible for Title I of the Workforce Innovation and Opportunity Act (WIOA) that funds employment and training programs for adults, dislocated workers, youths, and other workforce programs. This program is funded by the U.S. Department of Labor.

- **Post-Secondary Finance & Capital (PFC):**

  Public University Debt Service is partially funded by $4 million in build America bonds.

Other Funds (Total estimated: $1,155,813,852)

Other Funds touch HECC Programs, Community Colleges & Workforce, Workforce Investments, Oregon Student Access & Completion, Academic Policy and Authorization, and Post-Secondary Finance & Capital. Major sources of Other Funds revenues come from donations, grants, taxes, fees, and transfers from other state agencies.

REVENUES: REVENUE FORECAST NARRATIVE

- **Community Colleges and Workforce Development (CCDW):**
  CCWD runs the High School Equivalency Program to provide the GED® Test to adults without a high school credential. ORS 326.550 allows the State Board of Education to establish a nonrefundable application fee to cover the costs of administering the progam. The GED Testing fees are $38 per student for GED®, with HECC receiving $8 of each testing fee to provide services related to the GED® test to Oregon educators, including access to GED Manager ™ (the web portal designed to help educators & test administrators manage their programs), fielding questions, and professional development services to educators at the Oregon GED® testing sites and in the Oregon GED® test preparation centers.

  Carl Perkins and Technical Education Act Funds are to more fully develop the academic, career, and tehcnical skills of high school and community college students who enroll in career and technical education programs. The Oregon Department of Education receives the funds from the U.S. Department of Education and then passes a portion to CCWD.

- **Office of Workforce Investment (OWI):**
  Funded by administrative fees, OWI staffs and supports the Oregon Volunteers Commision, supporting statewide service and volunteer efforts, and providing funds for the state-based AmeriCorps program.

  OWI supports the Oregon Youth Conservation Corps to establish and maintain an education and environment program for disadvantaged and at-risk youth. A significant share of the funding for this program comes from Amusement Device Taxes (ADT), Oregon State Marine Board grants and partner agencies.

  OWI supports the Oregon Conservation Corp that was established in 2021 with SB 762 to help with wildfire migration. This is intended to be funded with solicited donations.

  OWI handles the Workforce Ready grants that are funded by ARPA funds granted in 2022 by SB 1545.

- **Oregon Student Access and Completion (OSAC):**
  OSAC adminsters more than 600 individual privately funded programs to help make college more affordable for Oregon Students. Funding of nearly $18 million was contributed by private donors in 2021-23.

- **The Office of Academic Policy and Authorization (APA):**
  Funded by licenses and fees (School Applications/Teacher Registrations/Transcript Requests/ SARA). APA serves 104 institutions through degree authorization and 214 private career schools.

- **Post-Secondary Finance & Capital (PFC):**
  The debt service program includes revenue generated by self-supporting programs such as gifts, grants, or building fees.PFC also receives timber tax revenue from DOR that is distributed to Community Colleges.

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-000-00-00-00000**

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	364,554	-	-	-	-	-
Transfer In - Intrafund	348,585	-	-	-	-	-
Transfer In Lottery Proceeds	823,313	-	-	-	-	-
Tsfr From Administrative Svcs	143,577,482	193,022,143	212,359,377	202,232,589	-	-
Transfer Out Lottery Proceeds	(823,313)	-	-	-	-	-
Total Lottery Funds	**$144,290,621**	**$193,022,143**	**$212,359,377**	**$202,232,589**	**-**	**-**
Other Funds						
Business Lic and Fees	1,387,569	-	-	-	-	-
Non-business Lic. and Fees	-	506,457	506,457	507,375	-	-
Charges for Services	12,264,009	3,004,399	3,004,399	3,035,015	-	-
Admin and Service Charges	2,146,633	1,247,899	1,247,899	1,249,361	-	-
General Fund Obligation Bonds	518,721,197	370,213,551	391,399,651	693,104,909	-	-
Dedicated Fund Oblig Bonds	-	-	-	138,670,000	-	-
Interest Income	16,189,593	82,512	82,512	82,512	-	-
Sales Income	26,624,794	-	-	-	-	-
Donations	18,625,942	16,367,388	16,367,388	17,786,663	-	-
Grants (Non-Fed)	-	1,322,820	1,322,820	1,322,820	-	-
Loan Repayments	2,704,729	-	-	-	-	-
Other Revenues	1,017,420	75,061,731	80,176,622	21,427,726	-	-
Transfer In - Intrafund	79,643	124,985,767	124,985,767	12,907,021	-	-
Transfer In Other	-	11,062,366	11,062,366	11,556,832	-	-
Transfer from General Fund	22,900,000	14,900,000	14,900,000	13,644,243	-	-
Tsfr From Human Svcs, Dept of	2,477,627	2,846,298	2,846,298	2,928,382	-	-
Tsfr From Administrative Svcs	154,003,695	7,328,750	7,328,750	-	-	-

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

Higher Education Coordinating Commission **Agency Number: 52500**

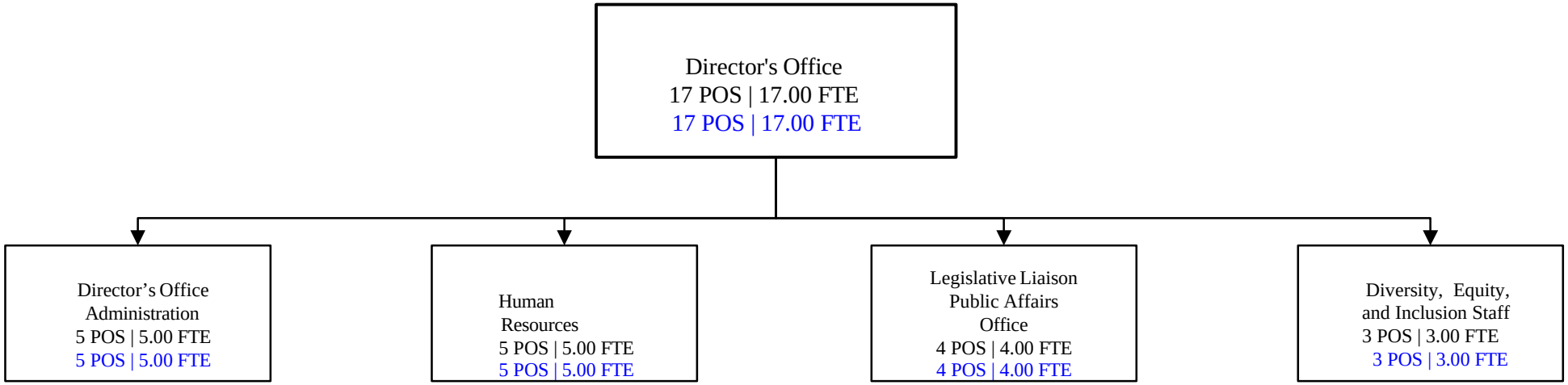
2025-27 Biennium **Cross Reference Number: 52500-000-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Tsfr From Revenue, Dept of	2,787,053	2,196,243	2,196,243	2,092,654	-	-
Tsfr From Treasury, Or State	290,911	-	-	-	-	-
Tsfr From Corrections, Dept of	700,279	-	-	-	-	-
Tsfr From Education, Dept of	22,059,520	6,293,247	12,393,247	16,039,764	-	-
Transfer Out - Intrafund	(79,643)	(124,985,767)	(124,985,767)	(12,907,021)	-	-
Tsfr To Administrative Svcs	(55,538)	-	-	-	-	-
Tsfr To Corrections, Dept of	(5,108)	-	-	-	-	-
Total Other Funds	**$804,840,325**	**$512,433,661**	**$544,834,652**	**$923,448,256**	**-**	**-**
Federal Funds						
Federal Funds	90,396,839	135,957,789	136,718,705	145,901,819	-	-
Tsfr To Governor, Office of the	-	(270,000)	(270,000)	(200,000)	-	-
Total Federal Funds	**$90,396,839**	**$135,687,789**	**$136,448,705**	**$145,701,819**	**-**	**-**
Nonlimited Other Funds						
Business Lic and Fees	196,590	-	-	-	-	-
General Fund Obligation Bonds	-	191,199,890	191,199,890	190,279,651	-	-
Interest Income	72,521,071	-	-	-	-	-
Loan Repayments	82,052,833	-	-	-	-	-
Other Revenues	7,716	3,647,830	4,041,830	3,917,168	-	-
Tsfr From Administrative Svcs	117,882	-	-	-	-	-
Total Nonlimited Other Funds	**$154,896,092**	**$194,847,720**	**$195,241,720**	**$194,196,819**	**-**	**-**
Nonlimited Federal Funds						
Federal Funds	14,421,071	24,544,455	24,544,455	24,435,302	-	-
Total Nonlimited Federal Funds	**$14,421,071**	**$24,544,455**	**$24,544,455**	**$24,435,302**	**-**	**-**

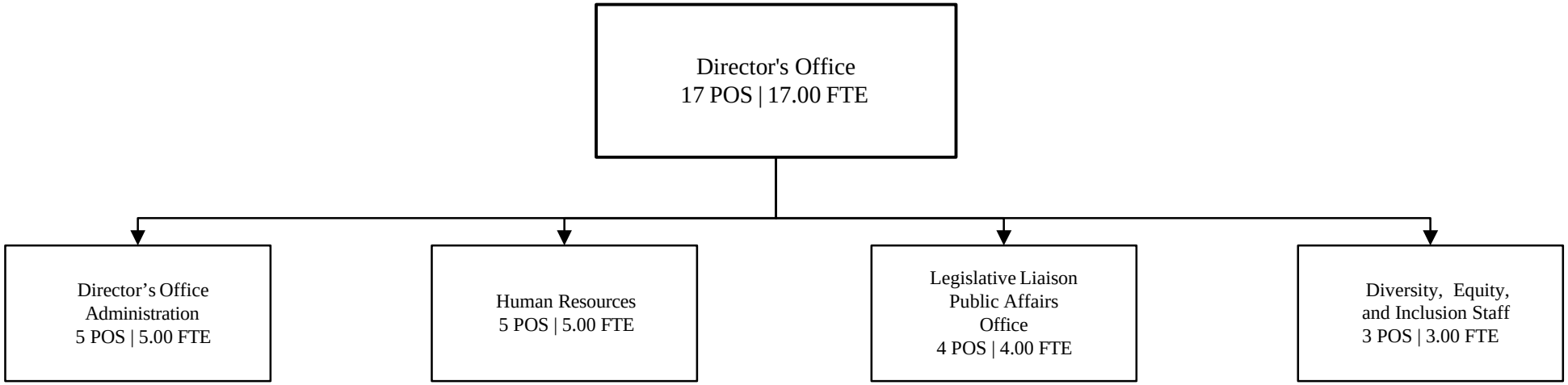
Program Units

Director’s Office

HIGHER EDUCATION COORDINATIONG COMMISSION
OFFICE OF THE EXECUTIVE DIRECTOR
Organizational Chart - 23-25 LAB to 25-27 CSL



HIGHER EDUCATION COORDINATIONG COMMISSION
OFFICE OF THE EXECUTIVE DIRECTOR
Organizational Chart - 25-27 ARB



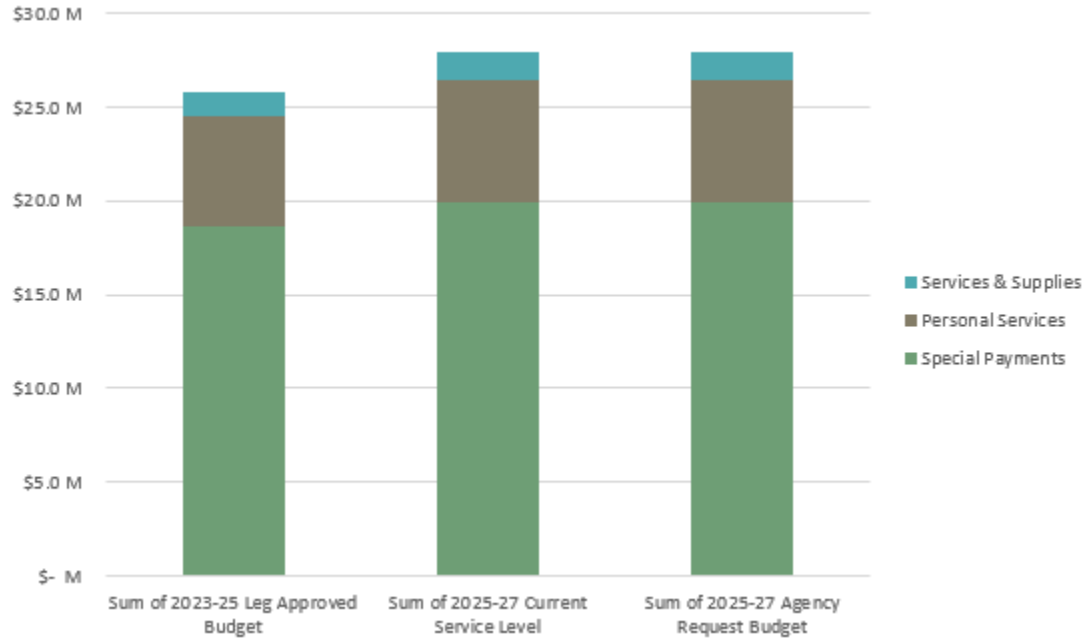
DIRECTORS OFFICE

The Office of the Executive Director provides leadership and direction to all Higher Education Coordinating Commission offices, and includes the following functions: legislative affairs, diversity equity and inclusion (DEI) coordination and initiatives, human resources, internal audits, policy development and leadership, communications and other supports to the agency.

The programs are highlighted below, however for the detailed program narrative, please refer to the SCR section noted below in the budget binder.

Funding Request

For 25-27, Directors Office is requesting CSL.



Executive Director

The role of the Executive Director is to design, develop and implement strategic plans for the organization in a manner that is both cost and time-efficient. The Executive Director is also responsible for the day-to-day operation of the organization, which includes managing committees and staff as well as developing business plans in collaboration with the Commission. The Executive Director is accountable to the Chair of the Commission and reports to the Commission members on a regular basis. The Commission provides guidance, but delegates the management of the agency to the Executive Director. The Executive Director leads the organization and develops its organizational culture.

DIRECTORS OFFICE

Higher Education Board of Commissioners

The State of Oregon's Higher Education Coordinating Commission (HECC) is the primary state entity responsible for ensuring pathways to postsecondary education success for Oregonians statewide, and serves as a convener of the groups and institutions working across the public and private higher education arena.

Established in 2011 and vested with its current authorities in 2013, the Higher Education Coordinating Commission is a 15-member volunteer commission appointed by the Oregon Governor and confirmed by the State Senate. The Commission develops and implements policies and programs to ensure that Oregon's network of colleges, universities, workforce development initiatives and pre-college outreach programs are well coordinated to foster student and jobseeker success. It also advises the Oregon Legislature and the Governor on policy and funding to meet state postsecondary goals.

Human Resources

Human Resources (HR) provides employee services including compliance with labor law and employment standards, administration of employee benefits, recruitment and retention, training and development, performance management, and discipline.

Legislative Liaison

The Legislative Liaison provides coordination and guidance of legislative activities and regularly work with the Governor's Office and the Legislature to help shape and implement policy and law.

Public Affairs Officer

The Public Affairs Officer (PAO) is responsible for developing a working relationship with reporters and other media representatives, maintaining a robust community relations program, keeping contact with other government agencies, and keeping internal and external publics informed on issues that may affect them. HECC's PAO partners with other agencies prior to contacting and releasing information to the media including releases and public statements involving local, regional and national news.

Diversity, Equity and Inclusion

The Diversity, Equity and Inclusion team is responsible for coordinating and guiding all efforts to define, understand, assess, foster and cultivate diversity. It also develops and oversees programs, services, and initiatives designed to enhance the recruitment and successful retention of staff from diverse and underrepresented population groups. This team serves as liaison and develops partnerships within the community to promote diversity as an essential element of the mission of HECC.

Internal Auditor

The internal audit function is 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, and provides management with analyses and recommendations.

DIRECTORS OFFICE
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2025 - 2027 biennium. The total of all current service level packages are represented below and detailed under each essential package category.

General Fund $484,255
Other Funds $0
Lottery Funds $0
Federal Funds $8,841
Total Funds $493,096

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund $16,091
Other Funds $0
Lottery Funds $0
Federal Funds ($18,159)
Total Funds ($2,068)

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

DIRECTORS OFFICE
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.
There are no phase outs for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$332,727
Other Funds	$27,000
Lottery Funds	$0
Federal Funds	$0
Total Funds	$359,727

DIRECTORS OFFICE
ESSENTIAL PACKAGES

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund	$135,437
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$135,437

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs. There are no funds shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

DIRECTORS OFFICE
ESSENTIAL PACKAGES

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no technical adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Directors Office**

Pkg: 010 -Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-200-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	16,091						16,091
Federal Funds				(18,160)			(18,160)
Total Revenues	**$16,091**			**($18,160)**			**($2,069)**
Personal Services							
Temporary Appointments	164						164
Overtime Payments	4						4
All Other Differential	604						604
Public Employees' Retire Cont	128						128
Pension Obligation Bond	(2,563)			(1,819)			(4,382)
Social Security Taxes	59						59
Paid Family Medical Leave Insurance	2						2
Mass Transit Tax	4,701						4,701
Vacancy Savings	12,992			(16,340)			(3,348)
Total Personal Services	**$16,091**			**($18,159)**			**($2,068)**
Total Expenditures							
Total Expenditures	16,091			(18,159)			(2,068)
Total Expenditures	**$16,091**			**($18,159)**			**($2,068)**
Ending Balance							
Ending Balance				(1)			(1)
Total Ending Balance				**($1)**			**($1)**

*ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT **SUMMARY***

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Directors Office
Cross Reference Number: 52500-200-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	332,727						332,727
Federal Funds				27,001			27,001
Total Revenues	**$332,727**			**$27,001**			**$359,728**
Services & Supplies							
Instate Travel	1,060			17			1,077
Out of State Travel	909						909
Employee Training	2,421			87			2,508
Office Expenses	1,762			50			1,812
Telecommunications	1,550			38			1,588
State Gov. Service Charges	80,649			18,536			99,185
Data Processing	429			16			445
Publicity and Publications	350			12			362
Professional Services	1,965			8,024			9,989
IT Professional Services	6,119						6,119
Attorney General	2,337						2,337
Employee Recruitment and Develop	328			10			338
Dues and Subscriptions	6,968			12			6,980
Facilities Rental and Taxes	3,263			126			3,389
Agency Program Related S and S	24						24
Other Services and Supplies	862			12			874
Expendable Prop 250 - 5000	2,342			60			2,402

*ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT **SUMMARY***

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Directors Office
Cross Reference Number: 52500-200-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	606						606
Total Services & Supplies	**$113,944**			**$27,000**			**$140,944**
Special Payments							
Other Special Payments	218,783						218,783
Total Special Payments	**$218,783**						**$218,783**
Total Expenditures							
Total Expenditures	332,727			27,000			359,727
Total Expenditures	**$332,727**			**$27,000**			**$359,727**
Ending Balance							
Ending Balance				1			
Total Ending Balance				**$1**			**$1**

*ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT **SUMMARY***

Higher Education Coordinating Commission
Pkg: 032 -Above Standard Inflation

Cross Reference Name: Directors Office
Cross Reference Number: 52500-200-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	135,437						135,437
Total Revenues	**$135,437**						**$135,437**
Special Payments							
Other Special Payments	135,437						135,437
Total Special Payments	**$135,437**						**$135,437**
Total Expenditures							
Total Expenditures	135,437						135,437
Total Expenditures	**$135,437**						**$135,437**
Ending Balance							
Ending Balance							
Total Ending Balance							

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-200-00-00-00000**

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	353,598	-	-	-	-	-
Other Revenues	4,587	-	-	-	-	-
Transfer from General Fund	12,900,000	-	-	-	-	-
Tsfr From Education, Dept of	964,543	-	-	-	-	-
Transfer Out - Intrafund	-	(12,900,000)	(12,900,000)	(12,900,000)	-	-
Total Other Funds	**$14,222,728**	**($12,900,000)**	**($12,900,000)**	**($12,900,000)**	**-**	**-**
Federal Funds						
Federal Funds	274,012	634,671	664,672	706,581	-	-
Total Federal Funds	**$274,012**	**$634,671**	**$664,672**	**$706,581**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

POS116 - Net Package Fiscal Impact Report

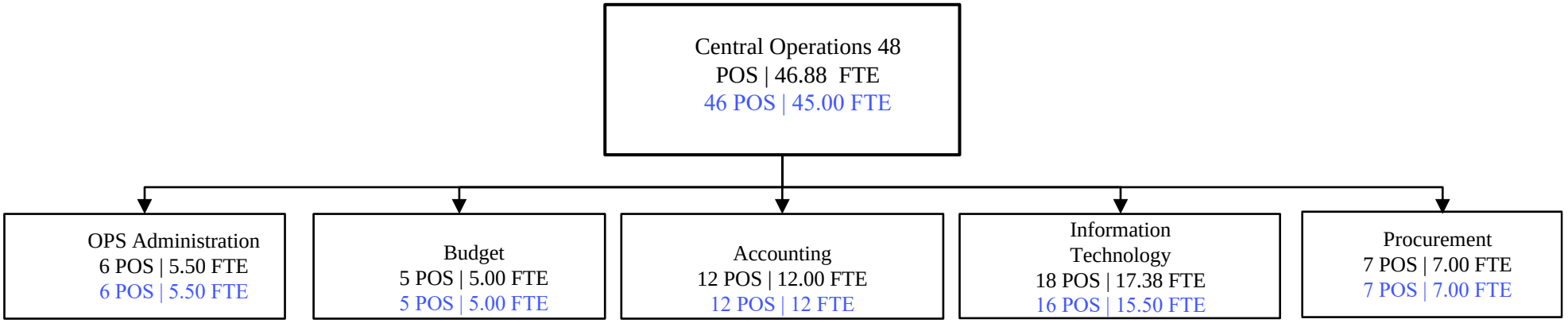
2025-27 Biennium

Agency Request Budget

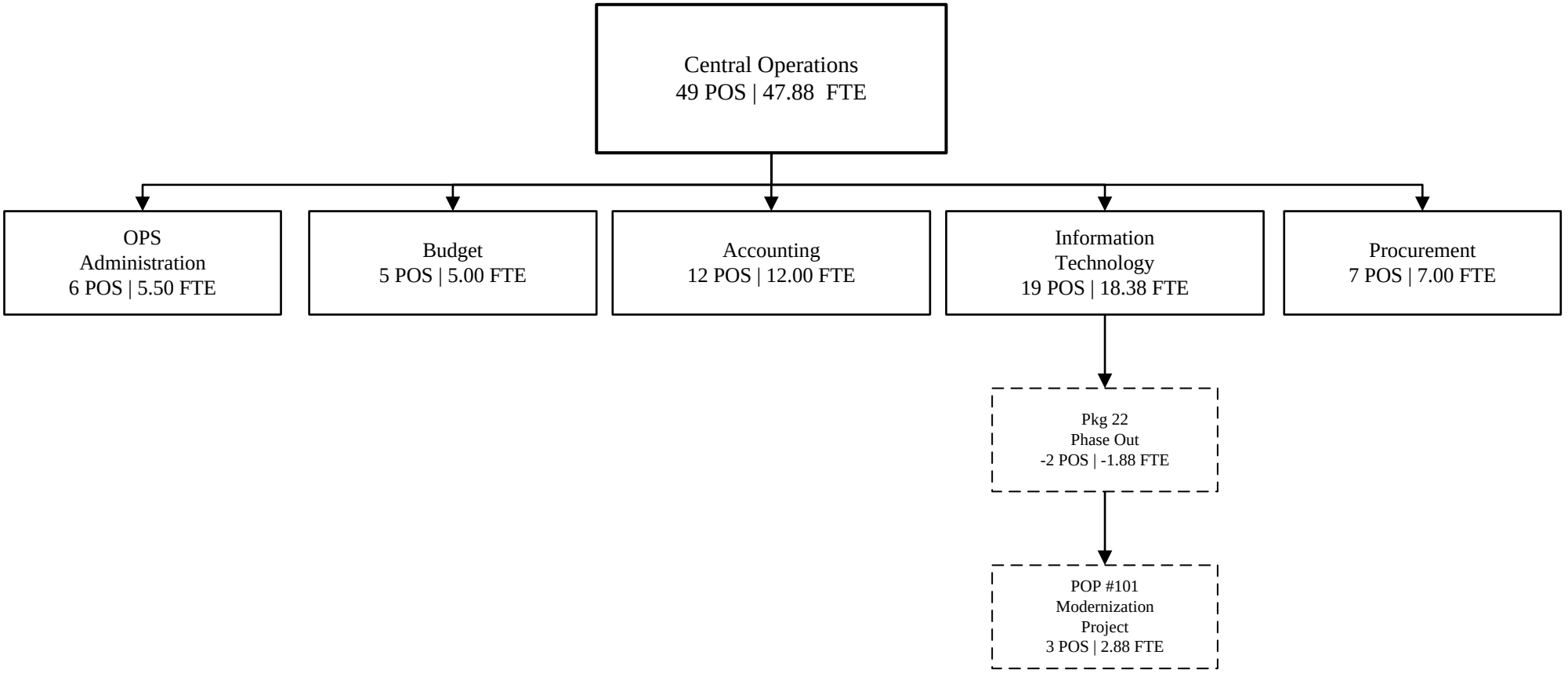
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: ARB														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Central Operations

HIGHER EDUCATION COORDINATIONG COMMISSION
OFFICE OF OPERATIONS 23-25 LAB and 25-27 CSL



HIGHER EDUCATION COORDINATIONG COMMISSION
OFFICE OF OPERATIONS 25-27 ARB



CENTRAL OPERATIONS

The Office of Operations provides centralized business services and support to the Higher Education Coordinating Commission (HECC). The Office of Operations include Information Technology, Contracts and Procurement, Fiscal Services, Project Management, and Facilities Management services.

Funding Request for 25-27

The funding request for Central Operations is above CSL due to our policy option package 101. This package will allow Operations to complete the IT Modernization Project and position Operations for success moving forward. The need for the positions in this package became evident during the hold process for the Modernization Project.



Information Technology

The Information and Technology unit is responsible for maintaining and implementing computer, audio-visual equipment, and phone system technology and projects. It includes help desk, application development and support, network maintenance, and support for portable devices. Most of the systems that the department supports are used for reporting, grant and fiscal management, and financial aid application and management.

CENTRAL OPERATIONS

Contracts and Procurement

Contracts and Procurement prepares, issues, and awards contracts and grants to qualified vendors and grantees and oversees purchasing practices. It also trains program staff to ensure that grant-making and reporting practices adhere to all federal and state laws and regulations.

Fiscal and Budget Management

Fiscal Services is responsible for the department's budget development and administration, financial reporting, accounts receivable, accounts payable, bond management, and employee payroll. This unit oversees a complex budget worth over $3 billion that includes one of the state's largest capital construction portfolios.

Facilities

Facilities oversees building reception, furniture leasing, maintenance, security, safety, and access issues for HECC.

Important background information for decision makers:

The costs of delivering the operations functions of the department are almost exclusively staffing related.. There is very little programmatic funding. If staff are lost due to budget reductions, shared services cannot continue the same level of support to postsecondary education, student access and completion, academic policy and authorization, and workforce and training programs in the agency. The exception to this in 25-27 is the IT Modernization Project which accounts for the increase in our ARB.

CENTRAL OPERATIONS
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2025 - 2027 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$613,356
Other Funds	$1,284,934
Lottery Funds	$0
Federal Funds	$28,271
Total Funds	$1,926,561

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund	$212,086
Other Funds	$(6,797)
Lottery Funds	$0
Federal Funds	$(36,547)
Total Funds	$168,742

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

CENTRAL OPERATIONS
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

There are no phase-ins for this program.

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 8.8 percent
- Facilities rent by the standard 4.2 percent or adjusted to the Self Support rent rates of 5.2 percent
- Attorney General costs by the allowable 19.43 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 8.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 19.43 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$401,270
Other Funds	$942,244
Lottery Funds	$0
Federal Funds	$64,818
Total Funds	$1,408,332

CENTRAL OPERATIONS
ESSENTIAL PACKAGES

Package 032: Above Standard Inflation

General Fund	$0
Other Funds	$349,487
Lottery Funds	$0
Federal Funds	$0
Total Funds	$349,487

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no fund shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no technical adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-201-00-00-00000**

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							
General Fund Appropriation	212,086	-	-	-	-	-	212,086
Federal Revenues	-	-	-	-	-	-	-
Other Revenues	-	-	(6,797)	-	-	-	(6,797)
Federal Funds	-	-	-	(36,547)	-	-	(36,547)
Total Revenues	**$212,086**	**-**	**($6,797)**	**($36,547)**	**-**	**-**	**$168,742**
Personal Services							
Temporary Appointments	1,524	-	-	-	-	-	1,524
Overtime Payments	48	-	-	-	-	-	48
All Other Differential	449	-	-	-	-	-	449
Public Employees' Retire Cont	104	-	-	-	-	-	104
Pension Obligation Bond	31,156	-	(4,330)	(1,809)	-	-	25,017
Social Security Taxes	155	-	-	-	-	-	155
Paid Family Medical Leave Insurance	2	-	-	-	-	-	2
Mass Transit Tax	10,632	-	(2,467)	-	-	-	8,165
Vacancy Savings	168,016	-	-	(34,738)	-	-	133,278
Total Personal Services	**$212,086**	**-**	**($6,797)**	**($36,547)**	**-**	**-**	**$168,742**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-201-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Out of State Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Publicity and Publications	-	-	-	-	-	-	-
Employee Recruitment and Develop	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Facilities Rental and Taxes	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	212,086	-	(6,797)	(36,547)	-	-	168,742
Total Expenditures	**$212,086**	**-**	**($6,797)**	**($36,547)**	**-**	**-**	**$168,742**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-201-00-00-00000**

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							
General Fund Appropriation	401,270	-	-	-	-	-	401,270
Other Revenues	-	-	942,244	-	-	-	942,244
Federal Funds	-	-	-	64,818	-	-	64,818
Total Revenues	**$401,270**	**-**	**$942,244**	**$64,818**	**-**	**-**	**$1,408,332**
Services & Supplies							
Instate Travel	2,072	-	-	2,226	-	-	4,298
Out of State Travel	112	-	-	2,551	-	-	2,663
Employee Training	3,552	-	-	1,036	-	-	4,588
Office Expenses	3,218	-	-	2,813	-	-	6,031
Telecommunications	2,448	-	-	1,531	-	-	3,979
State Gov. Service Charges	222,531	-	10,391	41,931	-	-	274,853
Data Processing	620	-	-	64	-	-	684
Publicity and Publications	484	-	-	565	-	-	1,049
Professional Services	78,913	-	-	-	-	-	78,913
IT Professional Services	20,992	-	-	-	-	-	20,992
Attorney General	10,615	-	-	-	-	-	10,615
Employee Recruitment and Develop	418	-	-	20	-	-	438
Dues and Subscriptions	6,740	-	-	-	-	-	6,740
Facilities Rental and Taxes	25,743	-	-	8,272	-	-	34,015

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-201-00-00-00000**

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	66	-	-	155	-	-	221
Other COP Costs	-	-	3,990	-	-	-	3,990
Other Services and Supplies	18,761	-	-	2,784	-	-	21,545
Expendable Prop 250 - 5000	2,983	-	-	-	-	-	2,983
IT Expendable Property	1,002	-	-	870	-	-	1,872
Total Services & Supplies	**$401,270**	**-**	**$14,381**	**$64,818**	**-**	**-**	**$480,469**
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Data Processing Software	-	-	363,307	-	-	-	363,307
Total Capital Outlay	**-**	**-**	**$363,307**	**-**	**-**	**-**	**$363,307**
Special Payments							
Other Special Payments	-	-	564,556	-	-	-	564,556
Total Special Payments	**-**	**-**	**$564,556**	**-**	**-**	**-**	**$564,556**
Total Expenditures							
Total Expenditures	401,270	-	942,244	64,818	-	-	1,408,332
Total Expenditures	**$401,270**	**-**	**$942,244**	**$64,818**	**-**	**-**	**$1,408,332**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 032 - Above Standard Inflation **Cross Reference Number: 52500-201-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Other Revenues	-	-	349,487	-	-	-	349,487
Total Revenues	**-**	**-**	**$349,487**	**-**	**-**	**-**	**$349,487**
Special Payments							
Other Special Payments	-	-	349,487	-	-	-	349,487
Total Special Payments	**-**	**-**	**$349,487**	**-**	**-**	**-**	**$349,487**
Total Expenditures							
Total Expenditures	-	-	349,487	-	-	-	349,487
Total Expenditures	**-**	**-**	**$349,487**	**-**	**-**	**-**	**$349,487**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 070 - Revenue Shortfalls **Cross Reference Number: 52500-201-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
General Fund Obligation Bonds	-	-	(5,000,000)	-	-	-	(5,000,000)
Other Revenues	-	-	(4,013,464)	-	-	-	(4,013,464)
Total Revenues	**-**	**-**	**($9,013,464)**	**-**	**-**	**-**	**($9,013,464)**
Capital Outlay							
Data Processing Software	-	-	(9,013,464)	-	-	-	(9,013,464)
Total Capital Outlay	**-**	**-**	**($9,013,464)**	**-**	**-**	**-**	**($9,013,464)**
Debt Service							
Principal - Bonds	-	-	-	-	-	-	-
Interest - Bonds	-	-	-	-	-	-	-
Total Debt Service	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(9,013,464)	-	-	-	(9,013,464)
Total Expenditures	**-**	**-**	**($9,013,464)**	**-**	**-**	**-**	**($9,013,464)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Operations (OPS)

Policy Option Package 101 – Modernization Project (LEARN System)

Purpose: To complete the HECC Information Technology Modernization project, the Lifelong Educational Advancement Resource Network (LEARN) System. This phase includes completing the replacement of HECC's Financial Aid Management Information System (FAMIS); the outdated legacy system operated by the HECC's Office of Academic Policy and Authorization (PCSVets); and the agency's federally required Eligible Trainer Provider List (ETPL). Completing the intended scope of the project will enable the HECC to use one IT platform (LEARN), to store its data and meet the agency's needs for these three Offices. In addition, HECC intends to plan the incorporation of an agency-wide grant management system into the LEARN System that will greatly increase our customer service across all programs, customers and institutions.

Justification: In 2023-2025, the HECC was authorized to begin a modernization project to replace three legacy systems as part of this project. The HECC, for various reasons detailed below, will not be able to fully replace the systems in 2023-2025. The HECC is asking for additional funding to be able to finish that modernization work and to plan and design a grant management system to serve all HECC Offices.

In collaboration with DAS Procurement and Oregon's Enterprise Information System (EIS), HECC has worked with a project management firm, a quality assurance firm, and negotiated a contract with a System Implementation vendor to enter into a two-phase contract. Stage Gate Three approval was withheld and the start of the first phase was put on hold at the direction of EIS from May 23 through October 24, 2023. As a result, EIS and HECC spent six months in an extended planning phase prior to HECC receiving its Stage Gate Three endorsement for Phase 1. During the hold period, HECC and EIS addressed concerns including organizational change management, contract scope and responsibilities, budget transparency, data governance, staff resource availability, and other critical aspects of project management.

While the time on hold did strengthen the relationship between EIS and the HECC, improve the overall quality of the agency's Modernization Plan, and establish the need for additional IT staff, the delay is also responsible for increasing the amount of work to be done by HECC and inflating project costs by extending temporary project staffing and contractual investments over a longer period. The hold also reduced the amount of time available to complete the work. Focusing on the success of the project with the resources available, HECC is set to complete Phase 2 in September 2025 (followed by a three-month warranty), which will include migrating the core functionality of all three legacy systems into one new system, LEARN. The core functionality includes financial aid management for schools and students, an ETPL that meets some of the standards for the federal government, and a private career school portal that allows schools to apply and renew their licensing online. The features that had to be deferred include college access and outreach programs, required data reporting and a federal reporting mechanisms for WIOA grants, and consumer protection and monitoring functionality for private career schools.

The systems being replaced by the LEARN system are:

1. The Office of Student Access and Completion's (OSAC's) FAMIS,
2. The Office of Workforce Investment's (OWI's) processes used to manage the ETPL, and
3. The Office of Academic Policy and Authorization's (APA's) legacy IT system and paper work arounds.

For OSAC, Phase 2 will not include functionality for college access and outreach programs that are vital for increasing FAFSA/ORSAA completion and informing students about avenues for funding college. This has a detrimental effect on students, particularly low-income and historically underserved students, who are trying to access financial aid information and resources to help pay for college and hinders students from completing their applications or pursuing post-secondary education and training opportunities. The Phase 3 work will allow HECC to fully replace all OSAC functionality, including college access programs. Currently,

FAFSA+ and ASPIRE are not included in Phase 2. The FAFSA+ program provides information on FAFSA filing to high schools and community-based organizations that work with students on college access. Unless Phase 3 is funded, Oregon high schools and community-based organizations will lose access to this incredible tool that allows them to work with individuals who have not successfully completed a FAFSA so that all students have a full complement of funding options for education and training. This opens the door to financial aid for many first-generation and historically underserved students. The FAFSA+ program allows schools and organizations to identify and work with students who may just need additional support to complete the FAFSA and explore education and training options after high school. ASPIRE is Oregon's only state-run college access program. ASPIRE partners HECC staff with staff at middle schools, high schools, colleges, and community-based organizations to mentor students to help them plan for success after high school and how to achieve their goals.

The ETPL is a critical resource that supports informed consumer choice for locally relevant, job-driven training options. The list provides information on training costs, program duration and location, and other important information that consumers can use to select the best training option. If an individual is seeking WIOA-funded assistance for career-based training or skill building opportunities, the ETPL is the first, best, and often only resource available to them. If a training program is not included on the list, it is not eligible to accept federally funded subsidy, with very few exceptions. The federal government has mandated the HECC to establish a fully functional ETPL and reporting mechanism. Phase 2 will fully address the needs of applying for and producing the ETPL but will not address the reporting mechanism. Failing to replace the current reporting mechanism will result in sanction of the agency and potentially loss of $32 million in annual federal funding. The funding loss would be catastrophic and come with significant impact to workforce services in Oregon.

For APA, only partial replacement of PCSVets and current paper workaround processes is possible in Phase 2. The result is that APA will continue to have paper driven processes outside of any system that could be made more efficient using technology. Phase 2 will address front-end user interface and application processes and invoicing for APA schools. Consumer protection work is not included in Phase 2 as we need to build the foundation before we can add that layer of APA's work. This POP would allow the HECC to move student complaints out of an unsupported Access Database and increase the ease of all parties involved (student, school, HECC staff) to provide required information. The added functionality will give the student and school transparency into where the complaint is in the process for tracking purposes. Additionally, APA will be able to bring site visit oversight functionality into LEARN. Staff will be able to use the system to determine which schools may be at risk and target monitoring actions early to those most at risk so HECC can work with the school to make needed adjustments prior to a school needing to close which is detrimental to students. Student Tuition Protection Fund claim processing would be brought into LEARN and no longer be calculated and tracked on spreadsheets from emails outside a system. Claims and all related documentation would be made within the LEARN portal which would allow the HECC to provide tracking of where a claim is in the process and if any required information is missing.

Additionally, the HECC currently does not have a grant management system despite giving out billions in state and federal funds each year/biennium from Offices across the agency. An earlier effort to acquire a grant management system was not successful due to time and capacity challenges. This funding will allow the HECC to begin the planning and design work for a full-cycle grants management system within LEARN which impacts the work of all of the HECC's Offices and will lead to increased efficiency across the board by HECC staff and by grantees. The HECC is seeking to consolidate data into a single system. In keeping with the HECC's goal of consolidating data and processes into a single system, it intends to build the grant management system in LEARN. The benefits of a full cycle grant management system within LEARN include better data analytics, ability to see multiple grants by the same organization within a single view, increased transparency, and a move towards a single way for organizations to interact with HECC Offices.

Solution/How Achieved: To achieve the original vision for the HECC Modernization Project and meet the data governance and project management needs of the agency, HECC has worked with EIS and its contractors to plan a third phase of the project. This third phase will require a third and final round of funding through Q-Bonds. The first phase, Mobilization, was completed April 19, 2024. This phase includes requirement refinement, the creation of a data dictionary, and solution design. The second phase, Implementation, is set to begin July 1, 2024 and be completed in September of 2025 before the start of a 3 month warranty period. Phase 2 will result in the replacement of the core functionality for all three systems, FAMIS, ETPL, and PCSVets into one new system, LEARN. The third phase,

which is this policy option package, will result in all features originally envisioned in the project before the hold being incorporated into LEARN, the inclusion of an agencywide grant management system, and the staffing necessary to successfully meet the operational needs of HECC for data governance and project management.

The HECC will continue to work with EIS and its current contractors to incorporate the remaining features during Phase 3 and begin planning and design of a grant management system. In addition, the HECC has amended the original business case and filled the gaps in HECC's IT staffing identified through the efforts of HECC, EIS, and a consulting firm contracted by HECC during the hold.
During the hold, EIS identified areas that the HECC needed to shore up related to data governance and IT project management and organizational change management. This additional staff will allow HECC to use best practices when managing IT projects, operating and maintaining the LEARN system and performing data governance throughout all if its offices and programs.

Equity Impact: This project will make college access, scholarships, job-seeker training, school certifications, and grant funds easier to access for all Oregonians.

Staffing Impact: The positions outlined below are requested to ensure the success of the Project and to fill the gaps in HECC's Data Governance and IT Project Management as identified through our work with EIS during the hold.

Operations

Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type	FTE Split
5250321	Project Manager 3	MMN X0856 AP	1	.88	PF	GF
5250322	Operations & Policy Analyst 4	MMN X0873 AP	1	1	PF	GF
8880036	Operations and Policy Analyst 3	MMN X0872 AP	1	1	LF	OF
	Total		**3**	**2.88**		

Research & Data

Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type	FTE Split
5250323	Research Analysis and Statistics Manager	MMN X7724 AP	1	.88	PF	GF
	Total		**1**	**.88**		

Outcomes/Performance Measures/Benchmarks: Complete consolidation of all three systems into one unified system by December 2027. The planning and design of an agency wide grant management system. Increased completion rates for scholarship applications, improved customer service for private schools, and increase enrollment in Eligible Training Provider Programs.

Revenue Source: $957,195 General Fund, $1,208,137 General Fund Debt Service, $10,675,000 Other Funds

Operations

POP # 401 Student & Jobseeker Enterprise IT System – R&D	2025-27			
Expenditure Category	**GF**	**OF**	**FF**	**Total Funds**
Personal Services	$585,014	$325,609		910,623
Services & Supplies	$66,116	4,549,391		4,615,507
Capital Outlay		5,800,000		5,800,000
Debt Service (Principal & Interest)	$1,208,137			1,208,137
Total	**$2,165,332**	**$10,675,000**		**$12,840,332**
Positions	2	1		
FTE	1.88	1.00		

Research & Data

POP # 401 Student & Jobseeker Enterprise IT System - OPS	2025-27			
Expenditure Category	**GF**	**OF**	**FF**	**Total Funds**
Personal Services	$273,007			$273,007
Services & Supplies	$33,058			$33,058
Total	**$306,065**			**$306,065**
Positions	1			
FTE	.88			

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 101 - Modernization Project **Cross Reference Number: 52500-201-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,859,267	-	-	-	-	-	1,859,267
General Fund Obligation Bonds	-	-	5,875,000	-	-	-	5,875,000
Other Revenues	-	-	4,800,000	-	-	-	4,800,000
Total Revenues	**$1,859,267**	**-**	**$10,675,000**	**-**	**-**	**-**	**$12,534,267**
Personal Services							
Class/Unclass Sal. and Per Diem	389,610	-	218,280	-	-	-	607,890
Empl. Rel. Bd. Assessments	135	-	72	-	-	-	207
Public Employees' Retire Cont	81,974	-	45,926	-	-	-	127,900
Social Security Taxes	29,805	-	16,698	-	-	-	46,503
Paid Family Medical Leave Insurance	1,558	-	873	-	-	-	2,431
Worker's Comp. Assess. (WCD)	79	-	42	-	-	-	121
Mass Transit Tax	2,338	-	1,310	-	-	-	3,648
Flexible Benefits	79,515	-	42,408	-	-	-	121,923
Total Personal Services	**$585,014**	**-**	**$325,609**	**-**	**-**	**-**	**$910,623**
Services & Supplies							
Instate Travel	11,674	-	5,837	-	-	-	17,511
Employee Training	8,680	-	4,340	-	-	-	13,020
Office Expenses	4,960	-	2,480	-	-	-	7,440
Telecommunications	3,720	-	1,860	-	-	-	5,580
Data Processing	1,614	-	807	-	-	-	2,421
Publicity and Publications	1,238	-	619	-	-	-	1,857
Professional Services	-	-	4,441,333	-	-	-	4,441,333

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 101 - Modernization Project **Cross Reference Number: 52500-201-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Employee Recruitment and Develop	992	-	496	-	-	-	1,488
Dues and Subscriptions	1,238	-	619	-	-	-	1,857
Facilities Rental and Taxes	17,120	-	8,560	-	-	-	25,680
Other Services and Supplies	8,928	-	79,464	-	-	-	88,392
Expendable Prop 250 - 5000	5,952	-	2,976	-	-	-	8,928
Total Services & Supplies	**$66,116**	**-**	**$4,549,391**	**-**	**-**	**-**	**$4,615,507**
Capital Outlay							
Data Processing Software	-	-	5,800,000	-	-	-	5,800,000
Total Capital Outlay	**-**	**-**	**$5,800,000**	**-**	**-**	**-**	**$5,800,000**
Debt Service							
Principal - Bonds	780,000	-	-	-	-	-	780,000
Interest - Bonds	428,137	-	-	-	-	-	428,137
Total Debt Service	**$1,208,137**	**-**	**-**	**-**	**-**	**-**	**$1,208,137**
Total Expenditures							
Total Expenditures	1,859,267	-	10,675,000	-	-	-	12,534,267
Total Expenditures	**$1,859,267**	**-**	**$10,675,000**	**-**	**-**	**-**	**$12,534,267**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Central Operations**

Pkg: 101 - Modernization Project **Cross Reference Number: 52500-201-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.88**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-201-00-00-00000**

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	1,000	-	-	-	-	-
General Fund Obligation Bonds	4,238,483	5,000,000	5,000,000	5,875,000	-	-
Interest Income	154,128	-	-	-	-	-
Other Revenues	3,936	4,940,109	4,983,548	6,418,533	-	-
Transfer In - Intrafund	-	12,900,000	12,900,000	12,900,000	-	-
Total Other Funds	**$4,397,547**	**$22,840,109**	**$22,883,548**	**$25,193,533**	**-**	**-**
Federal Funds						
Federal Funds	1,358,870	2,418,832	2,555,193	2,814,174	-	-
Total Federal Funds	**$1,358,870**	**$2,418,832**	**$2,555,193**	**$2,814,174**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

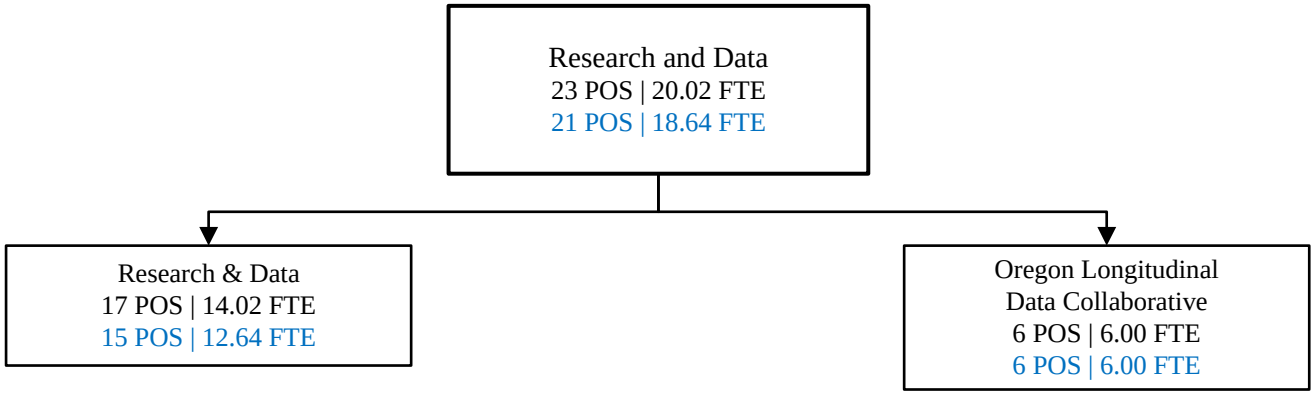
2025-27 Biennium **Cross Reference Number: 52500-201-00-00-00000**

Agency Request Budget **Package Number: 101**

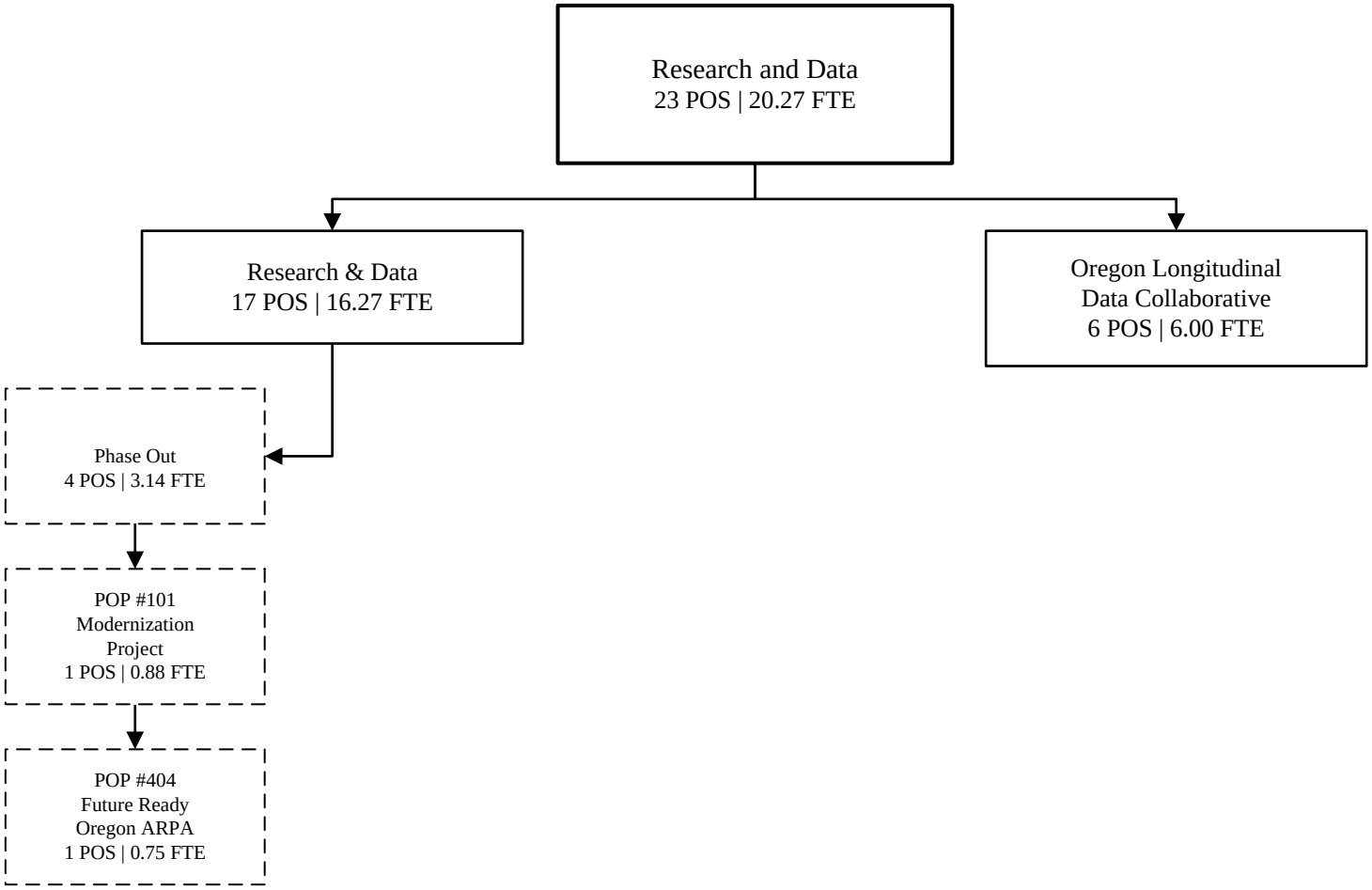
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	PF	0	6	10,021	0	0	0	0	0.00
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	PF	0	6	10,021	0	0	0	0	0.00
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	LF	0	3	8,658	0	0	0	0	0.00
5250321	1442784		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	0	6	9,095	0	0	0	0	0.00
5250322	1442785		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	PF	0	3	7,863	0	0	0	0	0.00
5250322	1442785		MMN X0873 A P	OPERATIONS & POLICY ANALYST	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
5250323	1443053		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	0	3	9,535	0	0	0	0	0.00
8880035	1442786		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	LF	0	3	9,535	0	0	0	0	0.00
8880036	1442787		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	24	6	9,095	218,280	106,019	324,299	1	1.00
8880036	1442787		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	0	3	7,863	0	0	0	0	0.00
8880036	1442787		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	0	6	9,095	0	0	0	0	0.00
				General Funds						**389,610**	**193,066**	**582,676**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**218,280**	**106,019**	**324,299**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**607,890**	**299,085**	**906,975**	**3**	**2.88**

Research and Data

HIGHER EDUCATION COORDINATIONG COMMISSION
RESEARCH AND DATA 23-25 LAB to 25-27 CSL



HIGHER EDUCATION COORDINATIONG COMMISSION
RESEARCH AND DATA 2025-27



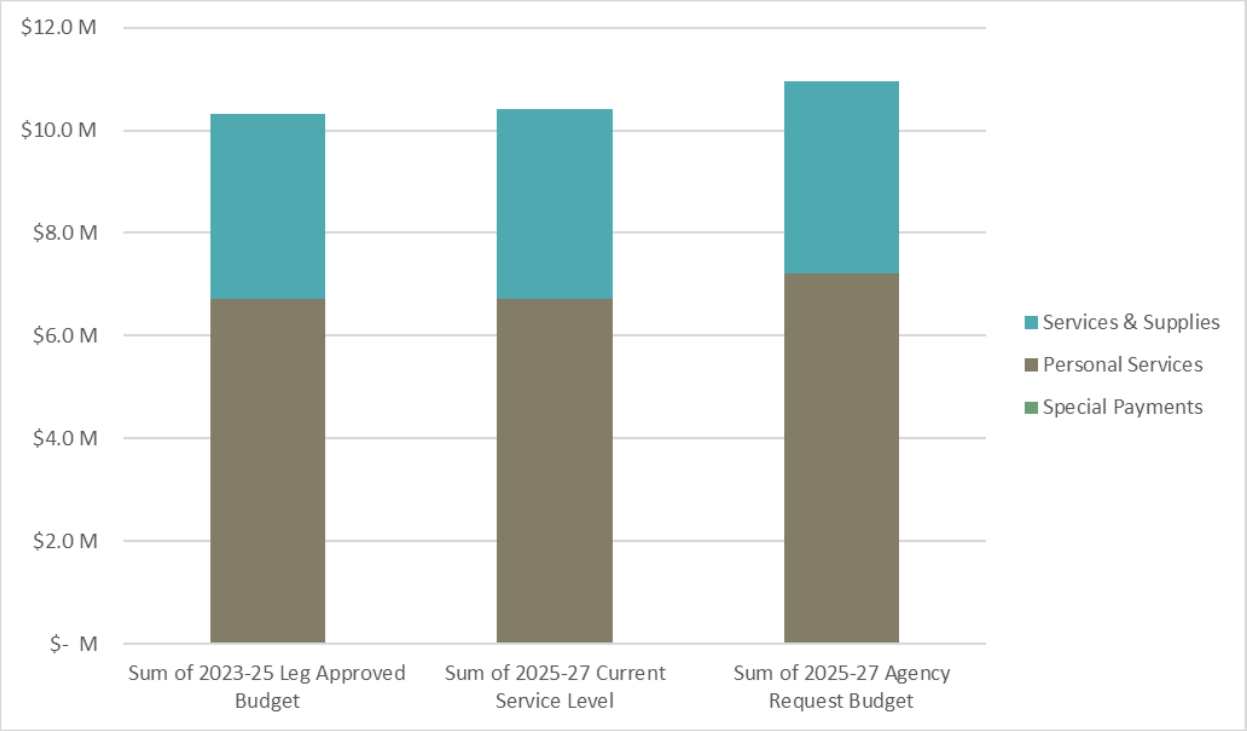
RESEARCH AND DATA

The Office of Research and Data

The Office of Research and Data (R&D) is responsible for providing education research and analytic services to support the Commission's efforts to achieve 40-40-20 and equity in Oregon education and to track progress in achieving all of the Commission's strategic goals. The Office encompasses both a Postsecondary Research and Data (PRD) team and the Oregon Longitudinal Data Collaborative (OLDC). PRD collects, analyzes, and reports research and data on postsecondary education and training to comply with state and federal reporting requirements and to inform decisions on the postsecondary education enterprise. The OLDC manages a data matching system that brings together K-12, postsecondary, and workforce data to support reporting and policy research that crosses these sectors.

Funding Request

For 25-27 R&D is requesting CSL with the following exceptions. Policy Option Package (POP) 101 requests a Research, Analysis, and Statistics Manager 2, which will reside in R&D. In working with the Enterprise Information Services in the early part of the Modernization Project it became clear that HECC needs to focus on all the data passing through and created by the work of the agency. POP 104 requests a continuation of an .75 OF funded Operation and Policy Analyst 3 to continue the work for Future Ready Oregon through its completion on December 31, 2026.



RESEARCH AND DATA

Program Descriptions

Postsecondary Research and Data:

Postsecondary Research and Data (PRD) receives student records from all public colleges and universities and, to a limited extent, from private institutions. It then processes and analyzes these records to inform and improve Oregon postsecondary education and training. PRD reports on students and their characteristics, enrollment, courses, academic progress, academic pathways, completion, and labor market outcomes. It publishes and submits legislative reports, analyzes data for policy and program implementation, and tracks progress toward student equity and success.

It uses a five-layered framework to accomplish these functions:

- *Maintain and develop the postsecondary data collection.* Collect data from five educational sectors: public university, community college, private career schools, private degree-granting institutions that are not exempt from State authorization, and (new in 2020) private degree-granting institutions that are exempt from State authorization. This involves receiving, validating, and processing multiple data collections from each sector, improving data quality, and working closely with institutional partners.
- *Develop coordinated and connected student data*. Synchronize data across four different data systems and, when possible, match students across sectors.
- *Define what data are used and how they are used*. Standardize definitions and measures, implement common rates and measures (including across sectors where possible), and expand publically available data.
- *Inform the public with impartiality*. Inform the Commission and the public through publication of Legislative reports, agency key performance metrics, other reports (e.g., annual higher education snapshots), providing interactive public data, and conducting data analyses for policy workgroups and implementation.
- *Develop and evaluate policy*. Conduct research and analysis to support agency policy development, evaluate existing policies and programs, and make recommendations for policy actions based on data analyses.

PRD works closely with Oregon's seven public universities, 17 community colleges, private institutions, workforce development, the Governor's Office, the Legislature, and other key partners.

Oregon Longitudinal Data Collaborative

The Oregon Longitudinal Data Collaborative (OLDC) is the program name for Oregon's Statewide Longitudinal Data System (SLDS) that matches and links data about students as they move through school and the workforce. Technology enables the system to provide these linkages without revealing the identity of any students. The mission of the OLDC is to use this technology to support objective analysis and reliable conclusions based on robust cross-sector, longitudinal education data. With the OLDC researchers can draw on student data from K-12 to higher education to the workforce linked in a systematic way. The SLDS partners with state agencies that collect student data and acts as a central hub where the data can be linked and analyzed.

The purpose of the OLDC is to improve student learning. Cross-sector data allows policy makers to clearly identify program outcomes across student populations and geographic regions. This helps the state pinpoint and address areas of inequities so it can better direct resources and funding to programs that are helping students succeed.

RESEARCH AND DATA

The OLDC provides services to its data partner agencies (currently the Oregon Department of Education, the Higher Education Coordinating Commission, The Oregon Employment Department and the Teacher Standards and Practices Commission) in three ways:

1.) Provide matched data – The SLDS can provide matched data to help agencies meet state or federal reporting requirements. In addition, this matched data can be used for internal agency program evaluation and improvement.
2.) Public data reports – The SLDS can aggregate and de-identify the data and produce public data reports. These reports focus on statewide outcomes and connections between programs in different education sectors.
3.) Internal Research - The matched identities and agency source data in the SLDS can be utilized for specific research projects as identified and prioritized by the data partner agencies.

Enabling Legislation/Program Authorization

ORS 350.075(3)(c) defines one of the core duties of HECC as "Coordinate the post-secondary elements of data collection and structure, with the advice and recommendation of the state's independent institutions, community colleges and public universities." This was defined as part of the original authorization statue for HECC in 2013 and is the basis for the postsecondary research and data program (PRD).

The Oregon Longitudinal Data Collaborative (OLDC) administers the Statewide Longitudinal Data System (SLDS) which was originally created under the Oregon Education Investment Board (ORS 326.010(4)(c)). In 2015, the Oregon Education Investment Board became the Chief Education Office, and although the statute was amended, the SLDS remained a core duty of the new office (ORS 326.010 (2)(c)). In 2019, with the sunset of the Chief Education Office, the OLDC was transferred to HECC. ORS 350.075(3)(l) and (m) give HECC authority to "Administer a Statewide Longitudinal Data System" and "The Higher Education Coordinating Commission shall be considered an authorized representative of the state educational agencies."

RESEARCH AND DATA
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2025 - 2027 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$112,588
Other Funds	$(11,651)
Lottery Funds	$0
Federal Funds	$11,462
Total Funds	$112,399

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund	$128,122
Other Funds	$(111,639)
Lottery Funds	$0
Federal Funds	$(2,396)
Total Funds	$14,087

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

RESEARCH AND DATA
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(123,398)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(123,398)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$107,864
Other Funds	$99,988
Lottery Funds	$0
Federal Funds	$13,858
Total Funds	$221,710

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services

- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-202-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	128,122	-	-	-	-	-	128,122
Other Revenues	-	-	(3,312)	-	-	-	(3,312)
Federal Funds	-	-	-	(2,396)	-	-	(2,396)
Tsfr From Education, Dept of	-	-	(108,327)	-	-	-	(108,327)
Total Revenues	**$128,122**	**-**	**($111,639)**	**($2,396)**	**-**	**-**	**$14,087**
Personal Services							
Temporary Appointments	2,515	-	-	-	-	-	2,515
Overtime Payments	63	-	-	-	-	-	63
All Other Differential	112	-	-	-	-	-	112
Public Employees' Retire Cont	37	-	-	-	-	-	37
Pension Obligation Bond	13,102	-	(29,603)	(899)	-	-	(17,400)
Social Security Taxes	206	-	-	-	-	-	206
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Mass Transit Tax	787	-	625	-	-	-	1,412
Vacancy Savings	111,300	-	(82,661)	(1,497)	-	-	27,142
Total Personal Services	**$128,122**	**-**	**($111,639)**	**($2,396)**	**-**	**-**	**$14,087**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission | **Cross Reference Name: Research and Data**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 52500-202-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Publicity and Publications	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Attorney General	-	-	-	-	-	-	-
Employee Recruitment and Develop	-	-	-	-	-	-	-
Facilities Rental and Taxes	-	-	-	-	-	-	-
Agency Program Related S and S	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	128,122	-	(111,639)	(2,396)	-	-	14,087
Total Expenditures	**$128,122**	**-**	**($111,639)**	**($2,396)**	**-**	**-**	**$14,087**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Research and Data
Cross Reference Number: 52500-202-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(123,398)	-	-	-	-	-	(123,398)
Total Revenues	**($123,398)**	**-**	**-**	**-**	**-**	**-**	**($123,398)**
Services & Supplies							
Instate Travel	(1,667)	-	-	-	-	-	(1,667)
Employee Training	(3,465)	-	-	-	-	-	(3,465)
Office Expenses	(1,980)	-	-	-	-	-	(1,980)
Telecommunications	(1,485)	-	-	-	-	-	(1,485)
Data Processing	(642)	-	-	-	-	-	(642)
Publicity and Publications	(494)	-	-	-	-	-	(494)
Professional Services	(100,000)	-	-	-	-	-	(100,000)
Employee Recruitment and Develop	(396)	-	-	-	-	-	(396)
Dues and Subscriptions	(494)	-	-	-	-	-	(494)
Facilities Rental and Taxes	(6,835)	-	-	-	-	-	(6,835)
Other Services and Supplies	(3,564)	-	-	-	-	-	(3,564)
Expendable Prop 250 - 5000	(2,376)	-	-	-	-	-	(2,376)
Total Services & Supplies	**($123,398)**	**-**	**-**	**-**	**-**	**-**	**($123,398)**
Total Expenditures							
Total Expenditures	(123,398)	-	-	-	-	-	(123,398)
Total Expenditures	**($123,398)**	**-**	**-**	**-**	**-**	**-**	**($123,398)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 52500-202-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-202-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	107,864	-	-	-	-	-	107,864
Other Revenues	-	-	1,296	-	-	-	1,296
Federal Funds	-	-	-	13,960	-	-	13,960
Tsfr From Education, Dept of	-	-	98,697	-	-	-	98,697
Total Revenues	**$107,864**	**-**	**$99,993**	**$13,960**	**-**	**-**	**$221,817**
Services & Supplies							
Instate Travel	1,093	-	371	208	-	-	1,672
Out of State Travel	266	-	-	190	-	-	456
Employee Training	2,008	-	2,009	116	-	-	4,133
Office Expenses	1,752	-	1,059	247	-	-	3,058
Telecommunications	1,175	-	1,431	181	-	-	2,787
State Gov. Service Charges	42,050	-	9,858	11,118	-	-	63,026
Data Processing	477	-	55,283	7	-	-	55,767
Publicity and Publications	360	-	793	33	-	-	1,186
Professional Services	39,157	-	14,264	1,337	-	-	54,758
IT Professional Services	3,858	-	430	-	-	-	4,288
Attorney General	4,178	-	1,256	-	-	-	5,434
Employee Recruitment and Develop	242	-	200	3	-	-	445
Dues and Subscriptions	3,012	-	240	3	-	-	3,255
Facilities Rental and Taxes	3,991	-	5,265	315	-	-	9,571
Agency Program Related S and S	34	-	-	23	-	-	57
Intra-agency Charges	-	-	1,369	-	-	-	1,369
Other Services and Supplies	2,265	-	4,567	-	-	-	6,832
Expendable Prop 250 - 5000	1,662	-	1,319	-	-	-	2,981

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-202-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	284	-	274	77	-	-	635
Total Services & Supplies	**$107,864**	**-**	**$99,988**	**$13,858**	**-**	**-**	**$221,710**
Total Expenditures							
Total Expenditures	107,864	-	99,988	13,858	-	-	221,710
Total Expenditures	**$107,864**	**-**	**$99,988**	**$13,858**	**-**	**-**	**$221,710**
Ending Balance							
Ending Balance	-	-	5	102	-	-	107
Total Ending Balance	**-**	**-**	**$5**	**$102**	**-**	**-**	**$107**

Operations (OPS)

Policy Option Package 101 – Modernization Project (LEARN System)

Purpose: To complete the HECC Information Technology Modernization project, the Lifelong Educational Advancement Resource Network (LEARN) System. This phase includes completing the replacement of HECC's Financial Aid Management Information System (FAMIS); the outdated legacy system operated by the HECC's Office of Academic Policy and Authorization (PCSVets); and the agency's federally required Eligible Trainer Provider List (ETPL). Completing the intended scope of the project will enable the HECC to use one IT platform (LEARN), to store its data and meet the agency's needs for these three Offices. In addition, HECC intends to plan the incorporation of an agency-wide grant management system into the LEARN System that will greatly increase our customer service across all programs, customers and institutions.

Justification: In 2023-2025, the HECC was authorized to begin a modernization project to replace three legacy systems as part of this project. The HECC, for various reasons detailed below, will not be able to fully replace the systems in 2023-2025. The HECC is asking for additional funding to be able to finish that modernization work and to plan and design a grant management system to serve all HECC Offices.

In collaboration with DAS Procurement and Oregon's Enterprise Information System (EIS), HECC has worked with a project management firm, a quality assurance firm, and negotiated a contract with a System Implementation vendor to enter into a two-phase contract. Stage Gate Three approval was withheld and the start of the first phase was put on hold at the direction of EIS from May 23 through October 24, 2023. As a result, EIS and HECC spent six months in an extended planning phase prior to HECC receiving its Stage Gate Three endorsement for Phase 1. During the hold period, HECC and EIS addressed concerns including organizational change management, contract scope and responsibilities, budget transparency, data governance, staff resource availability, and other critical aspects of project management.

While the time on hold did strengthen the relationship between EIS and the HECC, improve the overall quality of the agency's Modernization Plan, and establish the need for additional IT staff, the delay is also responsible for increasing the amount of work to be done by HECC and inflating project costs by extending temporary project staffing and contractual investments over a longer period. The hold also reduced the amount of time available to complete the work. Focusing on the success of the project with the resources available, HECC is set to complete Phase 2 in September 2025 (followed by a three-month warranty), which will include migrating the core functionality of all three legacy systems into one new system, LEARN. The core functionality includes financial aid management for schools and students, an ETPL that meets some of the standards for the federal government, and a private career school portal that allows schools to apply and renew their licensing online. The features that had to be deferred include college access and outreach programs, required data reporting and a federal reporting mechanisms for WIOA grants, and consumer protection and monitoring functionality for private career schools.

The systems being replaced by the LEARN system are:

1. The Office of Student Access and Completion's (OSAC's) FAMIS,
2. The Office of Workforce Investment's (OWI's) processes used to manage the ETPL, and
3. The Office of Academic Policy and Authorization's (APA's) legacy IT system and paper work arounds.

For OSAC, Phase 2 will not include functionality for college access and outreach programs that are vital for increasing FAFSA/ORSAA completion and informing students about avenues for funding college. This has a detrimental effect on students, particularly low-income and historically underserved students, who are trying to access financial aid information and resources to help pay for college and hinders students from completing their applications or pursuing post-secondary education and training opportunities. The Phase 3 work will allow HECC to fully replace all OSAC functionality, including college access programs. Currently,

FAFSA+ and ASPIRE are not included in Phase 2. The FAFSA+ program provides information on FAFSA filing to high schools and community-based organizations that work with students on college access. Unless Phase 3 is funded, Oregon high schools and community-based organizations will lose access to this incredible tool that allows them to work with individuals who have not successfully completed a FAFSA so that all students have a full complement of funding options for education and training. This opens the door to financial aid for many first-generation and historically underserved students. The FAFSA+ program allows schools and organizations to identify and work with students who may just need additional support to complete the FAFSA and explore education and training options after high school. ASPIRE is Oregon's only state-run college access program. ASPIRE partners HECC staff with staff at middle schools, high schools, colleges, and community-based organizations to mentor students to help them plan for success after high school and how to achieve their goals.

The ETPL is a critical resource that supports informed consumer choice for locally relevant, job-driven training options. The list provides information on training costs, program duration and location, and other important information that consumers can use to select the best training option. If an individual is seeking WIOA-funded assistance for career-based training or skill building opportunities, the ETPL is the first, best, and often only resource available to them. If a training program is not included on the list, it is not eligible to accept federally funded subsidy, with very few exceptions. The federal government has mandated the HECC to establish a fully functional ETPL and reporting mechanism. Phase 2 will fully address the needs of applying for and producing the ETPL but will not address the reporting mechanism. Failing to replace the current reporting mechanism will result in sanction of the agency and potentially loss of $32 million in annual federal funding. The funding loss would be catastrophic and come with significant impact to workforce services in Oregon.

For APA, only partial replacement of PCSVets and current paper workaround processes is possible in Phase 2. The result is that APA will continue to have paper driven processes outside of any system that could be made more efficient using technology. Phase 2 will address front-end user interface and application processes and invoicing for APA schools. Consumer protection work is not included in Phase 2 as we need to build the foundation before we can add that layer of APA's work. This POP would allow the HECC to move student complaints out of an unsupported Access Database and increase the ease of all parties involved (student, school, HECC staff) to provide required information. The added functionality will give the student and school transparency into where the complaint is in the process for tracking purposes. Additionally, APA will be able to bring site visit oversight functionality into LEARN. Staff will be able to use the system to determine which schools may be at risk and target monitoring actions early to those most at risk so HECC can work with the school to make needed adjustments prior to a school needing to close which is detrimental to students. Student Tuition Protection Fund claim processing would be brought into LEARN and no longer be calculated and tracked on spreadsheets from emails outside a system. Claims and all related documentation would be made within the LEARN portal which would allow the HECC to provide tracking of where a claim is in the process and if any required information is missing.

Additionally, the HECC currently does not have a grant management system despite giving out billions in state and federal funds each year/biennium from Offices across the agency. An earlier effort to acquire a grant management system was not successful due to time and capacity challenges. This funding will allow the HECC to begin the planning and design work for a full-cycle grants management system within LEARN which impacts the work of all of the HECC's Offices and will lead to increased efficiency across the board by HECC staff and by grantees. The HECC is seeking to consolidate data into a single system. In keeping with the HECC's goal of consolidating data and processes into a single system, it intends to build the grant management system in LEARN. The benefits of a full cycle grant management system within LEARN include better data analytics, ability to see multiple grants by the same organization within a single view, increased transparency, and a move towards a single way for organizations to interact with HECC Offices.

Solution/How Achieved: To achieve the original vision for the HECC Modernization Project and meet the data governance and project management needs of the agency, HECC has worked with EIS and its contractors to plan a third phase of the project. This third phase will require a third and final round of funding through Q-Bonds. The first phase, Mobilization, was completed April 19, 2024. This phase includes requirement refinement, the creation of a data dictionary, and solution design. The second phase, Implementation, is set to begin July 1, 2024 and be completed in September of 2025 before the start of a 3 month warranty period. Phase 2 will result in the replacement of the core functionality for all three systems, FAMIS, ETPL, and PCSVets into one new system, LEARN. The third phase,

which is this policy option package, will result in all features originally envisioned in the project before the hold being incorporated into LEARN, the inclusion of an agencywide grant management system, and the staffing necessary to successfully meet the operational needs of HECC for data governance and project management.

The HECC will continue to work with EIS and its current contractors to incorporate the remaining features during Phase 3 and begin planning and design of a grant management system. In addition, the HECC has amended the original business case and filled the gaps in HECC's IT staffing identified through the efforts of HECC, EIS, and a consulting firm contracted by HECC during the hold.
During the hold, EIS identified areas that the HECC needed to shore up related to data governance and IT project management and organizational change management. This additional staff will allow HECC to use best practices when managing IT projects, operating and maintaining the LEARN system and performing data governance throughout all if its offices and programs.

Equity Impact: This project will make college access, scholarships, job-seeker training, school certifications, and grant funds easier to access for all Oregonians.

Staffing Impact: The positions outlined below are requested to ensure the success of the Project and to fill the gaps in HECC's Data Governance and IT Project Management as identified through our work with EIS during the hold.

Operations

Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type	FTE Split
5250321	Project Manager 3	MMN X0856 AP	1	.88	PF	GF
5250322	Operations & Policy Analyst 4	MMN X0873 AP	1	1	PF	GF
8880036	Operations and Policy Analyst 3	MMN X0872 AP	1	1	LF	OF
	Total		**3**	**2.88**		

Research & Data

Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type	FTE Split
5250323	Research Analysis and Statistics Manager	MMN X7724 AP	1	.88	PF	GF
	Total		**1**	**.88**		

Outcomes/Performance Measures/Benchmarks: Complete consolidation of all three systems into one unified system by December 2027. The planning and design of an agency wide grant management system. Increased completion rates for scholarship applications, improved customer service for private schools, and increase enrollment in Eligible Training Provider Programs.

Revenue Source: $957,195 General Fund, $1,208,137 General Fund Debt Service, $10,675,000 Other Funds

Operations

POP # 401 Student & Jobseeker Enterprise IT System – R&D	2025-27			
Expenditure Category	**GF**	**OF**	**FF**	**Total Funds**
Personal Services	$585,014	$325,609		910,623
Services & Supplies	$66,116	4,549,391		4,615,507
Capital Outlay		5,800,000		5,800,000
Debt Service (Principal & Interest)	$1,208,137			1,208,137
Total	**$2,165,332**	**$10,675,000**		**$12,840,332**
Positions	2	1		
FTE	1.88	1.00		

Research & Data

POP # 401 Student & Jobseeker Enterprise IT System - OPS	2025-27			
Expenditure Category	**GF**	**OF**	**FF**	**Total Funds**
Personal Services	$273,007			$273,007
Services & Supplies	$33,058			$33,058
Total	**$306,065**			**$306,065**
Positions	1			
FTE	.88			

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 101 - Modernization Project **Cross Reference Number: 52500-202-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	306,065	-	-	-	-	-	306,065
Total Revenues	**$306,065**	**-**	**-**	**-**	**-**	**-**	**$306,065**
Personal Services							
Class/Unclass Sal. and Per Diem	181,818	-	-	-	-	-	181,818
Empl. Rel. Bd. Assessments	63	-	-	-	-	-	63
Public Employees' Retire Cont	38,255	-	-	-	-	-	38,255
Social Security Taxes	13,909	-	-	-	-	-	13,909
Paid Family Medical Leave Insurance	727	-	-	-	-	-	727
Worker's Comp. Assess. (WCD)	37	-	-	-	-	-	37
Mass Transit Tax	1,091	-	-	-	-	-	1,091
Flexible Benefits	37,107	-	-	-	-	-	37,107
Total Personal Services	**$273,007**	**-**	**-**	**-**	**-**	**-**	**$273,007**
Services & Supplies							
Instate Travel	5,837	-	-	-	-	-	5,837
Employee Training	4,340	-	-	-	-	-	4,340
Office Expenses	2,480	-	-	-	-	-	2,480
Telecommunications	1,860	-	-	-	-	-	1,860
Data Processing	807	-	-	-	-	-	807
Publicity and Publications	619	-	-	-	-	-	619
Employee Recruitment and Develop	496	-	-	-	-	-	496
Dues and Subscriptions	619	-	-	-	-	-	619
Facilities Rental and Taxes	8,560	-	-	-	-	-	8,560

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 101 - Modernization Project **Cross Reference Number: 52500-202-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	4,464	-	-	-	-	-	4,464
Expendable Prop 250 - 5000	2,976	-	-	-	-	-	2,976
Total Services & Supplies	**$33,058**	**-**	**-**	**-**	**-**	**-**	**$33,058**
Total Expenditures							
Total Expenditures	306,065	-	-	-	-	-	306,065
Total Expenditures	**$306,065**	**-**	**-**	**-**	**-**	**-**	**$306,065**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

Executive Director's Office

Policy Option Package 104 – *Future Ready Oregon (SB 1545, 2022) ARPA Reauthorization*

Purpose: To re-authorize $62.5M in OF expenditure limitation authority for Future Ready Oregon implementation in 25-27. All funding appropriated for Future Ready Oregon in 2022 will be obligated by the end of this year (2024). While project implementation will continue through 2026 and be administered and funded with federal dollars coming to HECC from Department of Administrative Services, new state funding would be necessary to continue this investment through the 25-27 biennium and into the future.

Justification and Solution/How Achieved: Oregon continues to experience significant workforce shortages – and struggles to take advantage of workforce opportunities – in industries and occupations that are critical to equitable prosperity for all Oregonians. Workforce-related priorities, programs, and other initiatives across the state are not always well-aligned, resulting in a workforce system that is often fragmented, inequitable, and difficult to navigate.

To promote sustained economic growth across Oregon, partners must work together to center the needs of underserved and underrepresented Oregonians, align workforce education and training opportunities, and provide comprehensive supports and services that enable individuals to complete trainings and move into high-wage jobs in key industry sectors. These proposed investments integrate proven best practices from Future Ready Oregon programs, continuing to contribute to a more unified, equitable, and accessible workforce system. Furthermore, these program investments align with recent case studies and research on promising practices in workforce development and training including:

- Centering the needs of historically underserved and underrepresented communities through inclusive partnerships
- Flexible funding
- Innovative education delivery and comprehensive student/learner supports that meet students where they are
- Focusing on key sectors of statewide importance
- Systems alignment at the state (policy priorities) and local/regional (program implementation) levels

Equity Impact: Future Ready Oregon advances a more equitable workforce system by centering the education and employment needs of historically underserved and marginalized Oregonians. This involves grantmaking that supports inclusive, culturally specific, and linguistically appropriate initiatives that address systemic barriers faced by Oregon's priority populations, provides critical support to participants, and creates pathways to good-paying jobs in Oregon's key industry sectors. Future Ready Oregon recognizes that advancing a diverse workforce system requires operationalizing a new approach and doing things differently.

Equity in Process Improvements and Engaging Diverse Communities
Future Ready Oregon engages community-based and culturally specific organizations as co-creators of solutions to Oregon's complex workforce and talent development challenges. CBOs encounter significant barriers in pursuit of funding. To ensure greater accessibility to the application process, Future Ready Oregon implements strategies such as providing technical assistance for Requests for Applications (RFAs) through providers who have experience with diverse communities, subject matter diversity (including sector-specific experience and regional expertise), and nonprofit management (including grant writing and financial management experience); hosting webinars and creating detailed, easy-to-navigate FAQs; translating materials and offering live interpretation at webinars; and providing unfunded applicants the opportunity to receive feedback and learn for future funding opportunities, informing subsequent RFAs.

Additionally, Future Ready Oregon embeds equity-focused and human-centered approaches to grant administration, including utilizing alternative reporting methods, such as video check-ins and qualitative reporting that build stronger partnership with grantees and enable the story receivers (grant administrators) to engage with the stories and histories of families, communities, and cultures; simplifying reporting templates with grantee feedback; offering trauma-informed data collection trainings to acknowledge trauma experienced especially by underserved and marginalized communities, to support data collection strategies to mitigate re-traumatizing participants, and to honor the unique identities and experiences of participants; allowing advance payment of funds; and implementing Communities of Practice to foster collaboration amongst grantees, strengthen networks between workforce and economic development professionals, provide subject matter experts, coaching, and technical assistance to grantees on workforce system and sector strategies, and share field-informed innovation.

Equitable Impacts for Individuals
In its first year of implementation, Future Ready Oregon programs served 9,441 participants, 92% identifying as a member of at least one priority population (among those who reported such data) and 62% identifying as a member of at least two priority populations. Programs also served higher proportions of members of priority population participants than the proportion of those members that comprise the labor force, including young people, Black/African Americans, Latino/a/x/Hispanics, Native American/Alaskan Natives, Native Hawaiian/Pacific Islanders, multi-racial people, women, and rural and frontier populations.

Future Ready Oregon's flexible funding, coupled with Workforce Innovation and Opportunity Act (WIOA) funds, enables local workforce development boards to expand their training partners to meet the needs of participants and improve outcomes. This grows their provider ecosystem, which can move quickly from initial contact to plan development to a wide range of services, which has been especially important for priority populations who may have different needs. Future Ready Oregon funding has been blended and braided with WIOA funds for more comprehensive and responsive services, including paid work experience and internships as well as partnership-building with industry, community-based organizations, and training providers. WIOA prioritizes recipients of public assistance, individuals who are deficient in basic skills, or those who are low-income in addition to veterans and eligible spouses and seeks to serve those populations most in-need. The priority populations connected with WIOA-funded services are aligned and complimentary with Future Ready Oregon; however, WIOA is more restrictive and is intended to be a "last dollar" resource. Leveraged WIOA resources will further equity priorities, but their relatively small size and restrictive nature present potential barriers to equity priorities.

Staffing Impact: The positions outlined below are requested to ensure the success of each program.

Reauthorize $62.5 million in OF expenditure limitation authority for 2025-2027, and 7.50 Full-Time Equivalent position authority, including 10.0 FTE for the first 18 months of the biennium (7/1/25-12/31/26): (1) EPM2/EPA1, (1) OPA4/EPM2, (1) OPA3, (5) PA3, (1) AS2, (1) OS2.

Research & Data

			2025-27		
Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type
8880022	Operations and Policy Analyst 3	X0872	1.0	0.75	LD/FT
	Total		**1.0**	**0.75**	

Workforce Investments

			2025-27		
Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type
8880025	Education Programs Administrator 1	Z7222	1.0	0.75	LD/FT
8880026	Education Programs Manager 2	X7224	1.0	0.75	LD/FT
8880027	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880028	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880029	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880030	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880031	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880032	Administrative Specialist 2	E0108	1.0	0.75	LD/FT
8880033	Office Specialist 2	C0104	1.0	0.75	LD/FT
	Total		**9.0**	**6.75**	

Outcomes/Performance Measures/Benchmarks: Assessment measures include:

- The number of individuals from priority populations who have registered for and who have completed a workforce program;
- Data on job placement rates, wages and salary earnings and health and retirement benefits provided for individuals who participated in an established program;
- A description of any new or expanded workforce programs, including training programs, career pathway programs and apprenticeship and preapprenticeship training programs, and
- The types and amounts of any wraparound supports and services provided to individuals from priority populations.

By December 31 of each year, the commission shall prepare and submit a report that includes the information, disaggregated by race, age, gender and geographical area, including any recommendations for future investments and opportunities to leverage private and federal funding to support investments, to the Governor and to the interim committees of the Legislative Assembly related to workforce development.

Revenue Source: Reauthorizes $62.5M in OF expenditure limitation authority.

Research & Data

POP #104 – *Future Ready Oregon (SB 1545, 2022) ARPA Reauthorization*	**2025-27**				
Expenditure Category	**GF**	**OF**	**LF**	**FF**	**Total Funds**
Personal Services		$215,446			$215,446
Services & Supplies		$33,058			$33,058
Capital Outlay					
Special Payments					
Total		**$248,504**			**$248,504**
Positions		1.0			1.0
FTE		0.75			0.75

Workforce Investments

POP #104 – *Future Ready Oregon (SB 1545, 2022) ARPA Reauthorization*	**2025-27**				
Expenditure Category	**GF**	**OF**	**LF**	**FF**	**Total Funds**
Personal Services		$2,162,772			$2,162,772
Services & Supplies		$248,240			$248,240
Capital Outlay					
Special Payments		$59,804,484			$59,804,484
Total		**$62,251,496**			**$62,251,496**

Positions		9.0			9.0
FTE		6.75			6.75

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 104 - Future Ready Oregon ARPA Continuation **Cross Reference Number: 52500-202-00-00-00000**

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	-	-	141,534	-	-	-	141,534
Empl. Rel. Bd. Assessments	-	-	54	-	-	-	54
Public Employees' Retire Cont	-	-	29,779	-	-	-	29,779
Social Security Taxes	-	-	10,827	-	-	-	10,827
Paid Family Medical Leave Insurance	-	-	566	-	-	-	566
Worker's Comp. Assess. (WCD)	-	-	31	-	-	-	31
Mass Transit Tax	-	-	849	-	-	-	849
Flexible Benefits	-	-	31,806	-	-	-	31,806
Total Personal Services	**-**	**-**	**$215,446**	**-**	**-**	**-**	**$215,446**
Services & Supplies							
Instate Travel	-	-	5,837	-	-	-	5,837
Employee Training	-	-	4,340	-	-	-	4,340
Office Expenses	-	-	2,480	-	-	-	2,480
Telecommunications	-	-	1,860	-	-	-	1,860
Data Processing	-	-	807	-	-	-	807
Publicity and Publications	-	-	619	-	-	-	619
Employee Recruitment and Develop	-	-	496	-	-	-	496
Dues and Subscriptions	-	-	619	-	-	-	619
Facilities Rental and Taxes	-	-	8,560	-	-	-	8,560
Other Services and Supplies	-	-	4,464	-	-	-	4,464
Expendable Prop 250 - 5000	-	-	2,976	-	-	-	2,976
Total Services & Supplies	**-**	**-**	**$33,058**	**-**	**-**	**-**	**$33,058**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Research and Data**

Pkg: 104 - Future Ready Oregon ARPA Continuation **Cross Reference Number: 52500-202-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	248,504	-	-	-	248,504
Total Expenditures	**-**	**-**	**$248,504**	**-**	**-**	**-**	**$248,504**
Ending Balance							
Ending Balance	-	-	(248,504)	-	-	-	(248,504)
Total Ending Balance	**-**	**-**	**($248,504)**	**-**	**-**	**-**	**($248,504)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.75
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.75**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-202-00-00-00000**

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	69,366	-	214,268	309,869	-	-
Transfer In - Intrafund	-	277,136	277,136	7,021	-	-
Tsfr From Education, Dept of	3,283,298	4,070,388	4,070,388	3,627,420	-	-
Transfer Out - Intrafund	-	-	-	(7,021)	-	-
Total Other Funds	**$3,352,664**	**$4,347,524**	**$4,561,792**	**$3,937,289**	**-**	**-**
Federal Funds						
Federal Funds	104,515	403,510	429,256	461,787	-	-
Total Federal Funds	**$104,515**	**$403,510**	**$429,256**	**$461,787**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 52500-202-00-00-00000**

Agency Request Budget **Package Number: 101**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250323	1443053		MMN X7724 A P	RESEARCH ANALYSIS AND STATIS	33X	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
5250323	1443053		MMS X7224 E P	EDUCATION PROGRAMS MANAGE	33X	PF	0	3	9,558	0	0	0	0	0.00
				General Funds						**181,818**	**90,098**	**271,916**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**181,818**	**90,098**	**271,916**	**1**	**0.88**

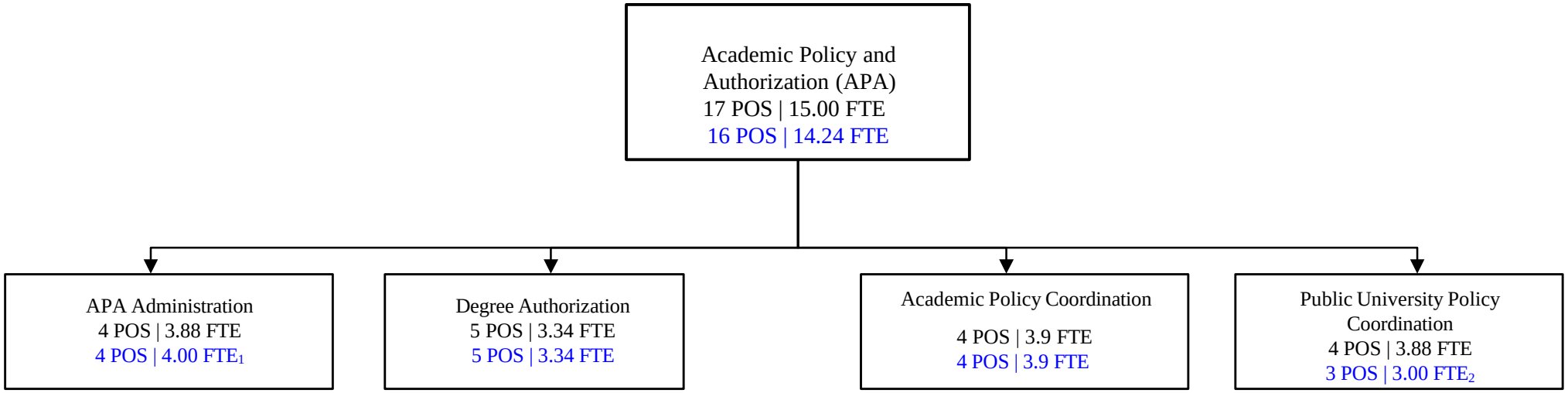
2025-27 Biennium **Cross Reference Number: 52500-202-00-00-00000**

Agency Request Budget **Package Number: 104**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8880022	1442105		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	18	3	7,863	141,534	73,063	214,597	1	0.75
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**141,534**	**73,063**	**214,597**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**141,534**	**73,063**	**214,597**	**1**	**0.75**

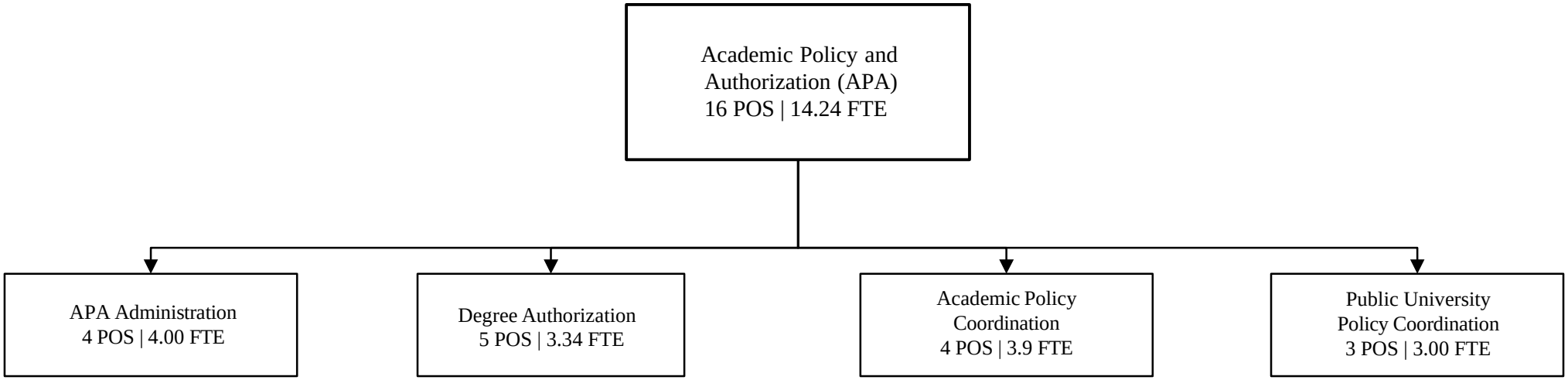
Academic Policy and Authorization

HIGHER EDUCATION COORDINATING COMMISSION
ACADEMIC POLICY AND AUTHORIZATION
Organizational Chart 23-25 LAB to 25-27 CSL



1 0.88 FTE POS became 1.00 FTE
2 0.88 FTE POS eliminated (LD)

HIGHER EDUCATION COORDINATIONG COMMISSION
ACADEMIC POLICY AND AUTHORIZATION
Organizational Chart 25-27 ARB



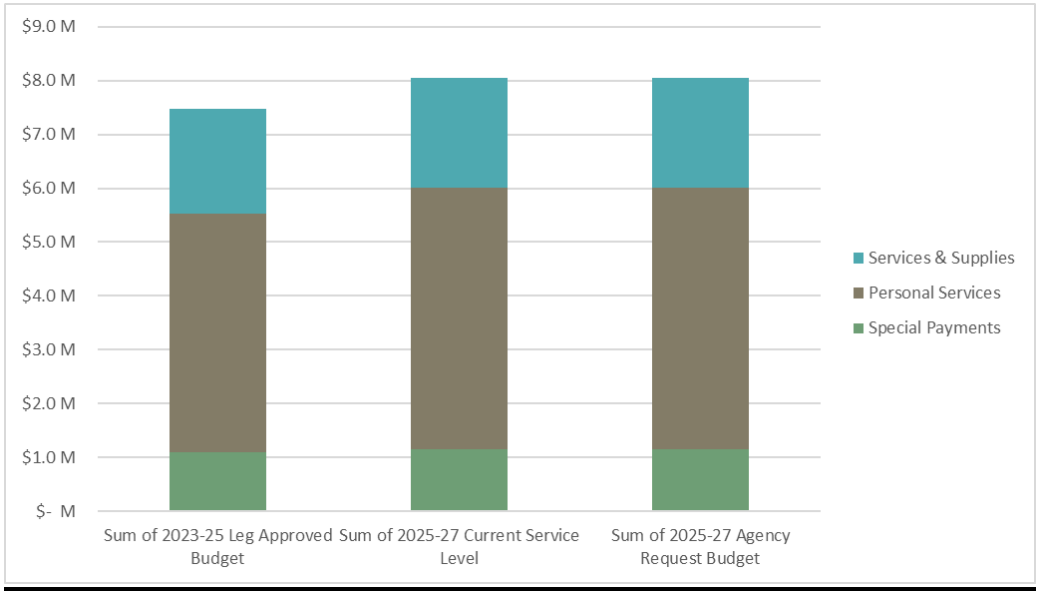
ACADEMIC POLICY AND AUTHORIZATION

The Office of Academic Policy and Authorization (APA)

This office oversees two primary areas of work, the quality, integrity, and approval of private postsecondary programs in Oregon and public university program approval and academic policy. Private postsecondary programs include private degree granting institutions in Oregon, distance learning providers, and career schools. Public university academic policy oversight and program approval applies to the seven public universities in Oregon.

Funding Request

For 25-27, APA is requesting CSL.



Office of Degree Authorization (ODA)

The Office of Degree Authorization approves private degree-granting institutions and distance education providers. ODA oversees the biennial re-authorization of 18 in-state degree granting private institutions, and more than sixty-four out of state degree granting institutions (a mix of public and private). When schools close, ODA steps in to manage the orderly transition of transcripts to a custodial institution or takes ownership of those transcripts. ODA is responsible for student and consumer protection from diploma mills and unauthorized schools. ODA is also responsible for administration of the State Authorization Reciprocity Agreement (SARA) for the state of Oregon, including active investigation of student complaints. There are currently thirty-two Oregon institutions that participate in this national reciprocity agreement, encompassing more than 2,400 schools in forty-nine states (all but California), the District of Columbia, Puerto Rico, and the Virgin Islands.

ACADEMIC POLICY AND AUTHORIZATION

Private Career Schools (PCS)

The Private Career Schools unit license and provides technical assistance to private career and trade schools. PCS is responsible for student and consumer protection and investigates a broad array of student complaints under its enabling statutes (ORS 345). Currently, there are approximately 190 private career schools in Oregon, the largest contingent of these are cosmetology, barbering, and other "personal care" training schools. PCS staff are advised by an advisory board comprised mostly of school owners and staff. This public body advises staff on policy related to private career schools, Administrative Rules, and legislative response to bills affecting the sector. When schools close, PCS staff make sure the transition is orderly as possible to assure that student interests are protected, including the issue of appropriate refunds from the school or via the state-administered Tuition Protection Fund.

Public University Academic Policy Coordination (PUAPC)

Public University Academic Policy Coordination (PUAPC) is responsible for policy coordination related to Oregon's seven public universities to achieve Oregon's higher education goals. The unit approves new programs and provides coordination of policy for transfer initiatives and high school partnerships, student complaints, statewide initiatives, and other legislative directives to enhance postsecondary pathways and student success. The office supports the work of the Oregon Transfer Council to build streamlined credit pathways from community colleges to universities. This unit leads the HECC's response to legislation related to Oregon public university policies, student success, student services, academic programs and student complaints. It carries out statutory authorities of the HECC to perform university evaluations, foster success for current and future Oregon students at public universities related to post-secondary pathways and transitions, and degree completion initiatives.

ACADEMIC POLICY AND AUTHORIZATION
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$69,035
Other Funds	$2,666
Lottery Funds	$0
Federal Funds	$0
Total Funds	$71,701

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund	$31,817
Other Funds	$(96,942)
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(65,125)

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ACADEMIC POLICY AND AUTHORIZATION
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(26,926)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(26,926)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$64,144
Other Funds	$99,608
Lottery Funds	$0
Federal Funds	$0
Total Funds	$163,752

ACADEMIC POLICY AND AUTHORIZATION
ESSENTIAL PACKAGES

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ACADEMIC POLICY AND AUTHORIZATION
ESSENTIAL PACKAGES

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Academic Policy and Authorization**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-203-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	31,817	-	-	-	-	-	31,817
Non-business Lic. and Fees	-	-	(17,957)	-	-	-	(17,957)
Charges for Services	-	-	(85,585)	-	-	-	(85,585)
Other Revenues	-	-	6,600	-	-	-	6,600
Total Revenues	**$31,817**	**-**	**($96,942)**	**-**	**-**	**-**	**($65,125)**
Personal Services							
Pension Obligation Bond	(6,372)	-	(37,067)	-	-	-	(43,439)
Mass Transit Tax	2,245	-	826	-	-	-	3,071
Vacancy Savings	35,944	-	(60,701)	-	-	-	(24,757)
Total Personal Services	**$31,817**	**-**	**($96,942)**	**-**	**-**	**-**	**($65,125)**
Total Expenditures							
Total Expenditures	31,817	-	(96,942)	-	-	-	(65,125)
Total Expenditures	**$31,817**	**-**	**($96,942)**	**-**	**-**	**-**	**($65,125)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Academic Policy and Authorization
Cross Reference Number: 52500-203-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(26,926)	-	-	-	-	-	(26,926)
Total Revenues	**($26,926)**	**-**	**-**	**-**	**-**	**-**	**($26,926)**
Services & Supplies							
Instate Travel	(803)	-	-	-	-	-	(803)
Employee Training	(4,165)	-	-	-	-	-	(4,165)
Office Expenses	(2,380)	-	-	-	-	-	(2,380)
Telecommunications	(1,785)	-	-	-	-	-	(1,785)
Data Processing	(774)	-	-	-	-	-	(774)
Publicity and Publications	(594)	-	-	-	-	-	(594)
Employee Recruitment and Develop	(476)	-	-	-	-	-	(476)
Dues and Subscriptions	(4,878)	-	-	-	-	-	(4,878)
Facilities Rental and Taxes	(8,215)	-	-	-	-	-	(8,215)
Expendable Prop 250 - 5000	(2,856)	-	-	-	-	-	(2,856)
Total Services & Supplies	**($26,926)**	**-**	**-**	**-**	**-**	**-**	**($26,926)**
Total Expenditures							
Total Expenditures	(26,926)	-	-	-	-	-	(26,926)
Total Expenditures	**($26,926)**	**-**	**-**	**-**	**-**	**-**	**($26,926)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Academic Policy and Authorization
Cross Reference Number: 52500-203-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	64,144	-	-	-	-	-	64,144
Non-business Lic. and Fees	-	-	7,666	-	-	-	7,666
Charges for Services	-	-	36,542	-	-	-	36,542
Other Revenues	-	-	9,200	-	-	-	9,200
Tsfr From Education, Dept of	-	-	46,200	-	-	-	46,200
Total Revenues	**$64,144**	**-**	**$99,608**	**-**	**-**	**-**	**$163,752**
Services & Supplies							
Instate Travel	367	-	93	-	-	-	460
Out of State Travel	227	-	271	-	-	-	498
Employee Training	244	-	746	-	-	-	990
Office Expenses	207	-	987	-	-	-	1,194
Telecommunications	211	-	1,009	-	-	-	1,220
State Gov. Service Charges	52,599	-	5,338	-	-	-	57,937
Data Processing	127	-	1,243	-	-	-	1,370
Publicity and Publications	36	-	125	-	-	-	161
Professional Services	4,636	-	30,475	-	-	-	35,111
IT Professional Services	1,705	-	-	-	-	-	1,705
Attorney General	1,219	-	2,023	-	-	-	3,242
Employee Recruitment and Develop	45	-	176	-	-	-	221
Dues and Subscriptions	1,483	-	115	-	-	-	1,598
Facilities Rental and Taxes	329	-	3,543	-	-	-	3,872
Agency Program Related S and S	7	-	3,813	-	-	-	3,820
Other Services and Supplies	7	-	459	-	-	-	466
Expendable Prop 250 - 5000	526	-	2,992	-	-	-	3,518

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Academic Policy and Authorization**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-203-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	169	-	-	-	-	-	169
Total Services & Supplies	**$64,144**	**-**	**$53,408**	**-**	**-**	**-**	**$117,552**
Special Payments							
Spc Pmt to Public Universities	-	-	46,200	-	-	-	46,200
Total Special Payments	**-**	**-**	**$46,200**	**-**	**-**	**-**	**$46,200**
Total Expenditures							
Total Expenditures	64,144	-	99,608	-	-	-	163,752
Total Expenditures	**$64,144**	**-**	**$99,608**	**-**	**-**	**-**	**$163,752**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Academic Policy and Authorization**

Pkg: 032 - Above Standard Inflation **Cross Reference Number: 52500-203-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Education, Dept of	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Spc Pmt to Public Universities	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission — **Agency Number: 52500**

2025-27 Biennium — **Cross Reference Number: 52500-203-00-00-00000**

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						
Business Lic and Fees	1,387,569	-	-	-	-	-
Non-business Lic. and Fees	-	506,457	506,457	507,375	-	-
Charges for Services	817,763	2,678,856	2,678,856	2,662,781	-	-
Other Revenues	98,448	44,488	248,757	288,378	-	-
Tsfr From Education, Dept of	4,621,063	-	1,100,000	1,146,200	-	-
Total Other Funds	**$6,924,843**	**$3,229,801**	**$4,534,070**	**$4,604,734**	**-**	**-**
Nonlimited Other Funds						
Business Lic and Fees	196,590	-	-	-	-	-
Interest Income	49,827	-	-	-	-	-
Other Revenues	-	206,000	600,000	600,000	-	-
Total Nonlimited Other Funds	**$246,417**	**$206,000**	**$600,000**	**$600,000**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

POS116 - Net Package Fiscal Impact Report

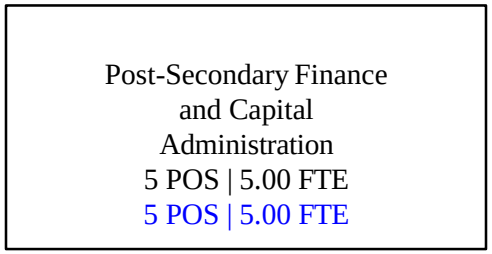
2025-27 Biennium

Agency Request Budget

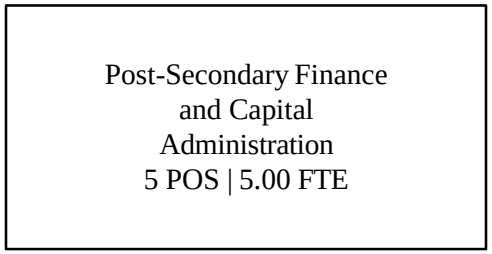
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: ARB														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Post-Secondary Finance and Capital

HIGHER EDUCATION COORDINATIONG COMMISSION
POST-SECONDARY FINANCE AND CAPITAL
Organizational Chart 23-25 LAB to 25-27 CSL



HIGHER EDUCATION COORDINATIONG COMMISSION
POST-SECONDARY FINANCE AND CAPITAL
Organizational Chart 25-27 ARB



POST-SECONDARY FINANCE AND CAPITAL

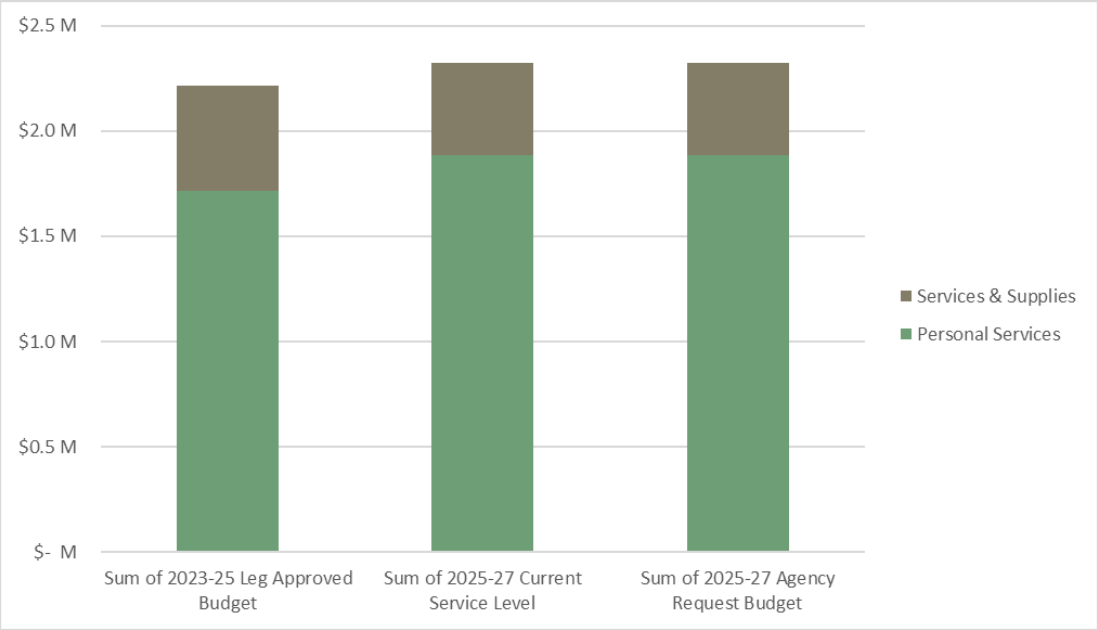
The Office of Post-Secondary Finance and Capital

Provides fiscal coordination related to Oregon's public postsecondary institutions, including financial planning, biennial budget recommendations for the Community College Support Fund, Public University Support Fund, Public University State Programs, Public University Statewide Public Services, capital investments, fiscal reporting and analysis, capital bond funding administration, and the allocation of state funding to public postsecondary institutions.

The programs are highlighted below, however for the detailed program narrative, please refer to the SCR section noted below in the budget binder.

Funding Request

For 25-27, PFC is requesting CSL.



Community College Support Fund (SCR 208)

The Community College Support Fund (CCSF) is the primary vehicle for direct state investment in the operations of Oregon's seventeen community colleges.

Public University Support Fund (SCR 209)

The Public University Support Fund (PUSF) is the primary vehicle for direct state investment in the operations of Oregon's seven public universities.

POST-SECONDARY FINANCE AND CAPITAL

Public University State Programs (SCR 210)
The State Programs category is intended to encompass General Fund support for certain institutes, centers, and programs generally operated by the seven public universities. These efforts address the economic development, resource base, and public service needs of the State of Oregon. Many of these programs have an industry-specific focus and receive additional investments from the private sector as well as other sources.

Statewide Public Service Programs (SCR 211)
Includes Agriculture Experiment Station, Extension Services and the Forest Research Laboratory.

Sports Lottery (SCR 212)
Provides lottery funds to support athletic programs and student scholarships at Oregon's public universities.

OHSU Program (SCR 213)
OHSU has four public missions: education, clinical care, research, and statewide outreach. The university educates the next generation of health care professionals and biomedical scientists, creates new knowledge, translates scientific research into therapies for disease, provides compassionate and evidence-based patient care, and improves health statewide through access and policy initiatives.

Debt Service Programs (SCR 214 | SCR 215 | SCR 216)
The debt service program includes all long-term debt obligations to pay for capital construction projects. These include debt paid by state appropriations and revenue generated by self-supporting programs such as gifts, grants or building fees.

Capital Construction (SCR 217 | SCR 218 | SCR 219)
The capital construction program includes an opportunity for public universities and community colleges to request funding for capital projects, including state-backed debt.

POST-SECONDARY FINANCE AND CAPITAL
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$(67,079)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(67,079

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund	$(8,932)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(8,932)

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

POST-SECONDARY FINANCE AND CAPITAL
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(100,000)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(100,000)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$41,853
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$41,853

POST-SECONDARY FINANCE AND CAPITAL
ESSENTIAL PACKAGES

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

POST-SECONDARY FINANCE AND CAPITAL
ESSENTIAL PACKAGES

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 010 -Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Post-Secondary Finance and Capital
Cross Reference Number: 52500-204-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(8,932)						(8,932)
Total Revenues	**($8,932)**						**($8,932)**
Personal Services							
All Other Differential	31						31
Public Employees' Retire Cont	7						7
Pension Obligation Bond	(11,640)						(11,640)
Social Security Taxes	2						2
Paid Family Medical Leave Insurance							
Mass Transit Tax	1,149						1,149
Vacancy Savings	1,519						1,519
Total Personal Services	**($8,932)**						**($8,932)**
Total Expenditures							
Total Expenditures	(8,932)						(8,932)
Total Expenditures	**($8,932)**						**($8,932)**
Ending Balance							
Ending Balance							
Total Ending Balance							

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission | **Cross Reference Name: Post-Secondary Finance and Capital**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 52500-204-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(100,000)						(100,000)
Total Revenues	**($100,000)**						**($100,000)**
Services & Supplies							
Professional Services	(100,000)						(100,000)
Total Services & Supplies	**($100,000)**						**($100,000)**
Total Expenditures							
Total Expenditures	(100,000)						(100,000)
Total Expenditures	**($100,000)**						**($100,000)**
Ending Balance							
Ending Balance							
Total Ending Balance							

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Post-Secondary Finance and Capital
Cross Reference Number: 52500-204-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	41,853						41,853
Total Revenues	**$41,853**						**$41,853**
Services & Supplies							
Instate Travel	433						433
Out of State Travel	227						227
Employee Training	587						587
Office Expenses	403						403
Telecommunications	358						358
State Gov. Service Charges	27,638						27,638
Data Processing	191						191
Publicity and Publications	85						85
Professional Services	4,636						4,636
IT Professional Services	1,705						1,705
Attorney General	1,219						1,219
Employee Recruitment and Develop	84						84
Dues and Subscriptions	1,929						1,929
Facilities Rental and Taxes	1,453						1,453
Agency Program Related S and S	7						7
Other Services and Supplies	196						196
Expendable Prop 250 - 5000	533						533
IT Expendable Property	169						169
Total Services & Supplies	**$41,853**						**$41,853**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission | **Cross Reference Name: Post-Secondary Finance and Capital**

Pkg: 031 - Standard Inflation | **Cross Reference Number: 52500-204-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	41,853						41,853
Total Expenditures	$41,853						$41,853
Ending Balance							
Ending Balance							
Total Ending Balance							

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-204-00-00-00000**

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	2,080,620	-	-	-	-	-
Total Other Funds	**$2,080,620**	**-**	**-**	**-**	**-**	**-**

`POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

POS116 - Net Package Fiscal Impact Report

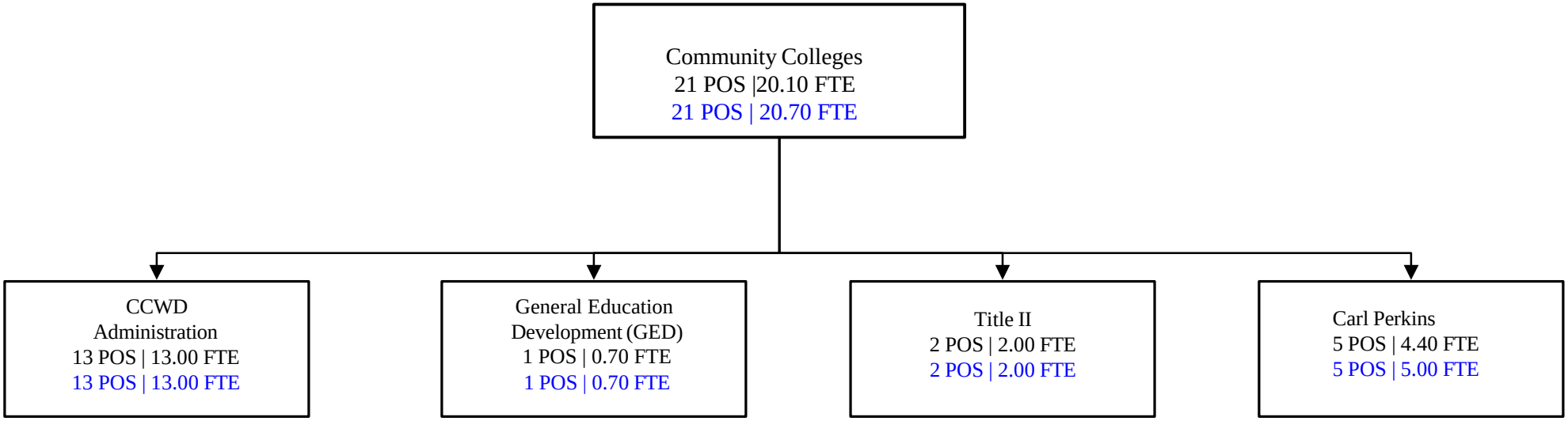
2025-27 Biennium

Agency Request Budget

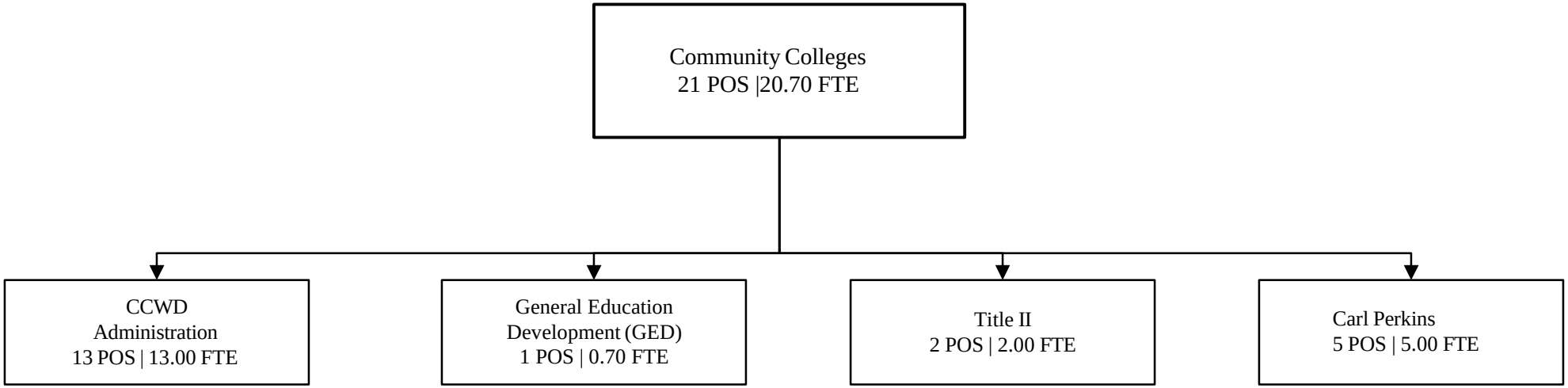
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: ARB														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Community Colleges

HIGHER EDUCATION COORDINATIONG COMMISSION
COMMUNITY COLLEGES
Organizational Chart - 23-25 LAB to 25-27 CSL



HIGHER EDUCATION COORDINATIONG COMMISSION
COMMUNITY COLLEGES
Organizational Chart - 25-27 ARB

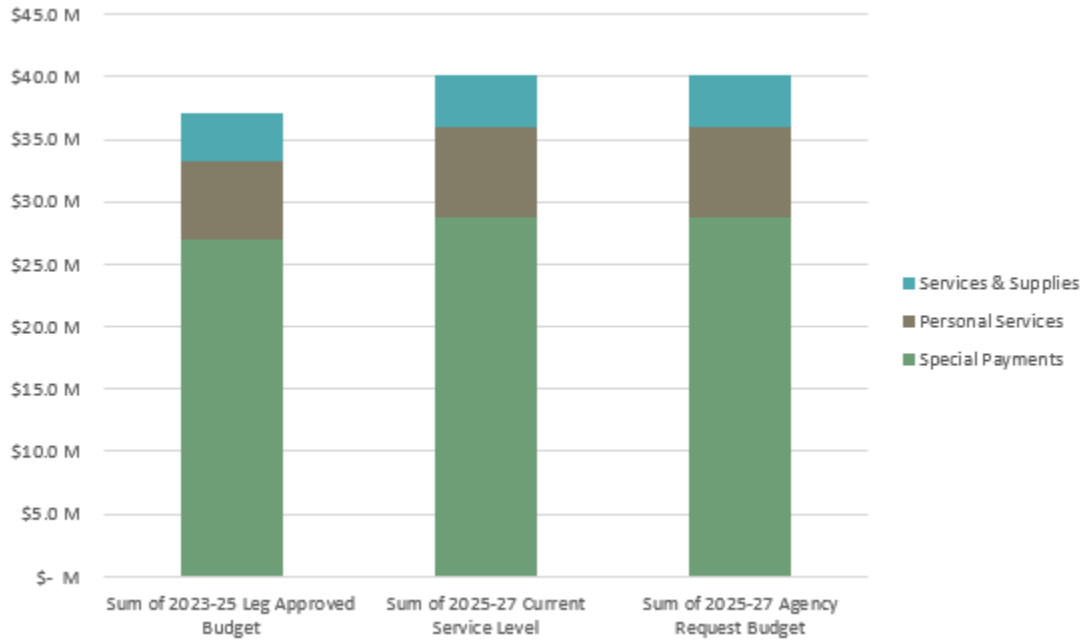


COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT

The Office of Community Colleges and Workforce Development (CCWD)

Provides coordination leadership and resources related to Oregon's community colleges and adult basic skills providers. CCWD also provides statewide administration related to Career and Technical Education (CTE) (including the Strengthening Career and Technical Education (CTE) for the 21st Century Act), Accelerated Learning, Career Pathways, Community College Program Approval, Credit for Prior Learning, GED ® testing and high school equivalency, English Language Learners, and the Workforce Innovation and Opportunity Act (WIOA) for Adult Education (Title II).

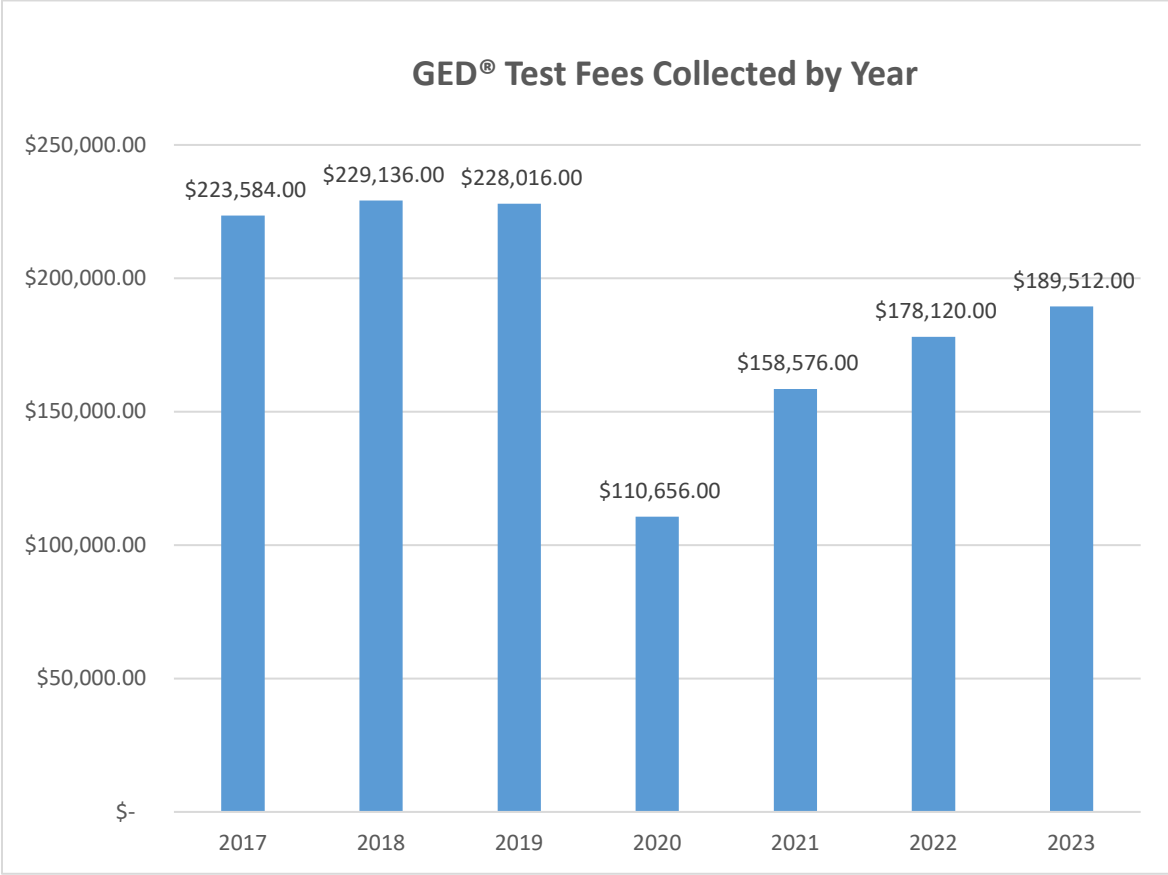
Financial support to community colleges is provided through the funding tools described below.



High School Equivalency Program (Oregon GED Program®) (General Fund & Other Fund)

The purpose of the Oregon High School Equivalency Program is to oversee and improve the high school equivalency testing process for test applicants in Oregon. Included in the oversight is the administration of the testing preparation centers, testing centers statewide, and grant funding allocated by the state. The GED® test, a product of the GED Testing Service, is the only high school equivalency test that is administered in Oregon. Funding to the Oregon GED® Program comes from two sources:

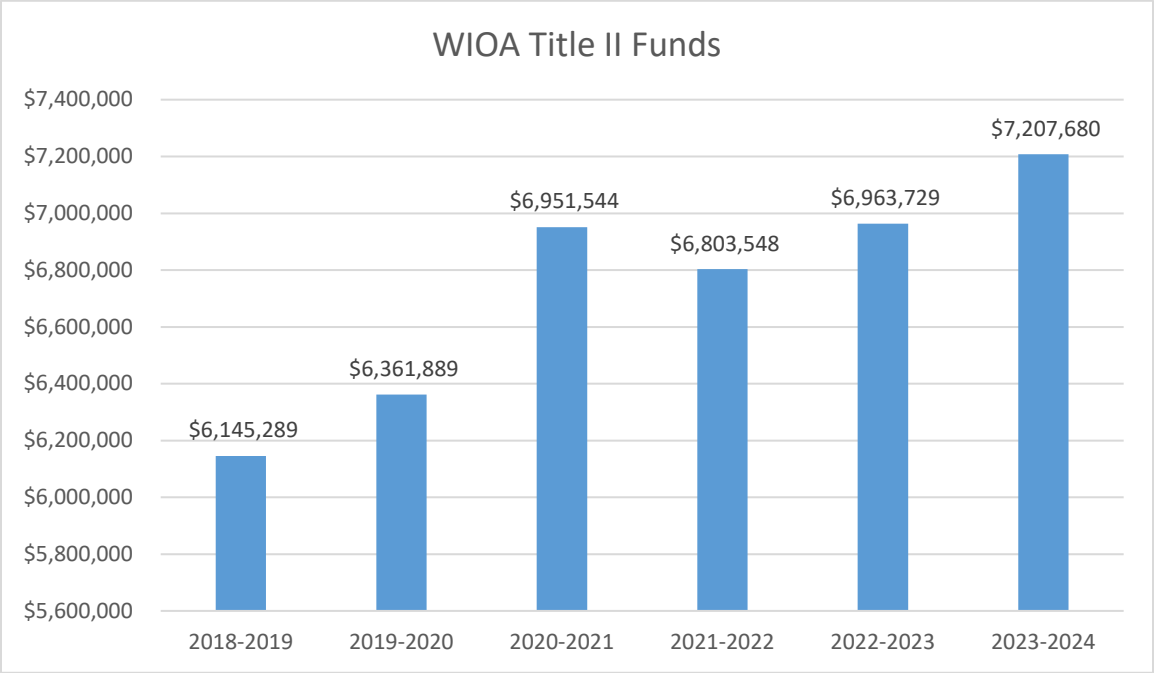
1. GED Testing Service: The GED Testing Service collects $44 per student for GED® testing fees, GEDTS pays the HECC $8 of each testing fee to provide services related to the GED® test to Oregon educators, including access to GED Manager ™ (the web portal designed to help educators & test administrators manage their programs), fielding questions, and professional development services to educators at the Oregon GED® testing sites and in the Oregon GED test preparation centers.



2. The Oregon Legislature: The Oregon Legislature allocates monies to support local programs in providing wraparound services to GED® test students. The grant funds, competitively awarded to programs, are intended to eliminate student barriers to GED® testing and preparation.

Title II

Funding provided by the Adult Education and Family Literacy Act (AEFLA), Title II of the Workforce Innovation and Opportunity Act (WIOA), is used to support Oregon's Adult Basic Skills Program in providing adult Oregonians (those 16 years and older) with the skills they need for family self-sufficiency, careers, community involvement, and further education. The HECC Office of Community Colleges and Workforce Development administers the program by working with community colleges, the Oregon Department of Corrections, and adult education providers across the state to provide strategic leadership, technical assistance, administration of these federal funds, and coordination of programming to meet the educational attainment needs of Oregon adults.



Strengthening Career and Technical Education (CTE) for the 21st Century Act (formerly known as Carl D. Perkins) (Other /Federal Fund)

The Strengthening Career and Technical Education (CTE) for the 21st Century Act (formerly known as the Carl D. Perkins Career and Technical Act of 2006) is a federally funded grant used for the development and support of programs of study in career and technical education programs. While this grant is paid directly to the Oregon Department of Education (ODE), ODE partners with the Office of Community Colleges and Workforce Development (CCWD) to ensure the implementation and administration of the program creates true partnerships between the secondary and postsecondary educational sectors. In Oregon, the grant is split equally between the sectors and CCWD receives a portion of those funds for administration, professional development and technical support to Oregon's 17 community colleges.

Career Pathways (General Fund)

Oregon Community College Career Pathways link education and training with intentional student support that enables individuals to secure credentials and advance to higher levels of education and employment in a given occupation or industry sector. Career Pathways is an evidence-based model that improves student outcomes and closes equity gaps through high-quality training and wraparound support services that help students succeed. HECC's Office of Community Colleges and Workforce Development administers funds every biennium to each of the 17 community colleges to create, develop, and sustain pathways for learners into high-quality CTE programs and career opportunities.

Other Community College Support (General/Other Fund)

In addition to CCSF, the Legislature appropriates other community college support to the HECC to support community colleges and community college students. This fund supports: two Skills Centers, the Sabin-Schellenberg Professional Technical Center in Milwaukie and the Margaret Carter Skills Center at Portland Community College; First Generation Student Grants; and an Adults in Custody education program.

COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2025 – 2027 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$1,153,217
Other Funds	$113,442
Lottery Funds	$0
Federal Funds	$801,172
Total Funds	$2,067,831

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund	$63,875
Other Funds	$(67,686)
Lottery Funds	$0
Federal Funds	$1,302
Total Funds	$(2,509)

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

There are no phase-outs for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors is provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Facilities rent by the standard 4.2 percent or adjusted to the Self Support rent rates at 5.2 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 8.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$724,608
Other Funds	$148,850
Lottery Funds	$0
Federal Funds	$518,441
Total Funds	$1,391,899

COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT
ESSENTIAL PACKAGES

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund	$678,441
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$678,441

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs. There are no fund shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the Chief Financial Officer (CFO) analyst.

COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT
ESSENTIAL PACKAGES

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Community Colleges**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-205-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	63,875	-	-	-	-	-	63,875
Other Revenues	-	-	(67,686)	-	-	-	(67,686)
Federal Funds	-	-	-	1,302	-	-	1,302
Total Revenues	**$63,875**	**-**	**($67,686)**	**$1,302**	**-**	**-**	**($2,509)**
Personal Services							
All Other Differential	247	-	119	-	-	-	366
Public Employees' Retire Cont	52	-	25	-	-	-	77
Pension Obligation Bond	(16,504)	-	14,594	(2,349)	-	-	(4,259)
Social Security Taxes	19	-	9	-	-	-	28
Paid Family Medical Leave Insurance	1	-	-	-	-	-	1
Mass Transit Tax	1,499	-	3,032	-	-	-	4,531
Vacancy Savings	78,561	-	(85,465)	3,651	-	-	(3,253)
Total Personal Services	**$63,875**	**-**	**($67,686)**	**$1,302**	**-**	**-**	**($2,509)**
Total Expenditures							
Total Expenditures	63,875	-	(67,686)	1,302	-	-	(2,509)
Total Expenditures	**$63,875**	**-**	**($67,686)**	**$1,302**	**-**	**-**	**($2,509)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Community Colleges**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-205-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	724,608	-	-	-	-	-	724,608
Other Revenues	-	-	34,744	-	-	-	34,744
Federal Funds	-	-	-	518,441	-	-	518,441
Tsfr From Education, Dept of	-	-	118,106	-	-	-	118,106
Total Revenues	**$724,608**	**-**	**$152,850**	**$518,441**	**-**	**-**	**$1,395,899**
Services & Supplies							
Instate Travel	939	-	7,539	928	-	-	9,406
Out of State Travel	850	-	1,913	1,286	-	-	4,049
Employee Training	1,223	-	2,394	489	-	-	4,106
Office Expenses	1,903	-	4,716	1,036	-	-	7,655
Telecommunications	2,063	-	1,598	760	-	-	4,421
State Gov. Service Charges	78,017	-	-	-	-	-	78,017
Data Processing	212	-	150	28	-	-	390
Publicity and Publications	339	-	1,917	139	-	-	2,395
Professional Services	35,834	-	48,920	50,386	-	-	135,140
IT Professional Services	31	-	9,404	3,709	-	-	13,144
Attorney General	9,092	-	6,593	1,609	-	-	17,294
Employee Recruitment and Develop	144	-	300	12	-	-	456
Dues and Subscriptions	503	-	787	834	-	-	2,124
Facilities Rental and Taxes	2,050	-	2,766	1,858	-	-	6,674
Agency Program Related S and S	244	-	359	532	-	-	1,135
Other Services and Supplies	972	-	5,387	-	-	-	6,359
Expendable Prop 250 - 5000	807	-	916	-	-	-	1,723

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Community Colleges**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-205-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	200	-	1,050	219	-	-	1,469
Total Services & Supplies	**$135,423**	**-**	**$96,709**	**$63,825**	**-**	**-**	**$295,957**
Special Payments							
Dist to Non-Gov Units	81,364	-	16,687	7,232	-	-	105,283
Dist to Comm College Districts	15,273	-	35,454	447,384	-	-	498,111
Spc Pmt to Public Universities	15,273	-	-	-	-	-	15,273
Other Special Payments	477,275	-	-	-	-	-	477,275
Spc Pmt to Corrections, Dept of	-	-	-	-	-	-	-
Spc Pmt to Education, Dept of	-	-	-	-	-	-	-
Total Special Payments	**$589,185**	**-**	**$52,141**	**$454,616**	**-**	**-**	**$1,095,942**
Total Expenditures							
Total Expenditures	724,608	-	148,850	518,441	-	-	1,391,899
Total Expenditures	**$724,608**	**-**	**$148,850**	**$518,441**	**-**	**-**	**$1,391,899**
Ending Balance							
Ending Balance	-	-	4,000	-	-	-	4,000
Total Ending Balance	**-**	**-**	**$4,000**	**-**	**-**	**-**	**$4,000**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Community Colleges**

Pkg: 032 - Above Standard Inflation **Cross Reference Number: 52500-205-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	364,734	-	-	-	-	-	364,734
Other Revenues	-	-	32,278	-	-	-	32,278
Federal Funds	-	-	-	281,429	-	-	281,429
Total Revenues	**$364,734**	**-**	**$32,278**	**$281,429**	**-**	**-**	**$678,441**
Special Payments							
Dist to Non-Gov Units	50,368	-	10,330	4,477	-	-	65,175
Dist to Comm College Districts	9,455	-	21,948	276,952	-	-	308,355
Spc Pmt to Public Universities	9,455	-	-	-	-	-	9,455
Other Special Payments	295,456	-	-	-	-	-	295,456
Spc Pmt to Corrections, Dept of	-	-	-	-	-	-	-
Spc Pmt to Education, Dept of	-	-	-	-	-	-	-
Total Special Payments	**$364,734**	**-**	**$32,278**	**$281,429**	**-**	**-**	**$678,441**
Total Expenditures							
Total Expenditures	364,734	-	32,278	281,429	-	-	678,441
Total Expenditures	**$364,734**	**-**	**$32,278**	**$281,429**	**-**	**-**	**$678,441**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-205-00-00-00000**

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	37,642	-	-	-	-	-
Grants (Non-Fed)	-	640,135	640,135	640,135	-	-
Other Revenues	1,981,227	2,683,660	2,884,012	3,430,478	-	-
Tsfr From Education, Dept of	7,039,758	2,035,566	2,035,566	2,930,144	-	-
Transfer Out - Intrafund	(500)	-	-	-	-	-
Total Other Funds	**$9,058,127**	**$5,359,361**	**$5,559,713**	**$7,000,757**	**-**	**-**
Federal Funds						
Federal Funds	14,379,494	13,227,370	13,344,268	14,261,362	-	-
Total Federal Funds	**$14,379,494**	**$13,227,370**	**$13,344,268**	**$14,261,362**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

POS116 - Net Package Fiscal Impact Report

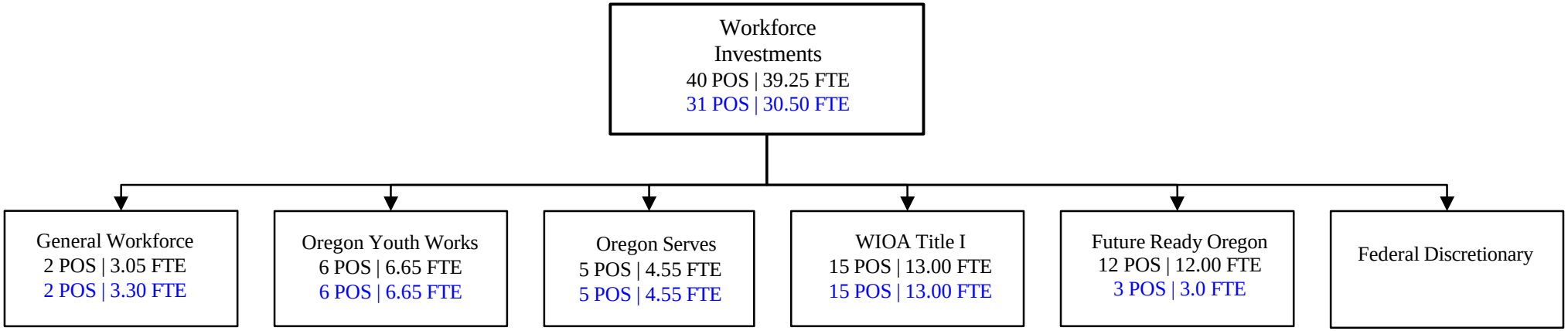
2025-27 Biennium

Agency Request Budget

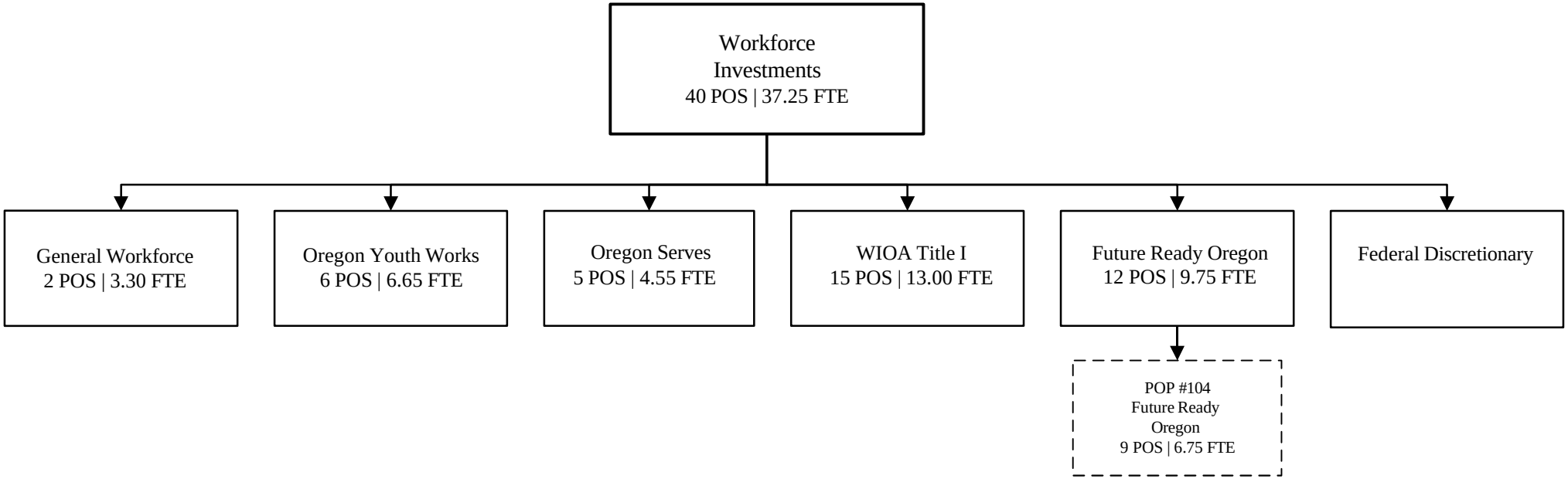
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: ARB														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

Workforce Investments

HIGHER EDUCATION COORDINATIONG COMMISSION
WORKFORCE INVESTMENTS - 23-25 LAB and 25-27 CSL



HIGHER EDUCATION COORDINATIONG COMMISSION
WORKFORCE INVESTMENTS - 25-27 ARB



OFFICE OF WORKFORCE INVESTMENTS

The Office of Workforce Investments (OWI)

OWI is focused on ensuring that Oregon's workers have the knowledge, skills, and work-related training they need to secure self-sufficiency wage jobs and meet the needs of our employers – now and in the future. OWI works in partnership with the Oregon Employment Department (OED), Oregon Department of Human Services (ODHS), Oregon Commission for the Blind (OCB), and others to provide leadership to Oregon's workforce system and is responsible for convening partnerships, supporting and providing technical assistance to the Workforce and Talent Development Board (WTDB) and local workforce development boards (LWDBs), and implementing the Governor's vision and the WTDB strategic plan.

On behalf of the HECC, OWI administers the programs under Title I of the federal Workforce Innovation and Opportunity Act (WIOA) including for youth, adults, dislocated workers, as well as other training-related federal discretionary grants and state general funds that support programs such as apprenticeship, the National Career Readiness Certificate, and others.

A majority of funds administered by the Office of Workforce Investments provide direct services to Oregonians and Oregon businesses through a series of sub-grants and contracts to LWDBs, non-profits and state agency partners. OWI monitors these investments in Oregon's workforce system, ensuring programmatic compliance and fiscal accountability.

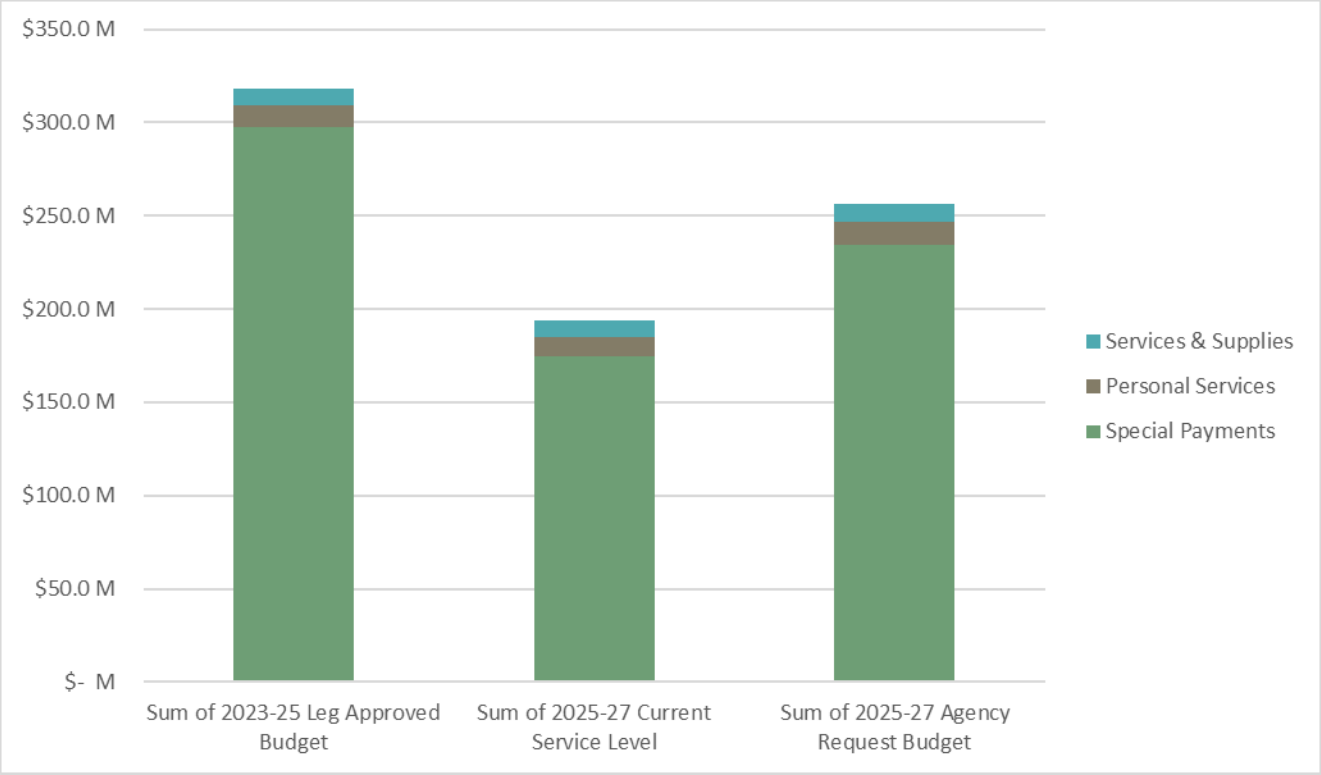
OWI also administers and supports the five programs comprising Oregon Youth Works: the Oregon Conservation Corps, Oregon Youth Corps, Oregon Youth Employment Program, ODHS Youth Employment Program, and WIOA youth program. Through grants administered by OWI to local organizations, these programs provide a variety of paid work experiences, combined with education and training, to young Oregonians. OWI provides staff support to two related citizen advisory boards: the Oregon Conservation Corps Advisory Board and the Oregon Youth Corps Advisory Committee.

OWI supports the OregonServes State Service Commission, OregonServes. As a state commission, OregonServes' role is to promote and elevate service, volunteerism and civic engagement in Oregon Communities. In addition to supporting the commission, OWI's OregonServes staff administer federal and state match funding to AmeriCorps programs in Oregon.

The Future Ready Oregon Initiative is also housed in OWI. Future Ready Oregon (SB 1545, 2022) originated in the Racial Justice Council's (RJC) Workforce Workgroup and is advancing an equitable workforce system and increasing opportunities for diverse workers, with a focus on key industry sectors—healthcare, manufacturing, technology.

OFFICE OF WORKFORCE INVESTMENTS

Funding Request for 25-27



Workforce Innovation and Opportunity Act (WIOA) – Title I

OWI is responsible for implementing both the strategic vision and operational portions of the WIOA state plan, as required by federal law. The strategic vision is created through a business-led process that includes the Governor's Office and the business majority led state workforce board. OWI contracts with the nine Governor-approved LWDBs to implement this vision through service delivery contracts that serve businesses, adults, dislocated workers and youth in all communities throughout the state.

OWI, along with our partners within other HECC Offices, at OED, ODHS, and LWDBs, provide an integrated service delivery system to our customers. The purpose of the integration is to provide workforce activities that increase the employment, retention and earnings of participants as well as increasing

access to skill development opportunities including occupational skills training when appropriate. This results in improving the quality of the workforce and enhancing the productivity and global competitiveness of Oregon as well as increasing wages, retention and advancement of Oregonians.

WIOA requires that these grants serve and prepare adults, youth and dislocated workers who are facing serious barriers to employment for participation in the labor force by providing job training and other services that will result in increased employment and earnings, increased educational and occupational skills, and decreased dependency on public support systems, thereby improving the quality of the workforce and increasing the competitiveness of Oregonians. WIOA also promotes the use of career pathways and sector partnerships to increase employment in in-demand industries and occupations.

Adults and Dislocated Workers

Services to Adult and Dislocated worker customers include Basic and Individualized Career Services including job search and placement, initial assessment of skill levels, referrals to appropriate programs and services including supportive services, development of an individual employment plan, mentoring and career planning, short term training, internships or work experiences that are linked to careers.

Customers may also receive appropriate Training Services when deemed appropriate, provided through an eligible training provider and linked to in-demand occupations and careers. Emphasis is given to work based learning, on-the-job-training and apprenticeship opportunities.

Performance targets are established to achieve negotiated outcomes in the following areas:

- Employment after 2nd and 4th quarters after exit
- Median Earnings in the 2nd quarter after exit
- Credential attainment rate

Rapid Response System

The purpose of rapid response is to respond to announcements of layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers – to ensure rapid reemployment and to minimize the negative impacts of the layoff.

States are required to maintain a Dislocated Worker Unit (DWU) and designate a Rapid Response Coordinator. Both the DWU and Rapid Response Coordinator are housed in OWI. The DWU is responsible for providing technical assistance, staff training, and assistance to local Workforce Development Boards. The unit also works with the local WDBs to ensure they have the infrastructure, strategy development, and policies in place for management and delivery of rapid response services. The DWU is also the point of contact for, and maintains, the federally required Worker Adjustment and Retraining Notification (WARN) Act list, which alerts workers, families, and communities at least 60 days prior to a plant closing or mass layoff.

Layoff aversion is the first strategy of the rapid response system when seeking to avert a layoff or closure. Helping businesses and workers find innovative ways to prevent, or minimize the duration of, unemployment resulting from layoffs. Layoff aversion may be applied, at any time, to intervene and manage transition that occurs within a local community. Rapid Response Teams have a number of Layoff Aversion tools, often used well in advance of formal notice or request, which can assist a company with changes that reduce or completely avoid layoffs: Business Services,

Sector Partnerships, Economic Analysis, Incumbent Worker Training, On-the-Job Training, Customized Training, Work Share Program, and Trade Adjustment Assistance for Firms.

Additional Rapid Response strategies and activities are designed to plan for and respond as quickly as possible following an announcement or notification of a permanent closure or mass layoff, a mass job dislocation resulting from a natural or other disaster, or the filing of a Trade Adjustment Assistance (TAA) petition. Rapid Response delivers services to enable dislocated workers to transition to new employment as quickly as possible. Local Rapid Response Teams coordinate with employers, worker representatives, Trade Act and Organized Labor Unions. Required partners include the Oregon Employment Department; Unemployment Insurance and WorkSource Oregon Services, Health Insurance Marketplace and Unions/Trade Act when applicable. These partnerships are essential to providing affected workers correct information. Rapid Response Teams connect with employers within 48 hours of learning about a potential layoff. Rapid Response services provide timely, consistent, and high-quality services to workers and businesses.

Youth

Services provided for youth customers fall into two categories; in school youth (ages 14-21) and out of school youth (ages 16-24).

Youth programs must include the following elements:

- Financial literacy
- Entrepreneurial skills training
- Services that provide labor market and employment information in the local area
- Activities that help youth transition to postsecondary education and training
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster

Additionally, 20% of youth funding must be used for work experiences, such as summer and year-round employment, pre-apprenticeship, on-the-job training or internships and job shadowing.

Performance targets are established to achieve negotiated outcomes in the following areas:

- Education or training activities or employment in the 2nd quarter after exit
- Education or training activities or employment in the 4th quarter after exit
- Credential attainment rate

These activities are supported by funds appropriated by the U.S. Department of Labor and can be spent only on these specific activities.

National Dislocated Worker Grants (DWGs)

Additional discretionary funding is also available through the WIOA in the form of National Dislocated Worker Grants (DWGs).

OFFICE OF WORKFORCE INVESTMENTS

DWGs have 2 types of grant opportunities:

1. Economic Recovery
    a. Layoffs- assisting dislocated workers affected by layoffs or closures
    b. Dislocated Service Members- assisting dislocated workers affected by base closures or unit layoffs
    c. Trade Impacted Workers- assisting dislocated workers affected by layoffs or closures that also are certified as affected by US Trade Agreements

2. Disaster Recovery
    a. Emergencies and Disasters- assisting dislocated workers affected by loss of employment due to natural disasters

Workforce General Fund Grant Programs

OWI manages the state's general fund investment in workforce development, administering these funds through three grant programs:

Local Competitiveness Strategies

Local competitiveness strategy grants support the operations and core work of the LWDBs.

Industry Engagement

Industry engagement grants support the LWDBs' sector engagement work. Specifically, these funds support the development and expansion of Sector Partnerships, which are partnerships of companies, from the same industry and in their natural labor market region, with education, workforce development, economic development and community organizations that focus on a set of key priority issues identified by the target industry. Sector Partnerships are business-driven, highly responsive to industry demand and solution-oriented versus program-oriented.

Work Experience

Work experience grants support LWDB-managed programs that provide paid work experiences to job-seekers in their local area.

Oregon Youth Works

Oregon Conservation Corps

The Oregon Conservation Corps (OCC) Program was established for the purposes of reducing the risk that wildfire poses to communities and critical infrastructure, creating fire-adapted communities, and engaging youth and young adults in workforce training. OCC grants funding to organizations across the state to aid in reducing wildfire risk to communities while providing workforce training to the next generation of land managers. The program is overseen by the Oregon Conservation Corps Advisory Board.

Oregon Youth Corp

Oregon Youth Corps (OYC) empowers youth by providing outdoor work and stewardship experiences throughout Oregon. OYC's vision is to see that Oregon's at-risk youth are successful community members engaged in work, stewardship, and lifelong learning.

OYC provides grant funding, training and resources to youth-serving agencies across the state to create training and employment opportunities for Oregon youth. At least 75 percent of youths served by an OYC-funded program must be disadvantaged and or/at-risk youth. OYC funds two types of programs: Summer Conservation Corps and Community Stewardship Corps. The Summer Conservation Corps (SCC) is OYC's largest state-funded program an has a goal of having a local program in each of Oregon's 36 counties.

Oregon Youth Employment Program

The Oregon Youth Employment Program (OYEP) provides meaningful paid work experiences – such as internships, apprenticeships, summer jobs, etc. – and workforce preparation to Oregonians age 16-24. OWI administers this program through grants to local workforce development boards. As part of their OYEP experience, youth will:

- Develop an individualized development plan that outlines work readiness, career, and educational goals,
- Participate in a paid work experience at least 5 weeks in length,
- Receive work readiness instruction, academic support, and be exposed to career pathways in in-demand occupations and targeted sectors.
- Be paid at least minimum wage (or the equivalent) for their time spent working.
- Have access to English language learner and/or accessibility services as needed.

Oregon Department of Human Services Youth Employment Program

Through an interagency agreement with ODHS, OWI administers the Temporary Assistance for Needy Families (TANF) Youth Employment Program (YEP). This program runs year-round in order to create employment experiences for youth in the Job Opportunity and Basic Skills (JOBS) Program. The focus is on TANF eligible teen parents, non-parenting teens, young parents, and TANF related youth in the Child Welfare Independent Living Program and Vocational Rehabilitation Program between the ages of 16-24. OWI grants funds to the nine LWDBs to carry out this program at the local level.

OregonServes

OregonServes is Oregon's state service commission and was created in 1994 to provide Oregonians with a statewide entity to focus service and volunteer efforts, to enhance the ethic of service and voluntarism in the state and provide funds for state-based AmeriCorps programs. As a state commission, OregonServes' mission is to advance volunteerism, service and civic engagement to enrich lives and strengthen Oregon communities. Oregon Volunteers upholds its mission, and the purposes of the Acts, through:

- Administration of AmeriCorps*State funding
- Promotion of national service, volunteerism and civic engagement

- Implementation of a three-year State Service Plan
- Providing disaster response support to include coordinating unaffiliated spontaneous volunteers and donations

The Commission's work is supported and advised by a maximum-25 member board of Governor-appointed commissioners, whose role is to fulfill the statutory responsibilities for state service commissions as authorized by 42 U.S.C. § 12638 and outlined in 45 CFR 2550.50 National and Community Service Trust Act of 1990 as amended by the Serve America Act. The Oregon Volunteer and Community Service Act, passed in 2007, also solidified Oregon Volunteers' role to promote the development of better communities by using citizen participation and volunteerism to foster greater civic responsibility.

In the 2021 program year, OregonServes is funding 9 programs, which place members statewide to provide direct services to local communities in the areas of environmental stewardship, rural community capacity-building, student success, health and social services and more.

Future Ready Oregon

Future Ready Oregon is a historic package that invests in existing successful programs and in innovative equity-focused solutions to bolster recruitment, retention, and career advancement opportunities for historically underserved and underrepresented priority populations. Future Ready Oregon engages community-based and culturally specific organizations as co-creators of solutions to Oregon's complex workforce and talent development challenges. CBOs encounter significant barriers in pursuit of funding. To ensure greater accessibility to the application process, Future Ready Oregon implements strategies such as providing technical assistance for Requests for Applications (RFAs) through providers who have experience with diverse communities, subject matter diversity (including sector-specific experience and regional expertise), and nonprofit management (including grant writing and financial management) experience; hosting webinars and creating detailed, easy-to-navigate FAQs; translating application materials and offering live interpretation at webinars; and providing unfunded applicants the opportunity to receive feedback and learn for future funding opportunities, informing subsequent RFAs.

Additionally, Future Ready Oregon embeds equity-focused and human-centered approaches to grant administration, including utilizing alternative reporting methods, such as video check-ins and qualitative reporting that build stronger partnership with grantees and enable the story receivers (grant administrators) to engage with the stories and histories of families, communities, and cultures; simplifying reporting templates with grantee feedback; offering trauma-informed data collection trainings to acknowledge trauma experienced especially by underserved and marginalized communities, to support data collection strategies to mitigate re-traumatizing participants, and to honor the unique identities and experiences of participants; allowing advance payment of funds; and implementing Communities of Practice to foster collaboration amongst grantees, strengthen networks between workforce and economic development professionals, provide subject matter experts, coaching, and technical assistance to grantees on workforce system and sector strategies, and share field-informed innovation.

Future Ready consists of ongoing general fund programs such as Industry Consortia that have been embedded into OWI's workforce focus, providing sector-specific workforce and talent development expertise as advisory to the state Workforce and Talent Development Board and the Higher Education Coordinating Commission. Future Ready Oregon leveraged short-term (2021-2023 state General Fund) and long-term (federal American Rescue Plan Act) investments to enhance existing successful programs and create opportunities for new and innovative approaches and partnerships. Through grantmaking and strategic initiatives, the HECC is growing a diverse workforce, increasing opportunities for upward mobility, and advancing a more equitable workforce system. Future Ready Oregon centers the needs of historically underserved and underrepresented communities, couples education and training

with wraparound supports and services, focuses on key sectors of our economy—healthcare, manufacturing, and technology—and advances a shared leadership model, building partnerships and facilitating the co-creation of workforce strategies. Future Ready Oregon grants and strategic initiatives support Priority Populations—communities of color, women, low-income communities, rural and frontier communities, veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon's tribes, older adults, and individuals who identify as members of the LGBTQ+ community—and target key industry sectors—healthcare, manufacturing, and technology.

One time, federally funded programs include Prosperity 10,000, funding for Oregon's nine local workforce development boards to expand opportunities for Oregonians to jumpstart and advance their careers in high-demand industries and occupations; Workforce Benefits Navigators, funding for Oregon's nine local workforce development boards to establish pilot programs that work to connect job-seekers from Priority Populations to workforce programs and help training participants and job-seekers find services and supports for everyday needs such as transportation, food programs, and childcare; and Workforce Ready Grants, competitive grants awarded to workforce service providers and community-based organizations for capacity building, program development, and administering workforce programs in healthcare, manufacturing, and technology that aim to close gaps in educational attainment and employment by centering the needs of historically underserved and underrepresented students by coupling education and training supports with wraparound services.

OFFICE OF WORKFORCE INVESTMENTS
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2025-27 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$(12,950,372)
Other Funds	$(117,934,027)
Lottery Funds	$0
Federal Funds	$7,639,354
Total Funds	$(123,245,045)

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund	$17,460
Other Funds	$(55,352)
Lottery Funds	$0
Federal Funds	$(106,349)
Total Funds	$(144,241)

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OFFICE OF WORKFORCE INVESTMENTS
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(14,086,500)
Other Funds	$(118,758,091)
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(132,844,591)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors is provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Facilities rent by the standard 4.2 percent or adjusted to the Self Support rent rates at 5.2
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$817,567
Other Funds	$548,230
Lottery Funds	$0
Federal Funds	$4,896,766
Total Funds	$6,262,563

OFFICE OF WORKFORCE INVESTMENTS
ESSENTIAL PACKAGES

Package 032: Above Standard Inflation

Above standard inflation factors are provided by the Department of Administrative Services for certain relevant items.

General Fund	$301,101
Other Funds	$331,186
Lottery Funds	$0
Federal Funds	$2,848,937
Total Funds	$3,481,224

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs. There are no fund shifts for this program.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	17,460	-	-	-	-	-	17,460
Other Revenues	-	-	(24,791)	-	-	-	(24,791)
Federal Funds	-	-	-	(106,349)	-	-	(106,349)
Transfer In - Intrafund	-	-	(30,561)	-	-	-	(30,561)
Tsfr From Human Svcs, Dept of	-	-	-	-	-	-	-
Total Revenues	**$17,460**	**-**	**($55,352)**	**($106,349)**	**-**	**-**	**($144,241)**
Personal Services							
Temporary Appointments	3,016	-	-	241	-	-	3,257
Overtime Payments	4	-	36	40	-	-	80
All Other Differential	15	-	-	-	-	-	15
Public Employees' Retire Cont	3	-	7	7	-	-	17
Pension Obligation Bond	(8,902)	-	(25,855)	(10,412)	-	-	(45,169)
Social Security Taxes	232	-	3	18	-	-	253
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Mass Transit Tax	3,765	-	(7,388)	-	-	-	(3,623)
Vacancy Savings	19,327	-	(22,155)	(96,243)	-	-	(99,071)
Total Personal Services	**$17,460**	**-**	**($55,352)**	**($106,349)**	**-**	**-**	**($144,241)**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Dist to Non-Profit Organizations	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	17,460	-	(55,352)	(106,349)	-	-	(144,241)
Total Expenditures	**$17,460**	**-**	**($55,352)**	**($106,349)**	**-**	**-**	**($144,241)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(14,086,500)	-	-	-	-	-	(14,086,500)
Other Revenues	-	-	(10,000,000)	-	-	-	(10,000,000)
Transfer In - Intrafund	-	-	(111,778,070)	-	-	-	(111,778,070)
Transfer from General Fund	-	-	(1,005,757)	-	-	-	(1,005,757)
Total Revenues	**($14,086,500)**	**-**	**($122,783,827)**	**-**	**-**	**-**	**($136,870,327)**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	(6,263)	-	-	-	(6,263)
Employee Training	-	-	(32,367)	-	-	-	(32,367)
Office Expenses	-	-	(20,706)	-	-	-	(20,706)
Telecommunications	-	-	(16,065)	-	-	-	(16,065)
State Gov. Service Charges	-	-	-	-	-	-	-
Data Processing	-	-	(6,370)	-	-	-	(6,370)
Publicity and Publications	-	-	(4,634)	-	-	-	(4,634)
Professional Services	(299,500)	-	-	-	-	-	(299,500)
Attorney General	(500)	-	-	-	-	-	(500)
Employee Recruitment and Develop	-	-	(3,808)	-	-	-	(3,808)
Dues and Subscriptions	-	-	(4,634)	-	-	-	(4,634)
Facilities Rental and Taxes	-	-	(73,935)	-	-	-	(73,935)
Other Services and Supplies	-	-	(37,962)	-	-	-	(37,962)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	(22,848)	-	-	-	(22,848)
Total Services & Supplies	**($300,000)**	**-**	**($229,592)**	**-**	**-**	**-**	**($529,592)**
Special Payments							
Dist to Non-Gov Units	(8,994,243)	-	8,994,243	-	-	-	-
Intra-Agency Gen Fund Transfer	(1,005,757)	-	-	-	-	-	(1,005,757)
Other Special Payments	(3,786,500)	-	(127,522,742)	-	-	-	(131,309,242)
Total Special Payments	**($13,786,500)**	**-**	**($118,528,499)**	**-**	**-**	**-**	**($132,314,999)**
Total Expenditures							
Total Expenditures	(14,086,500)	-	(118,758,091)	-	-	-	(132,844,591)
Total Expenditures	**($14,086,500)**	**-**	**($118,758,091)**	**-**	**-**	**-**	**($132,844,591)**
Ending Balance							
Ending Balance	-	-	(4,025,736)	-	-	-	(4,025,736)
Total Ending Balance	**-**	**-**	**($4,025,736)**	**-**	**-**	**-**	**($4,025,736)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	817,567	-	-	-	-	-	817,567
Other Revenues	-	-	485,907	-	-	-	485,907
Federal Funds	-	-	-	4,896,766	-	-	4,896,766
Tsfr From Human Svcs, Dept of	-	-	62,323	-	-	-	62,323
Total Revenues	**$817,567**	**-**	**$548,230**	**$4,896,766**	**-**	**-**	**$6,262,563**
Services & Supplies							
Instate Travel	1,203	-	720	1,523	-	-	3,446
Out of State Travel	872	-	4	2,838	-	-	3,714
Employee Training	2,235	-	189	682	-	-	3,106
Office Expenses	2,751	-	269	823	-	-	3,843
Telecommunications	1,354	-	162	1,896	-	-	3,412
State Gov. Service Charges	128,057	-	1,367	4,676	-	-	134,100
Data Processing	494	-	-	172	-	-	666
Publicity and Publications	430	-	123	586	-	-	1,139
Professional Services	179,594	-	9,301	263,826	-	-	452,721
IT Professional Services	-	-	-	7,063	-	-	7,063
Attorney General	3,351	-	-	4,188	-	-	7,539
Employee Recruitment and Develop	245	-	4	73	-	-	322
Dues and Subscriptions	294	-	38	189	-	-	521
Facilities Rental and Taxes	3,645	-	591	4,778	-	-	9,014
Agency Program Related S and S	400	-	300	-	-	-	700
Other Services and Supplies	3,350	-	143	659	-	-	4,152
Expendable Prop 250 - 5000	2,756	-	5	246	-	-	3,007

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	142	-	19	418	-	-	579
Total Services & Supplies	**$331,173**	**-**	**$13,235**	**$294,636**	**-**	**-**	**$639,044**
Special Payments							
Dist to Counties	-	-	3,086	409	-	-	3,495
Dist to Other Gov Unit	-	-	4,579	41,815	-	-	46,394
Dist to Non-Gov Units	-	-	485,757	4,228,940	-	-	4,714,697
Dist to Individuals	-	-	7,347	-	-	-	7,347
Dist to Local School Districts	-	-	32,623	-	-	-	32,623
Dist to Comm College Districts	-	-	1,603	254,607	-	-	256,210
Dist to Non-Profit Organizations	-	-	-	76,359	-	-	76,359
Other Special Payments	486,394	-	-	-	-	-	486,394
Total Special Payments	**$486,394**	**-**	**$534,995**	**$4,602,130**	**-**	**-**	**$5,623,519**
Total Expenditures							
Total Expenditures	817,567	-	548,230	4,896,766	-	-	6,262,563
Total Expenditures	**$817,567**	**-**	**$548,230**	**$4,896,766**	**-**	**-**	**$6,262,563**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 032 - Above Standard Inflation **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	301,101	-	-	-	-	-	301,101
Other Revenues	-	-	292,605	-	-	-	292,605
Federal Funds	-	-	-	2,848,937	-	-	2,848,937
Tsfr From Human Svcs, Dept of	-	-	38,581	-	-	-	38,581
Total Revenues	**$301,101**	**-**	**$331,186**	**$2,848,937**	**-**	**-**	**$3,481,224**
Special Payments							
Dist to Counties	-	-	1,910	253	-	-	2,163
Dist to Other Gov Unit	-	-	2,835	25,885	-	-	28,720
Dist to Non-Gov Units	-	-	300,706	2,617,915	-	-	2,918,621
Dist to Individuals	-	-	4,548	-	-	-	4,548
Dist to Local School Districts	-	-	20,195	-	-	-	20,195
Dist to Comm College Districts	-	-	992	157,614	-	-	158,606
Dist to Non-Profit Organizations	-	-	-	47,270	-	-	47,270
Other Special Payments	301,101	-	-	-	-	-	301,101
Total Special Payments	**$301,101**	**-**	**$331,186**	**$2,848,937**	**-**	**-**	**$3,481,224**
Total Expenditures							
Total Expenditures	301,101	-	331,186	2,848,937	-	-	3,481,224
Total Expenditures	**$301,101**	**-**	**$331,186**	**$2,848,937**	**-**	**-**	**$3,481,224**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 032 - Above Standard Inflation **Cross Reference Number: 52500-206-00-00-00000**

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

Executive Director's Office

Policy Option Package 104 – *Future Ready Oregon (SB 1545, 2022) ARPA Reauthorization*

Purpose: To re-authorize $62.5M in OF expenditure limitation authority for Future Ready Oregon implementation in 25-27. All funding appropriated for Future Ready Oregon in 2022 will be obligated by the end of this year (2024). While project implementation will continue through 2026 and be administered and funded with federal dollars coming to HECC from Department of Administrative Services, new state funding would be necessary to continue this investment through the 25-27 biennium and into the future.

Justification and Solution/How Achieved: Oregon continues to experience significant workforce shortages – and struggles to take advantage of workforce opportunities – in industries and occupations that are critical to equitable prosperity for all Oregonians. Workforce-related priorities, programs, and other initiatives across the state are not always well-aligned, resulting in a workforce system that is often fragmented, inequitable, and difficult to navigate.

To promote sustained economic growth across Oregon, partners must work together to center the needs of underserved and underrepresented Oregonians, align workforce education and training opportunities, and provide comprehensive supports and services that enable individuals to complete trainings and move into high-wage jobs in key industry sectors. These proposed investments integrate proven best practices from Future Ready Oregon programs, continuing to contribute to a more unified, equitable, and accessible workforce system. Furthermore, these program investments align with recent case studies and research on promising practices in workforce development and training including:

- Centering the needs of historically underserved and underrepresented communities through inclusive partnerships
- Flexible funding
- Innovative education delivery and comprehensive student/learner supports that meet students where they are
- Focusing on key sectors of statewide importance
- Systems alignment at the state (policy priorities) and local/regional (program implementation) levels

Equity Impact: Future Ready Oregon advances a more equitable workforce system by centering the education and employment needs of historically underserved and marginalized Oregonians. This involves grantmaking that supports inclusive, culturally specific, and linguistically appropriate initiatives that address systemic barriers faced by Oregon's priority populations, provides critical support to participants, and creates pathways to good-paying jobs in Oregon's key industry sectors. Future Ready Oregon recognizes that advancing a diverse workforce system requires operationalizing a new approach and doing things differently.

Equity in Process Improvements and Engaging Diverse Communities
Future Ready Oregon engages community-based and culturally specific organizations as co-creators of solutions to Oregon's complex workforce and talent development challenges. CBOs encounter significant barriers in pursuit of funding. To ensure greater accessibility to the application process, Future Ready Oregon implements strategies such as providing technical assistance for Requests for Applications (RFAs) through providers who have experience with diverse communities, subject matter diversity (including sector-specific experience and regional expertise), and nonprofit management (including grant writing and financial management experience); hosting webinars and creating detailed, easy-to-navigate FAQs; translating materials and offering live interpretation at webinars; and providing unfunded applicants the opportunity to receive feedback and learn for future funding opportunities, informing subsequent RFAs.

Additionally, Future Ready Oregon embeds equity-focused and human-centered approaches to grant administration, including utilizing alternative reporting methods, such as video check-ins and qualitative reporting that build stronger partnership with grantees and enable the story receivers (grant administrators) to engage with the stories and histories of families, communities, and cultures; simplifying reporting templates with grantee feedback; offering trauma-informed data collection trainings to acknowledge trauma experienced especially by underserved and marginalized communities, to support data collection strategies to mitigate re-traumatizing participants, and to honor the unique identities and experiences of participants; allowing advance payment of funds; and implementing Communities of Practice to foster collaboration amongst grantees, strengthen networks between workforce and economic development professionals, provide subject matter experts, coaching, and technical assistance to grantees on workforce system and sector strategies, and share field-informed innovation.

Equitable Impacts for Individuals
In its first year of implementation, Future Ready Oregon programs served 9,441 participants, 92% identifying as a member of at least one priority population (among those who reported such data) and 62% identifying as a member of at least two priority populations. Programs also served higher proportions of members of priority population participants than the proportion of those members that comprise the labor force, including young people, Black/African Americans, Latino/a/x/Hispanics, Native American/Alaskan Natives, Native Hawaiian/Pacific Islanders, multi-racial people, women, and rural and frontier populations.

Future Ready Oregon's flexible funding, coupled with Workforce Innovation and Opportunity Act (WIOA) funds, enables local workforce development boards to expand their training partners to meet the needs of participants and improve outcomes. This grows their provider ecosystem, which can move quickly from initial contact to plan development to a wide range of services, which has been especially important for priority populations who may have different needs. Future Ready Oregon funding has been blended and braided with WIOA funds for more comprehensive and responsive services, including paid work experience and internships as well as partnership-building with industry, community-based organizations, and training providers. WIOA prioritizes recipients of public assistance, individuals who are deficient in basic skills, or those who are low-income in addition to veterans and eligible spouses and seeks to serve those populations most in-need. The priority populations connected with WIOA-funded services are aligned and complimentary with Future Ready Oregon; however, WIOA is more restrictive and is intended to be a "last dollar" resource. Leveraged WIOA resources will further equity priorities, but their relatively small size and restrictive nature present potential barriers to equity priorities.

Staffing Impact: The positions outlined below are requested to ensure the success of each program.

Reauthorize $62.5 million in OF expenditure limitation authority for 2025-2027, and 7.50 Full-Time Equivalent position authority, including 10.0 FTE for the first 18 months of the biennium (7/1/25-12/31/26): (1) EPM2/EPA1, (1) OPA4/EPM2, (1) OPA3, (5) PA3, (1) AS2, (1) OS2.

Research & Data

			2025-27		
Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type
8880022	Operations and Policy Analyst 3	X0872	1.0	0.75	LD/FT
	Total		**1.0**	**0.75**	

Workforce Investments

			2025-27		
Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type
8880025	Education Programs Administrator 1	Z7222	1.0	0.75	LD/FT
8880026	Education Programs Manager 2	X7224	1.0	0.75	LD/FT
8880027	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880028	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880029	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880030	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880031	Program Analyst 3	X0862	1.0	0.75	LD/FT
8880032	Administrative Specialist 2	E0108	1.0	0.75	LD/FT
8880033	Office Specialist 2	C0104	1.0	0.75	LD/FT
	Total		**9.0**	**6.75**	

Outcomes/Performance Measures/Benchmarks: Assessment measures include:

- The number of individuals from priority populations who have registered for and who have completed a workforce program;
- Data on job placement rates, wages and salary earnings and health and retirement benefits provided for individuals who participated in an established program;
- A description of any new or expanded workforce programs, including training programs, career pathway programs and apprenticeship and preapprenticeship training programs, and
- The types and amounts of any wraparound supports and services provided to individuals from priority populations.

By December 31 of each year, the commission shall prepare and submit a report that includes the information, disaggregated by race, age, gender and geographical area, including any recommendations for future investments and opportunities to leverage private and federal funding to support investments, to the Governor and to the interim committees of the Legislative Assembly related to workforce development.

Revenue Source: Reauthorizes $62.5M in OF expenditure limitation authority.

Research & Data

POP #104 – *Future Ready Oregon (SB 1545, 2022) ARPA Reauthorization*	**2025-27**				
Expenditure Category	**GF**	**OF**	**LF**	**FF**	**Total Funds**
Personal Services		$215,446			$215,446
Services & Supplies		$33,058			$33,058
Capital Outlay					
Special Payments					
Total		**$248,504**			**$248,504**
Positions		1.0			1.0
FTE		0.75			0.75

Workforce Investments

POP #104 – *Future Ready Oregon (SB 1545, 2022) ARPA Reauthorization*	**2025-27**				
Expenditure Category	**GF**	**OF**	**LF**	**FF**	**Total Funds**
Personal Services		$2,162,772			$2,162,772
Services & Supplies		$248,240			$248,240
Capital Outlay					
Special Payments		$59,804,484			$59,804,484
Total		**$62,251,496**			**$62,251,496**

Positions		9.0			9.0
FTE		6.75			6.75

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 104 - Future Ready Oregon ARPA Continuation **Cross Reference Number: 52500-206-00-00-00000**

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	-	-	1,446,336	-	-	-	1,446,336
Empl. Rel. Bd. Assessments	-	-	486	-	-	-	486
Public Employees' Retire Cont	-	-	304,308	-	-	-	304,308
Social Security Taxes	-	-	110,645	-	-	-	110,645
Paid Family Medical Leave Insurance	-	-	5,786	-	-	-	5,786
Worker's Comp. Assess. (WCD)	-	-	279	-	-	-	279
Mass Transit Tax	-	-	8,678	-	-	-	8,678
Flexible Benefits	-	-	286,254	-	-	-	286,254
Total Personal Services	**-**	**-**	**$2,162,772**	**-**	**-**	**-**	**$2,162,772**
Services & Supplies							
Instate Travel	-	-	51,527	-	-	-	51,527
Employee Training	-	-	33,726	-	-	-	33,726
Office Expenses	-	-	21,576	-	-	-	21,576
Telecommunications	-	-	16,740	-	-	-	16,740
Data Processing	-	-	6,641	-	-	-	6,641
Publicity and Publications	-	-	4,829	-	-	-	4,829
Employee Recruitment and Develop	-	-	3,968	-	-	-	3,968
Dues and Subscriptions	-	-	4,829	-	-	-	4,829
Facilities Rental and Taxes	-	-	77,040	-	-	-	77,040
Other Services and Supplies	-	-	39,556	-	-	-	39,556
Expendable Prop 250 - 5000	-	-	23,808	-	-	-	23,808
Total Services & Supplies	**-**	**-**	**$284,240**	**-**	**-**	**-**	**$284,240**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Workforce Investments**

Pkg: 104 - Future Ready Oregon ARPA Continuation **Cross Reference Number: 52500-206-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	-	-	59,804,484	-	-	-	59,804,484
Total Special Payments	**-**	**-**	**$59,804,484**	**-**	**-**	**-**	**$59,804,484**
Total Expenditures							
Total Expenditures	-	-	62,251,496	-	-	-	62,251,496
Total Expenditures	**-**	**-**	**$62,251,496**	**-**	**-**	**-**	**$62,251,496**
Ending Balance							
Ending Balance	-	-	(62,251,496)	-	-	-	(62,251,496)
Total Ending Balance	**-**	**-**	**($62,251,496)**	**-**	**-**	**-**	**($62,251,496)**
Total Positions							
Total Positions							9
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**9**
Total FTE							
Total FTE							6.75
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**6.75**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-206-00-00-00000**

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	742,500	-	-	-	-	-
Interest Income	160,936	5,983	5,983	5,983	-	-
Sales Income	2,179	-	-	-	-	-
Donations	278,698	175,000	175,000	175,000	-	-
Grants (Non-Fed)	-	609,527	609,527	609,527	-	-
Other Revenues	(1,451,974)	12,952,180	13,187,100	4,079,405	-	-
Transfer In - Intrafund	-	111,808,631	111,808,631	-	-	-
Transfer from General Fund	10,000,000	10,000,000	10,000,000	8,994,243	-	-
Tsfr From Human Svcs, Dept of	539,459	1,483,891	1,483,891	1,526,098	-	-
Tsfr From Administrative Svcs	115,000,000	-	-	-	-	-
Tsfr From Revenue, Dept of	2,738,032	2,115,680	2,115,680	2,036,137	-	-
Tsfr From Education, Dept of	473,962	-	-	-	-	-
Transfer Out - Intrafund	-	(112,085,767)	(112,085,767)	-	-	-
Total Other Funds	**$128,483,792**	**$27,065,125**	**$27,300,045**	**$17,426,393**	**-**	**-**
Federal Funds						
Federal Funds	74,279,948	119,138,152	119,579,871	127,654,003	-	-
Tsfr To Governor, Office of the	-	(270,000)	(270,000)	(200,000)	-	-
Total Federal Funds	**$74,279,948**	**$118,868,152**	**$119,309,871**	**$127,454,003**	**-**	**-**
Nonlimited Federal Funds						
Federal Funds	10,412,919	20,536,302	20,536,302	20,536,302	-	-
Total Nonlimited Federal Funds	**$10,412,919**	**$20,536,302**	**$20,536,302**	**$20,536,302**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

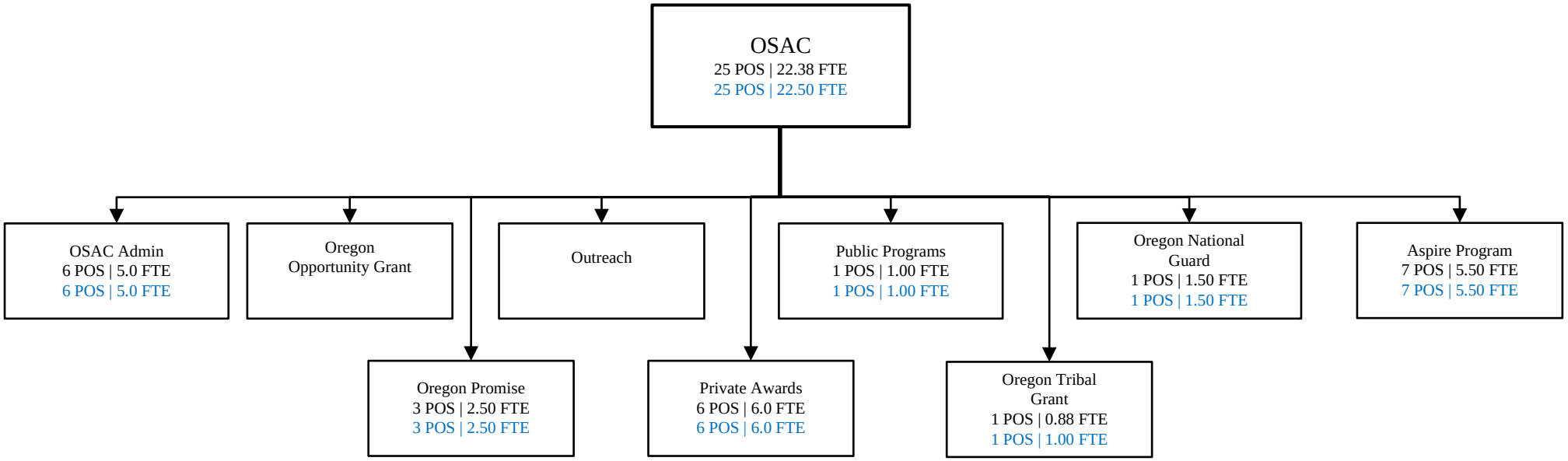
Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

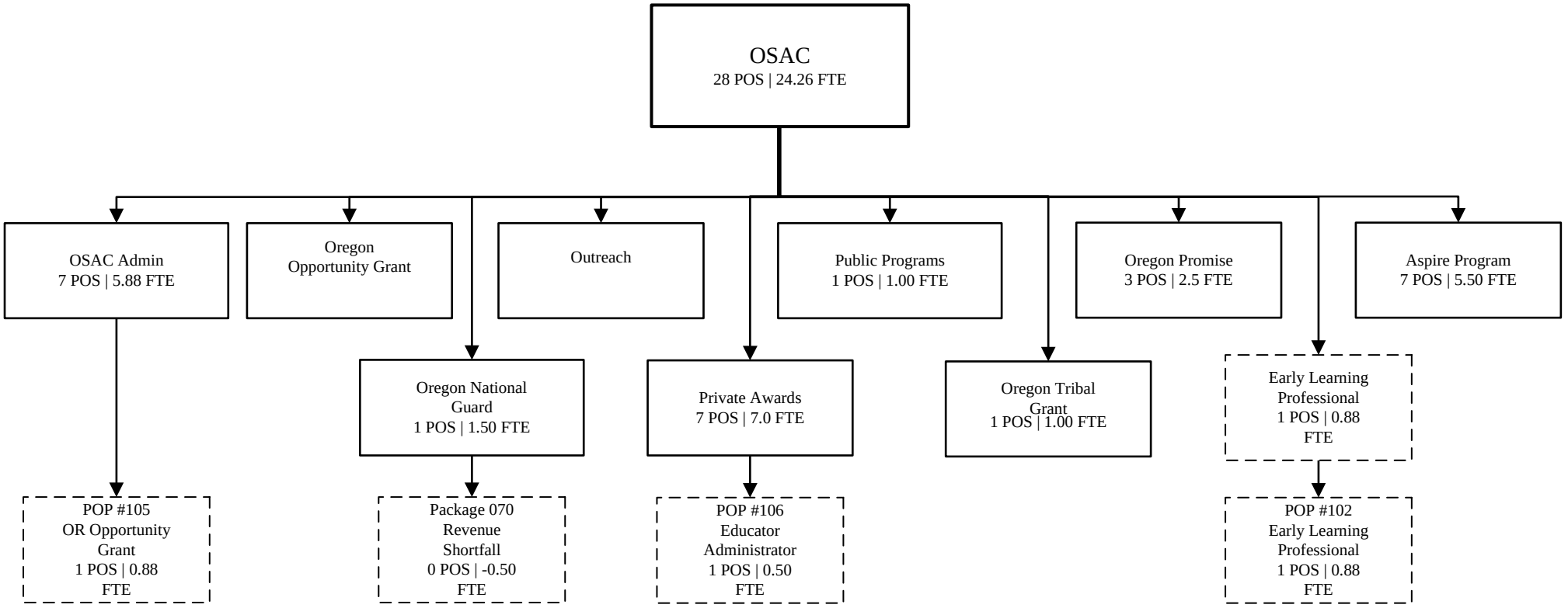
Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8880025	1442015		MESN Z7222 E P	EDUCATION PROGRAMS ADMINIS	38X	LF	18	10	16,273	292,914	117,100	410,014	1	0.75
8880026	1442114		MMS X7224 E P	EDUCATION PROGRAMS MANAGE	33X	LF	18	4	10,027	180,486	84,394	264,880	1	0.75
8880027	1442362		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	3	6,861	0	0	0	0	0.00
8880027	1442362		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	3	7,490	134,820	71,110	205,930	1	0.75
8880028	1442363		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	8	9,542	171,756	81,854	253,610	1	0.75
8880028	1442363		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	8	8,707	0	0	0	0	0.00
8880029	1442364		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	8	9,542	171,756	81,854	253,610	1	0.75
8880029	1442364		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	8	8,707	0	0	0	0	0.00
8880030	1442365		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	7	8,309	0	0	0	0	0.00
8880030	1442365		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	7	9,095	163,710	79,515	243,225	1	0.75
8880031	1442366		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	9	10,021	180,378	84,364	264,742	1	0.75
8880031	1442366		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	9	9,138	0	0	0	0	0.00
8880032	1442367		UA E0108 A P	ADMINISTRATIVE SPECIALIST 2	20	LF	18	4	4,713	84,834	56,569	141,403	1	0.75
8880033	1442368		UA C0104 A P	OFFICE SPECIALIST 2	15	LF	18	3	3,649	65,682	50,998	116,680	1	0.75
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**1,446,336**	**707,758**	**2,154,094**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**1,446,336**	**707,758**	**2,154,094**	**9**	**6.75**

OSAC

HIGHER EDUCATION COORDINATIONG COMMISSION
OSAC 23-25 LAB to 25-27 CSL



HIGHER EDUCATION COORDINATIONG COMMISSION
OSAC 25-27 ARB



OFFICE OF STUDENT ACCESS & COMPLETION

The Office of Student Access & Completion (OSAC)

Is committed to assisting Oregonians in their pursuit of higher education and a brighter future. Established in 1959 by the Oregon Legislature as the Oregon State Scholarship Commission, OSAC continues to provide innovative funding and programs to Oregon students and families.

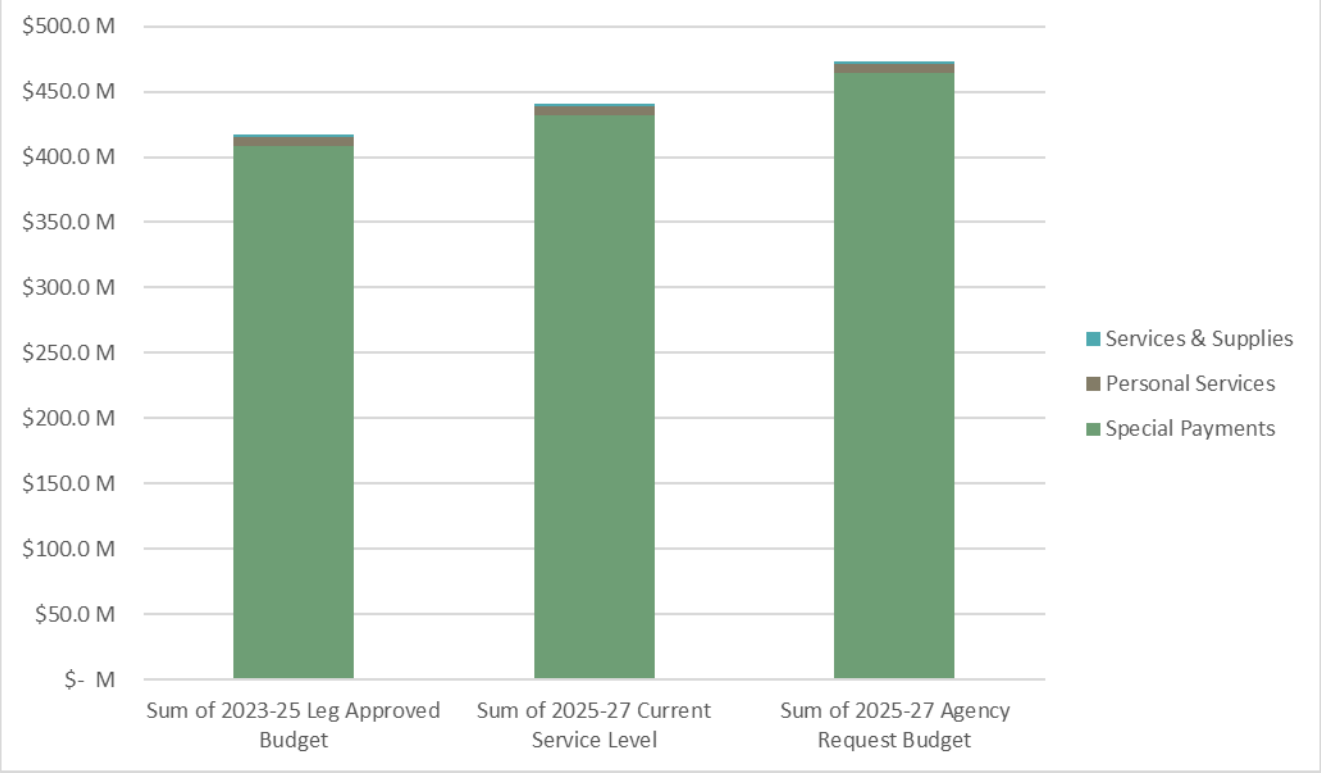
OSAC's many programs include government grants, private scholarships, outreach activities, and mentoring programs to help students with college and career choices. Prominent public grant programs supported by state and/or federal funds that serve approximately 60,000 Oregon residents annually include the Oregon Opportunity Grant (OOG), the Oregon Promise Grant, the Chafee Education and Training Grant for former foster youth, the Oregon Student Child Care Grant, the Oregon National Guard State Tuition Assistance program, the new Oregon Tribal Student Grant, along with several small programs serving targeted groups. In addition to administering government grant programs, OSAC works with a variety of private foundations, membership organizations, private donors, and community groups to administer more than 600 privately funded scholarship programs. OSAC also supports the ASPIRE student mentoring program and provides outreach services, and financial aid publications statewide.

OSAC serves a wide user base including: students, financial aid offices, colleges and universities, high schools, middle schools, outreach sites, state and federal agencies, community based organizations, ASPIRE coordinators and volunteers, stakeholders, donors, Oregon financial aid applicants, the Oregon Legislature, and the Higher Education Coordinating Commission as a whole. The office receives, processes, and stores sensitive data submitted in the Free Application for Federal Student Aid (FAFSA) for more than 350,000 Oregon residents each year. It also supports multiple web portals, online applications, and reporting systems for the many programs it administers.

Funding Request

For 25-27 OSAC is requesting CSL for the majority of its Programs. For OOG, Policy Option Package (POP) 105 requests an increase of $ 25,083,905 and an additional staff member. OSAC also expects to take over the administration and funding of the Oregon Administer Scholarship Program from the Oregon Teachers Scholar Program through POP 106. In POP 102, OSAC is looking to fund the Early Learning Professional Grant Program and an additional staff to administer the program.

OFFICE OF STUDENT ACCESS & COMPLETION



Privately Funded Scholarship Programs

OSAC administers more than 600 individual privately funded scholarship programs to help make college more affordable for Oregon students. Applicants can apply for numerous scholarships by using one common electronic application and submit their entire application and required support documents online at www.OregonStudentAid.gov. In partnership with The Oregon Community Foundation, private individuals, employers, banks, and membership organizations, OSAC coordinates the application and awarding processes. Some of these scholarships are based on merit and achievement; others are based on need and focus on underserved populations, such as low-income students, adult learners, and first-generation college students. The range of scholarship programs administered by OSAC includes irrevocable trust, partner organizations, annual "pass-through" programs, and employer programs. A partnership of private funds and public administration of this magnitude is unique among all the states.

- Private donors contributed over $13 million in scholarships to 4,832 students in 2021-22.
- OSAC continues to see growth in the number of scholarship programs as well as the number of recipients and total dollars awarded.
- More than 13,000 scholarship applications were submitted for the 2021-22 academic year.

State and Federal Grant and Scholarship Programs

A. Oregon Opportunity Grant (state program)

Established in 1971, the Oregon Opportunity Grant (OOG) is Oregon's largest and oldest state-funded, need-sensitive grant program to help Oregon students with the greatest financial need attain a postsecondary education. Each year, the program helps around 40,000 low-income undergraduate Oregon residents pay for a portion of their college expenses at an Oregon community college, Oregon public university, or Oregon-based private nonprofit 4-year institutions. Oregon students apply for the Opportunity Grant by completing the Free Application for Federal Student Aid (FAFSA), which is also the application for Federal Pell Grants and Federal Direct Student Loans. Undocumented Oregon residents who are not eligible for federal student aid can complete an alternative to the FAFSA, the Oregon Student Aid Application (ORSAA), to apply for the grant. Students may receive the grant for the equivalent of 12 quarters or 8 semesters at full-time enrollment; grants are prorated for partial-year or half-time enrollment. To remain eligible for the grant, students must maintain satisfactory academic progress and meet all federal Title IV eligibility requirements, including having no student loan defaults or owing a refund of federal student grant funds. In 2021-22, 38,471 students received OOG funds, totaling more than $89.7 million.

Grant awards are calculated according to a percentage of the total cost of attendance by school sector. In addition, legislation passed in 2015 required OSAC to prioritize OOG awards according to financial need, using a student's Expected Family Contribution (EFC) as the key indicator of the student's financial need. The EFC is calculated according to a federal needs analysis formula that considers the income and financial assets of the student and student's family, if applicable, along with key demographic components such as household size and number in college. The same 2015 legislation also guaranteed a second year of grant eligibility for students who meet several additional requirements.

Due to funding constraints, the number of students who might have been eligible for an OOG award was much greater than the number of students who actually received an award (see figure 1). In order to control costs and equitably serve the students with the greatest financial need, OSAC considered a student's income level, their EFC or the date they filed the FAFSA/ORSAA and awarded those who met the cutoff criteria each year. Furthermore, not every applicant who might have been eligible for an OOG award attended an eligible Oregon school, resulting in fewer students receiving the award than the number who met eligibility criteria.

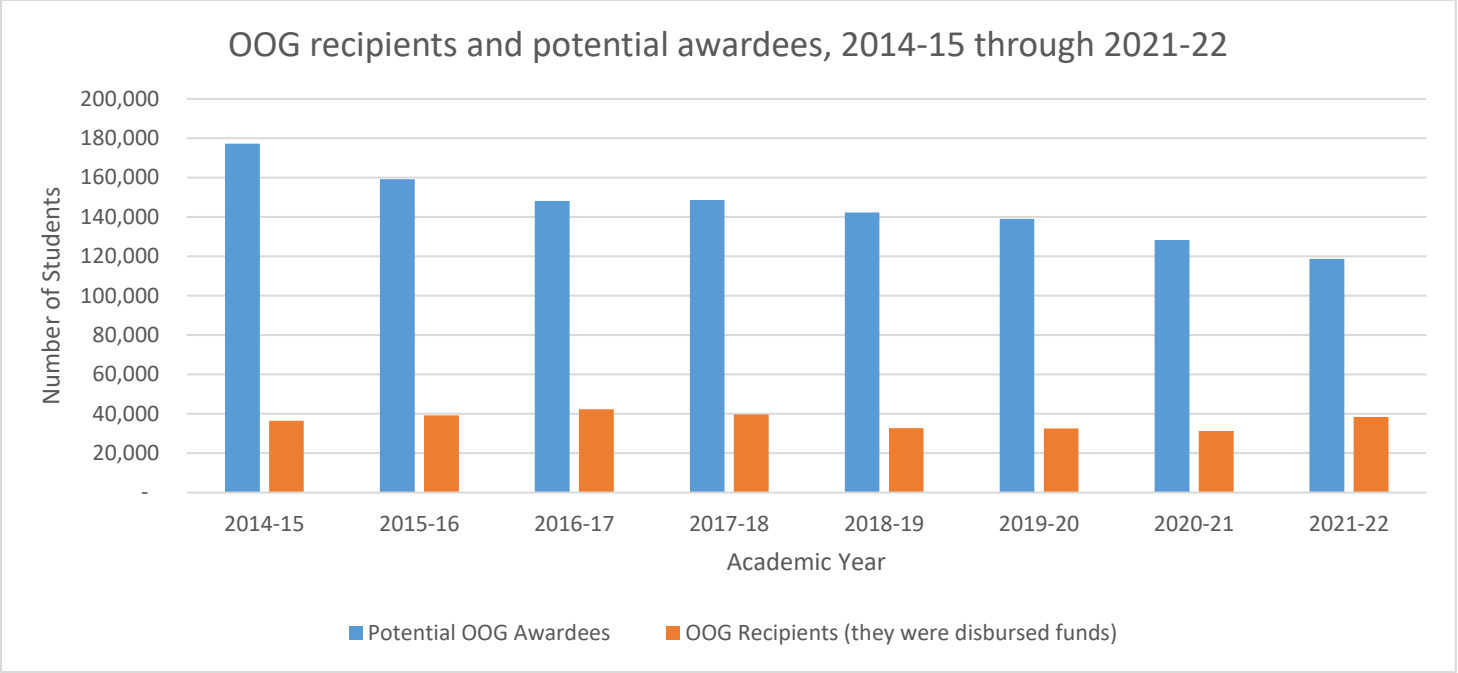


Figure 1. Number of OOG recipients and FAFSA/ORSAA filers with financial need, 2014-15 through 2021-22.

***Prioritized OOG Awards for* Former Foster Youth–** House Bill 3471 from the 2011 Legislative Session required OSAC to prioritize awarding of Oregon Opportunity Grants for identified foster youth. OSAC works with the Oregon Department of Human Services (DHS) to identify those former foster youth who are eligible for the grant. OSAC has set aside OOG funds so foster youth will continue to be awarded during the year even though funds are depleted for all other students. In 2021-22, 218 former foster youth received OOG funds totaling $664,804.

B. Oregon Promise Grant (state program)

Oregon Promise is a state grant established in 2015 that helps to cover most tuition costs at any Oregon community college for recent high school graduates and GED® test graduates. Oregon Promise grant funds are available until the student has attempted a *total of 90 college credits*. There is no limit to the number of years or terms the student can receive the grant, providing the student has not yet reached the 90-credit limit and continues to maintain satisfactory academic progress. To qualify, students must be an Oregon resident and enroll at least half time at an Oregon community college within 6 months of graduation. Applicants must also meet other eligibility criteria, including completing an Oregon Promise Grant application by their appropriate deadline, filing a FAFSA or ORSAA, and having a cumulative high school GPA of 2.0 (2022) or a GED® score of 145 or higher one each test. In 2020-21, nearly 8,950 eligible students received Oregon Promise funds totaling $14.6 million, which was impacted by a $3.6 million legislative budget cut.

Eligible individuals who obtain their high school diploma or GED® test credential while incarcerated or in custody in an Oregon correctional facility can receive the Oregon Promise grant upon release. Passed in 2020, Senate Bill 1605 expanded eligibility to support eligible Oregon foster youth who obtain their high school diploma or GED® test credential while in out-of-state placements.

Passed in 2021, Senate Bill 1522 implemented equity-focused changes starting the 2022-23 academic year. The GPA requirement has been lowered to a cumulative, unweighted 2.0 GPA, the $50 per term co-pay has been removed, and the minimum award will increase from $1,000 to $2,000 for full-time, full-year students, and it will increase at the same rate as the maximum award each year. Also, the First-Year Experience will no longer be a requirement to renew the Oregon Promise Grant.

C. Oregon National Guard State Tuition Assistance (state program)

The Oregon National Guard State Tuition Assistance (ONGSTA) program was created by the Oregon Legislative Assembly in 2018. The program provides funding for tuition at Oregon community colleges, public universities, OHSU, and eligible private institutions for current members of the Oregon National Guard (ONG). The ONGSTA program was originally designed as a "last dollar" program, which means that award calculations first consider all other federal and state grant aid and federal/military tuition assistance the member may be eligible to receive. During the 2021 legislative session, Senate Bill 101 restructured the awarding process. The new awarding structure, implemented during the 2022 winter term, allows the ONGSTA program to be first pay after Department of Defense Federal Tuition Assistance funds have been applied towards student's tuition balance. The bill also allows the HECC to determine a fee award structure and a book allowance. Active ONG members who meet the eligibility criteria, have completed basic training, and have not yet earned a baccalaureate degree or higher may receive funds to pay for up to 90 credits at an Oregon community college or up to 180 credits at an Oregon public university, Oregon Health and Science University, or a qualifying private institution that meets the criteria set forth in ORS 348.597(2). To apply for the grant, ONG members must submit the ONGSTA application, complete and submit the FAFSA, and apply for DoD Federal Tuition Assistance (FTA) if eligible. The Oregon Legislature allocated $3.7 million in General Fund monies for the 2019-2021 biennium which was reduced to $2.5M during a 2020 emergency legislative session. In 2021-22, 283 students received ONGSTA funds totaling $587,548.

D. Oregon Student Child Care Grant (state program)

The Oregon Student Child Care Grant assists student-parents who are enrolled in postsecondary education with safe, dependable child care that supports their children's development while allowing completion of the parents' academic programs. Priority in awarding is given to prior-year recipients who have not exhausted their maximum eligibility, who maintain satisfactory academic progress as determined by their postsecondary institution and criteria set forth by OSAC, and who continue to use an eligible child-care provider. For the 2020-21 academic year, there were approximately 300 valid applications, but only 98 students received an award. Total Student Child Care Grant awards amounted to $622,066. Demand far exceeds the resources available to grant all eligible parents an award or cover the actual cost of child care expenses for grant recipients. Demand far exceeds the resources available to grant all eligible parents an award.

E. JOBS Plus (state program)

Created in 1993 as part of Oregon's welfare reform effort, the JOBS Plus Program makes it possible for eligible participants to receive funding for future educational expenses through Individual Education Accounts (IEA). Employers contribute $1 for every hour that a JOBS Plus participant works in a

subsidized job. Funds are transferred to OSAC when participants have been in an unsubsidized job for at least 30 days. OSAC holds these funds for the participant or immediate family members to use for up to five years. After five years, the IEAs expire, and any unused funds are moved to the fund for Oregon Opportunity Grants. Roughly 30 participants will have IEAs established for them during the coming biennium. Approximately two-thirds of all funds redeemed through the program are used at Oregon's community colleges and four-year universities. In 2021-22, a total of 5 JOBS Plus participants received $3,301.79 in IEA Funds to pay for educational expenses. While participants can use funds for educational expenses, many participate in the JOBS program to get back into the workplace.

F. Scholarships for the Dependent Children of Deceased and Disabled Public Safety Officers (state program)

OSAC has administered the DDPSO program since 1977. Under this program, scholarships are available for dependent children of a public safety officer, reserve officer, or volunteer firefighter, as defined by ORS 243.954, who suffered death or permanent total disability in the line of duty. The program has been funded through the Oregon Opportunity Grant Program for many years, but 2018 legislative changes established a new funding source for the future – 10% of the proceeds from civil forfeitures. OSAC continues to support the program through the OOG funding in the event of insufficient funding from forfeiture proceeds Students apply for the program by completing the FAFSA or ORSAA, along with a separate application. The student's award amount is equal to the amount of tuition and all standard fees levied by the institution of higher education against the student and reduced by any state or federal grant aid the student may have received. There is no application deadline for this program, so students can apply and receive award funds at any time during the academic year. In 2020-21, OSAC awarded scholarships to 11 students totaling $101,138 during the academic year.

G. Oregon Teacher Scholars Scholarship Program (state program)

Created in 2017 by the Oregon Legislature through a partnership with the Oregon Department of Education and the Chief Education Office, this scholarship program provides awards to culturally or linguistically diverse students who are enrolled in a preliminary teacher licensure program approved by the State of Oregon. Eligible students apply through the OSAC scholarship application and are awarded a maximum of $10,000 per year for up to two years. In 2020-21 this scholarship was awarded to 173 eligible students who received a total of $690,000.

H. Chafee Education and Training Voucher program (federal program)

OSAC and the Department of Human Services' Independent Living Program administer the Federal Chafee Education and Training Voucher Program for the benefit of Oregon's current and former foster youth under a partnership established in 2003. Eligible youth may apply year-round via OSAC's Student Portal. Each youth is eligible to receive a maximum award of up to $5,000 per academic year, although actual award amounts may vary year-to-year. To be eligible, both former and current foster youth must meet Federal criteria. In 2021-22, 251 former foster youth claimed total awards of $1,002,375.00.

I. Oregon Tribal Student Grant (state program)

The Oregon Tribal Student Grant is a new state financial aid program supported by the Oregon Legislature's 2022 historic investment in equitable college access and success for tribal students. The Oregon Tribal Student Grant is expected to pay for most or all public undergraduate college-related expenses—including tuition, housing, books, and other costs not covered by other grants—for eligible students who are enrolled members of Oregon's nine federally recognized Tribes and pursuing their first associate, bachelor's, or graduate degree. The grant is intended to cover the average cost of undergraduate attendance after all federal and state grants/scholarships have been applied. The Oregon Tribal Student Grant is currently only funded for the 2022-2023

academic school year. Renewal of the grant is dependent on funding being allocated by the Oregon state legislature. By August 1, 2022, OSAC received over 500 applications. The grant is expected to support 700 students for the 2022-23 aid year.

I. Early Learning Professional Grant Program (state program)

The Oregon Tribal Student Grant is a new state financial aid program supported by the Oregon Legislature's 2022 historic investment in equitable college access and success for tribal students. The Oregon Tribal Student Grant is expected to pay for most or all public undergraduate college-related expenses—including tuition, housing, books, and other costs not covered by other grants—for eligible students who are enrolled members of Oregon's nine federally recognized Tribes and pursuing their first associate, bachelor's, or graduate degree. The grant is intended to cover the average cost of undergraduate attendance after all federal and state grants/scholarships have been applied. The Oregon Tribal Student Grant is currently only funded for the 2022-2023 academic school year. Renewal of the grant is dependent on funding being allocated by the Oregon state legislature. By August 1, 2022, OSAC received over 500 applications. The grant is expected to support 700 students for the 2022-23 aid year.

I. Educator Administrator Scholarship Program (state program)

The Oregon Tribal Student Grant is a new state financial aid program supported by the Oregon Legislature's 2022 historic investment in equitable college access and success for tribal students. The Oregon Tribal Student Grant is expected to pay for most or all public undergraduate college-related expenses—including tuition, housing, books, and other costs not covered by other grants—for eligible students who are enrolled members of Oregon's nine federally recognized Tribes and pursuing their first associate, bachelor's, or graduate degree. The grant is intended to cover the average cost of undergraduate attendance after all federal and state grants/scholarships have been applied. The Oregon Tribal Student Grant is currently only funded for the 2022-2023 academic school year. Renewal of the grant is dependent on funding being allocated by the Oregon state legislature. By August 1, 2022, OSAC received over 500 applications. The grant is expected to support 700 students for the 2022-23 aid year.

Outreach and ASPIRE Programs

OSAC's statewide outreach activities provide information about financial aid programs and career and college-planning tools through trainings, presentations, publications, a student portal, applications, ASPIRE sites, outreach events, and social media.

ASPIRE

The ASPIRE program helps educate Oregon students to become career and college ready. ASPIRE offers education, resources, and mentoring opportunities for all students at participating sites. Student supports include 1:1 and group mentoring, activities or events that focus on career exploration, career and college research, admissions applications, scholarships, and financial aid. The program is designed to create a career and college readiness culture in middle

schools, high schools, and community-based organizations (CBOs) statewide and is currently in more than 155 sites across Oregon. More than 1,100 mentors and 10,000 students participate each year.

ASPIRE staff develop and maintain information, resources, and trainings for Site Coordinators (who manage the program at each site), mentors (who work directly to support students), students, and families. The program provides printed materials, online resources and information, and in-person presentations and trainings to engage students and families around financial aid and postsecondary planning, train mentors on content to support students, and inform coordinators on how to recruit and train mentors for all participating sites. ASPIRE staff train new Site Coordinators and act as the primary OSAC customer service contact for the sites for the ASPIRE program. They also support sites through community outreach and increase program fidelity through oversight, data collection and data-sharing. Finally, ASPIRE provides annual educational opportunities for participating sites: a statewide conference for Site Coordinators and mentors, which offers training delivered by postsecondary access partner organizations, and regional meetings that bring together Site Coordinators from the various regions of the state to learn from each other about how best to engage students and volunteers in their local program.

OFFICE OF STUDENT ACCESS & COMPLETION
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 – 2025 biennium. The total of all current service level packages are represented below and detailed under each essential package category.

General Fund	$84,457,487
Other Funds	$(35,491,054)
Lottery Funds	$(26,176,931)
Federal Funds	$(5,466)
Total Funds	$22,784,036

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

General Fund	$176,707
Other Funds	$(38,312)
Lottery Funds	$0
Federal Funds	$(5,466)
Total Funds	$132,929

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OFFICE OF STUDENT ACCESS & COMPLETION
ESSENTIAL PACKAGES

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(5,000,000)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(5,000,000)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$16,515,420
Other Funds	$4,233,687
Lottery Funds	$6,902,000
Federal Funds	$0
Total Funds	$27,651,107

OFFICE OF STUDENT ACCESS & COMPLETION
ESSENTIAL PACKAGES

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs. There are no fund shifts for this program.

General Fund $72,765,360
Other Funds $(39,686,429)
Lottery Funds $(33,078,931)
Federal Funds $0
Total Funds $0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	176,707	-	-	-	-	-	176,707
Admin and Service Charges	-	-	1,462	-	-	-	1,462
Donations	-	-	16,647	-	-	-	16,647
Other Revenues	-	-	(56,421)	-	-	-	(56,421)
Federal Funds	-	-	-	(5,466)	-	-	(5,466)
Total Revenues	**$176,707**	**-**	**($38,312)**	**($5,466)**	**-**	**-**	**$132,929**
Personal Services							
Temporary Appointments	3,193	-	108	-	-	-	3,301
Overtime Payments	66	-	4	-	-	-	70
All Other Differential	762	-	-	-	-	-	762
Public Employees' Retire Cont	174	-	1	-	-	-	175
Pension Obligation Bond	(11,944)	-	(25,393)	(478)	-	-	(37,815)
Social Security Taxes	308	-	8	-	-	-	316
Paid Family Medical Leave Insurance	3	-	-	-	-	-	3
Mass Transit Tax	3,778	-	301	-	-	-	4,079
Vacancy Savings	180,367	-	(13,341)	(4,988)	-	-	162,038
Total Personal Services	**$176,707**	**-**	**($38,312)**	**($5,466)**	**-**	**-**	**$132,929**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	-	-	-	-	-
Publicity and Publications	-	-	-	-	-	-	-
Employee Recruitment and Develop	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Facilities Rental and Taxes	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Individuals	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	176,707	-	(38,312)	(5,466)	-	-	132,929
Total Expenditures	**$176,707**	**-**	**($38,312)**	**($5,466)**	**-**	**-**	**$132,929**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(5,000,000)	-	-	-	-	-	(5,000,000)
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**($5,000,000)**	**-**	**-**	**-**	**-**	**-**	**($5,000,000)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Temporary Appointments	(151,823)	-	-	-	-	-	(151,823)
Overtime Payments	(16,555)	-	-	-	-	-	(16,555)
All Other Differential	(7,928)	-	-	-	-	-	(7,928)
Public Employees' Retire Cont	(5,151)	-	-	-	-	-	(5,151)
Pension Obligation Bond	(9,873)	-	-	-	-	-	(9,873)
Social Security Taxes	(13,486)	-	-	-	-	-	(13,486)
Paid Family Medical Leave Insurance	(98)	-	-	-	-	-	(98)
Mass Transit Tax	(1,058)	-	-	-	-	-	(1,058)
Other OPE	(34,712)	-	-	-	-	-	(34,712)
Total Personal Services	**($240,684)**	**-**	**-**	**-**	**-**	**-**	**($240,684)**
Services & Supplies							
Instate Travel	(803)	-	-	-	-	-	(803)
Employee Training	(4,165)	-	-	-	-	-	(4,165)
Office Expenses	(2,380)	-	-	-	-	-	(2,380)
Telecommunications	(1,785)	-	-	-	-	-	(1,785)
Data Processing	(774)	-	-	-	-	-	(774)
Publicity and Publications	(5,594)	-	-	-	-	-	(5,594)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 022 - Phase-out Pgm & One-time Costs **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Employee Recruitment and Develop	(476)	-	-	-	-	-	(476)
Dues and Subscriptions	(594)	-	-	-	-	-	(594)
Facilities Rental and Taxes	(8,215)	-	-	-	-	-	(8,215)
Other Services and Supplies	(4,284)	-	-	-	-	-	(4,284)
Expendable Prop 250 - 5000	(141,246)	-	-	-	-	-	(141,246)
Total Services & Supplies	**($170,316)**	**-**	**-**	**-**	**-**	**-**	**($170,316)**
Special Payments							
Dist to Comm College Districts	(1,000,000)	-	-	-	-	-	(1,000,000)
Other Special Payments	(3,589,000)	-	-	-	-	-	(3,589,000)
Total Special Payments	**($4,589,000)**	**-**	**-**	**-**	**-**	**-**	**($4,589,000)**
Total Expenditures							
Total Expenditures	(5,000,000)	-	-	-	-	-	(5,000,000)
Total Expenditures	**($5,000,000)**	**-**	**-**	**-**	**-**	**-**	**($5,000,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	10,262,735	-	-	-	-	-	10,262,735
Donations	-	-	806,515	-	-	-	806,515
Other Revenues	-	-	1,715,636	-	-	-	1,715,636
Tsfr From Human Svcs, Dept of	-	-	73,866	-	-	-	73,866
Tsfr From Administrative Svcs	-	4,263,000	-	-	-	-	4,263,000
Tsfr From Education, Dept of	-	-	22,707	-	-	-	22,707
Total Revenues	**$10,262,735**	**$4,263,000**	**$2,618,724**	**-**	**-**	**-**	**$17,144,459**
Services & Supplies							
Instate Travel	1,886	-	3,340	-	-	-	5,226
Out of State Travel	184	-	-	-	-	-	184
Employee Training	2,089	-	-	-	-	-	2,089
Office Expenses	3,403	-	-	-	-	-	3,403
Telecommunications	2,085	-	-	-	-	-	2,085
State Gov. Service Charges	121,794	-	-	-	-	-	121,794
Data Processing	420	-	-	-	-	-	420
Publicity and Publications	2,726	-	-	-	-	-	2,726
Professional Services	6,580	-	-	-	-	-	6,580
Attorney General	1,845	-	-	-	-	-	1,845
Employee Recruitment and Develop	159	-	-	-	-	-	159
Dues and Subscriptions	275	-	-	-	-	-	275
Facilities Rental and Taxes	14,503	-	-	-	-	-	14,503
Agency Program Related S and S	-	-	5,572	-	-	-	5,572
Other Services and Supplies	1,193	-	509	-	-	-	1,702
Expendable Prop 250 - 5000	645	-	-	-	-	-	645

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,457	-	518	-	-	-	2,975
Total Services & Supplies	**$162,244**	**-**	**$9,939**	**-**	**-**	**-**	**$172,183**
Special Payments							
Dist to Individuals	10,075,197	4,263,000	2,594,155	-	-	-	16,932,352
Dist to Local School Districts	25,294	-	3,689	-	-	-	28,983
Other Special Payments	-	-	10,941	-	-	-	10,941
Total Special Payments	**$10,100,491**	**$4,263,000**	**$2,608,785**	**-**	**-**	**-**	**$16,972,276**
Total Expenditures							
Total Expenditures	10,262,735	4,263,000	2,618,724	-	-	-	17,144,459
Total Expenditures	**$10,262,735**	**$4,263,000**	**$2,618,724**	**-**	**-**	**-**	**$17,144,459**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 032 - Above Standard Inflation **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	6,252,685	-	-	-	-	-	6,252,685
Donations	-	-	510,728	-	-	-	510,728
Other Revenues	-	-	1,058,508	-	-	-	1,058,508
Tsfr From Human Svcs, Dept of	-	-	45,727	-	-	-	45,727
Tsfr From Administrative Svcs	-	2,639,000	-	-	-	-	2,639,000
Total Revenues	**$6,252,685**	**$2,639,000**	**$1,614,963**	**-**	**-**	**-**	**$10,506,648**
Special Payments							
Dist to Individuals	6,237,027	2,639,000	1,605,906	-	-	-	10,481,933
Dist to Local School Districts	15,658	-	2,284	-	-	-	17,942
Dist to Non-Profit Organizations	-	-	-	-	-	-	-
Other Special Payments	-	-	6,773	-	-	-	6,773
Total Special Payments	**$6,252,685**	**$2,639,000**	**$1,614,963**	**-**	**-**	**-**	**$10,506,648**
Total Expenditures							
Total Expenditures	6,252,685	2,639,000	1,614,963	-	-	-	10,506,648
Total Expenditures	**$6,252,685**	**$2,639,000**	**$1,614,963**	**-**	**-**	**-**	**$10,506,648**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 050 - Fundshifts **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	72,765,360	-	-	-	-	-	72,765,360
Other Revenues	-	-	(39,686,429)	-	-	-	(39,686,429)
Tsfr From Administrative Svcs	-	(33,078,931)	-	-	-	-	(33,078,931)
Total Revenues	**$72,765,360**	**($33,078,931)**	**($39,686,429)**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Individuals	72,765,360	(33,078,931)	(39,686,429)	-	-	-	-
Total Special Payments	**$72,765,360**	**($33,078,931)**	**($39,686,429)**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	72,765,360	(33,078,931)	(39,686,429)	-	-	-	-
Total Expenditures	**$72,765,360**	**($33,078,931)**	**($39,686,429)**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 070 - Revenue Shortfalls **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	(145,063)	-	-	(145,063)
Total Revenues	**-**	**-**	**-**	**($145,063)**	**-**	**-**	**($145,063)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	(99,768)	-	-	(99,768)
Empl. Rel. Bd. Assessments	-	-	-	(36)	-	-	(36)
Public Employees' Retire Cont	-	-	-	(20,991)	-	-	(20,991)
Social Security Taxes	-	-	-	(7,632)	-	-	(7,632)
Paid Family Medical Leave Insurance	-	-	-	(399)	-	-	(399)
Worker's Comp. Assess. (WCD)	-	-	-	(21)	-	-	(21)
Flexible Benefits	-	-	-	(21,204)	-	-	(21,204)
Vacancy Savings	-	-	-	4,988	-	-	4,988
Total Personal Services	**-**	**-**	**-**	**($145,063)**	**-**	**-**	**($145,063)**
Total Expenditures							
Total Expenditures	-	-	-	(145,063)	-	-	(145,063)
Total Expenditures	**-**	**-**	**-**	**($145,063)**	**-**	**-**	**($145,063)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 070 - Revenue Shortfalls **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							(0.50)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(0.50)**

Office of Student Access and Completion

Policy Option Package 102 – Early Learning Professional Grant

Purpose: To provide ongoing funds to carry out the scholarship and grant program described in ORS 329.181 - Scholarship Program for Early Childhood Care and Education Professionals. This program would provide scholarships to students who are working towards an early childhood care, education, and/or behavioral mental health professional degree specializing in early childhood and, one-time grants to institutions of higher learning to develop high-quality degree programs for early childhood care and education professionals would also be an allowable use of the funds.

Justification: Oregon is experiencing a shortage of qualified Early Learning Educators, which in turn is causing a shortage of quality, dependable, safe childcare options in the state. Due to lack of available care, many Oregon families are having to choose between staying home to provide care to their children or working to provide for their families. Often the cost of educational debt far exceeds the potential earnings for early learning educators, which discourages students from pursuing education and training necessary to work in the field. Currently the Early Learning Professional Grant (ELPG) program is not funded.

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Solution/How Achieved: Ongoing support of $5,240,384 in General Fund for scholarships, grants and administration of the program.

Equity Impact: BIPOC residents in Oregon who shared their perspectives with the Oregon Department of Early Learning and Care (DELC), expressed both support for the approach and a level of skepticism that it will actually come to pass. The state has a unique opportunity to defy those expectations by authentically listening to, learning from, and partnering with minoritized communities to keep children in safe, stable early learning environments and interrupt the preschool-to-prison pipeline. In doing so, Oregon would also serve as a valuable model and innovation lab for other additional states contemplating similar initiatives.

Staffing Impact: The positions outlined below are requested to ensure the success of each program.

Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type
5250317	Program Analyst 2	C0861AP	1	.88	PF
	Total		**1**	**.88**	

Revenue Source:

POP #102 – Early Learning Professional Grant					
Expenditure Category	**GF**	**OF**	**LF**	**FF**	**Total Funds**
Personal Services	207,290				207,290
Services & Supplies	33,058				33,058
Capital Outlay					
Special Payments	5,000,000				5,000,000
Total	**5,240,348**				**5,240,348**
Positions	1				
FTE	0.88				

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 102 - Early Learning Professional Grants Funding **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	5,240,348	-	-	-	-	-	5,240,348
Total Revenues	**$5,240,348**	**-**	**-**	**-**	**-**	**-**	**$5,240,348**
Personal Services							
Class/Unclass Sal. and Per Diem	131,145	-	-	-	-	-	131,145
Empl. Rel. Bd. Assessments	63	-	-	-	-	-	63
Public Employees' Retire Cont	27,593	-	-	-	-	-	27,593
Social Security Taxes	10,033	-	-	-	-	-	10,033
Paid Family Medical Leave Insurance	525	-	-	-	-	-	525
Worker's Comp. Assess. (WCD)	37	-	-	-	-	-	37
Mass Transit Tax	787	-	-	-	-	-	787
Flexible Benefits	37,107	-	-	-	-	-	37,107
Total Personal Services	**$207,290**	**-**	**-**	**-**	**-**	**-**	**$207,290**
Services & Supplies							
Instate Travel	5,837	-	-	-	-	-	5,837
Employee Training	4,340	-	-	-	-	-	4,340
Office Expenses	2,480	-	-	-	-	-	2,480
Telecommunications	1,860	-	-	-	-	-	1,860
Data Processing	807	-	-	-	-	-	807
Publicity and Publications	619	-	-	-	-	-	619
Employee Recruitment and Develop	496	-	-	-	-	-	496
Dues and Subscriptions	619	-	-	-	-	-	619
Facilities Rental and Taxes	8,560	-	-	-	-	-	8,560

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 102 - Early Learning Professional Grants Funding **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	4,464	-	-	-	-	-	4,464
Expendable Prop 250 - 5000	2,976	-	-	-	-	-	2,976
Total Services & Supplies	**$33,058**	**-**	**-**	**-**	**-**	**-**	**$33,058**
Special Payments							
Dist to Individuals	5,000,000	-	-	-	-	-	5,000,000
Total Special Payments	**$5,000,000**	**-**	**-**	**-**	**-**	**-**	**$5,000,000**
Debt Service							
Principal - COP	-	-	-	-	-	-	-
Total Debt Service	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	5,240,348	-	-	-	-	-	5,240,348
Total Expenditures	**$5,240,348**	**-**	**-**	**-**	**-**	**-**	**$5,240,348**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 102 - Early Learning Professional Grants Funding **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

Office of Student Access and Completion (OSAC)

Policy Option Package 105 – Oregon Opportunity Grant

Purpose: To provide student assistance to the highest need students, the Oregon Opportunity Grant (OOG) serves adult learners seeking to return and complete a credential, as well as traditional pipeline/fresh out of high school students. A permanent increased investment in OOG budget is required to provide students the base financial support needed to cover rising costs and maintain student purchasing power. With an increased OOG budget, the access and flexibility provided to OOG students during the 2021-23 and 2023-25 biennia could continue.

Justification: Oregon Opportunity Grant levels remain insufficient to fully award needy students. There are equity challenges and increasing affordability gaps associated with student financial aid. As the cost of attending colleges and universities has significantly increased over the past decade, the ability to pay for higher education has become a larger issue for more students.

The Oregon Opportunity Grant (OOG) only serves a small fraction of eligible students. Students receiving these grants face significant affordability challenges. Even with grants and scholarships, more than three-fourths of OOG recipients at public universities and half at the community colleges cannot afford to pay for their higher education according to the 2021 OOG program report.

Solution/How Achieved: Increase investment in the OOG, by at-least $25M would allow for continued assistance to the highest need students, settle into the transition to the new FAFSA SAI score which increased the pool of high need students, help restore purchasing power for the lowest income/highest need students, help extend the FAFSA/ORSAA filing deadline, sustain efforts to provide waivers to eligible students who enroll late in the year, and implement desired legislative reforms to increase equitable access. Related legislative reforms would remove the shared responsibility model, a dated and unutilized financial aid award model from statute, ensure that all resident Oregon students can access OOG. The following LC concept reforms would help increase equitable access and flexibility for students:

A. *Remove SRM- eliminating the enrollment restrictions to ONLY Half time or Full-time enrollment for award amounts (no-cost to current program).*
B. *Decouple tuition equity from the OOG requirements for eligibility for ORSAA students.*

Equity Impact:

The Oregon Opportunity Grant is the largest financial aid program in the state of Oregon, serving over 38,000 Oregonians in the 2023-24 academic year. The Oregon Opportunity Grant serves students from low socioeconomic backgrounds that face additional challenges and hurdles to overcome to be successful college students. BIPOC communities are vastly overrepresented in college students with the most financial need. Additionally, students' families are often unable to provide financial resources to send their students to college, and most turn to student loan programs to be able to meet their financial needs to continue and persist to graduation.

Low income and ethnic minority students have the highest barriers to an affordable postsecondary education and training. According to the 2021 OOG report, OOG recipients are disproportionately students of color, female, rural, and first-generation. Increased funding in OOG and state aid grants would provide these students with more purchasing power and ability to enroll at institutions of higher education.

Financial aid in Oregon needs to be more responsive and equitably distributed to best serve the lowest income students, allow flexible enrollment options to recipients (not restrict access points), and promote completion. Improving current state programs in an integrated framework will facilitate transitions and better support underserved students of all ages.

Staffing Impact: The positions outlined below are requested to ensure the success of each program.

			2025-27		
Position Number	**Classification Title**	**Classification Number**	**Pos Count**	**FTE Count**	**Pos Type**
5250318	Program Analyst 2	C0861AP	1	.88	PF
	Total		**1**	**.88**	

Outcomes/Performance Measures/Benchmarks:

Revenue Source:

POP #105 – Oregon Opportunity Grant	**2025-27**				
Expenditure Category	**GF**	**OF**	**LF**	**FF**	**Total Funds**
Personal Services	207,290				207,290
Services & Supplies	33,058				33,058
Capital Outlay					
Special Payments	24,843,557				24,843,557
Total	**25,083,905**				**25,083,905**
Positions	1				1
FTE	.88				.88

Note - Services & Supplies are based on the position pricing model for new positions

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 105 - Oregon Opportunity Grant Funding **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	25,083,905	-	-	-	-	-	25,083,905
Total Revenues	**$25,083,905**	**-**	**-**	**-**	**-**	**-**	**$25,083,905**
Personal Services							
Class/Unclass Sal. and Per Diem	131,145	-	-	-	-	-	131,145
Empl. Rel. Bd. Assessments	63	-	-	-	-	-	63
Public Employees' Retire Cont	27,593	-	-	-	-	-	27,593
Social Security Taxes	10,033	-	-	-	-	-	10,033
Paid Family Medical Leave Insurance	525	-	-	-	-	-	525
Worker's Comp. Assess. (WCD)	37	-	-	-	-	-	37
Mass Transit Tax	787	-	-	-	-	-	787
Flexible Benefits	37,107	-	-	-	-	-	37,107
Total Personal Services	**$207,290**	**-**	**-**	**-**	**-**	**-**	**$207,290**
Services & Supplies							
Instate Travel	5,837	-	-	-	-	-	5,837
Employee Training	4,340	-	-	-	-	-	4,340
Office Expenses	2,480	-	-	-	-	-	2,480
Telecommunications	1,860	-	-	-	-	-	1,860
Data Processing	807	-	-	-	-	-	807
Publicity and Publications	619	-	-	-	-	-	619
Employee Recruitment and Develop	496	-	-	-	-	-	496
Dues and Subscriptions	619	-	-	-	-	-	619
Facilities Rental and Taxes	8,560	-	-	-	-	-	8,560

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 105 - Oregon Opportunity Grant Funding **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	4,464	-	-	-	-	-	4,464
Expendable Prop 250 - 5000	2,976	-	-	-	-	-	2,976
Total Services & Supplies	**$33,058**	**-**	**-**	**-**	**-**	**-**	**$33,058**
Special Payments							
Dist to Individuals	24,843,557	-	-	-	-	-	24,843,557
Total Special Payments	**$24,843,557**	**-**	**-**	**-**	**-**	**-**	**$24,843,557**
Total Expenditures							
Total Expenditures	25,083,905	-	-	-	-	-	25,083,905
Total Expenditures	**$25,083,905**	**-**	**-**	**-**	**-**	**-**	**$25,083,905**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 105 - Oregon Opportunity Grant Funding **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.88
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.88**

Office of Student Access and Completion

Policy Option Package 106 – Educator Administrator Scholarship Program

Purpose: To allow HECC to administer the Educator Administrator Scholarship Program (EASP). This program was established and is administered by the Teacher Standards and Practices Commission (TSPC) as the Oregon Administrator Scholars Program. HECC and TSPC have agreed to transfer the administration and funding of this program from TSPC to HECC.

Justification: HECC's Office of Student Access and Completion (OSAC) administers most of Oregon's financial aid to students. OSAC already administers a similar program designed to increase the diversity of teachers in Oregon, the Oregon Teacher Scholars Program (OTSP). As the OTSP is designed to increase the diversity of teachers, the EASP is designed to increase the diversity of Oregon education administrators. The administration of this student financial aid program by OSAC would be a natural extension of the work they do.
.

Solution/How Achieved: Statutorily transfer the authority for this program from TSPC to HECC. Budgetarily transfer the funding for this program, which originates at the Oregon Department of Education, from TSPC to HECC, and use a portion of these other funds support a .5 FTE to administer the program.

Equity Impact: Students in Oregon should enjoy the benefits of having education staff, both educators and their administrators, be as diverse as they are. This program is an important step in meeting this goal.

Staffing Impact: The positions outlined below are requested to ensure the success of each program.

Position Number	Classification Title	Classification Number	Pos Count	FTE Count	Pos Type
5250320	Program Analyst 2	C0861AP	1	.5	PP
	Total		**1**	**.5**	

Revenue Source:

POP #106 – Educator Administrator Scholarship Program					
Expenditure Category	**GF**	**OF**	**LF**	**FF**	**Total Funds**
Personal Services		118,451			118,451
Services & Supplies		83,058			83,058
Capital Outlay					
Special Payments		2,924,491			2,924,491
Total		**3,126,000**			**3,126,000**
Positions		1			1
FTE		0.5			.5

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 106 - Educator Administrator Scholarships Program **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Other Revenues	-	-	-	-	-	-	-
Tsfr From Education, Dept of	-	-	3,126,000	-	-	-	3,126,000
Total Revenues	**-**	**-**	**$3,126,000**	**-**	**-**	**-**	**$3,126,000**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	74,940	-	-	-	74,940
Empl. Rel. Bd. Assessments	-	-	36	-	-	-	36
Public Employees' Retire Cont	-	-	15,767	-	-	-	15,767
Social Security Taxes	-	-	5,733	-	-	-	5,733
Paid Family Medical Leave Insurance	-	-	300	-	-	-	300
Worker's Comp. Assess. (WCD)	-	-	21	-	-	-	21
Mass Transit Tax	-	-	450	-	-	-	450
Flexible Benefits	-	-	21,204	-	-	-	21,204
Total Personal Services	**-**	**-**	**$118,451**	**-**	**-**	**-**	**$118,451**
Services & Supplies							
Instate Travel	-	-	5,837	-	-	-	5,837
Employee Training	-	-	4,340	-	-	-	4,340
Office Expenses	-	-	2,480	-	-	-	2,480
Telecommunications	-	-	1,860	-	-	-	1,860
Data Processing	-	-	807	-	-	-	807
Publicity and Publications	-	-	619	-	-	-	619
IT Professional Services	-	-	50,000	-	-	-	50,000
Employee Recruitment and Develop	-	-	496	-	-	-	496

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 106 - Educator Administrator Scholarships Program **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Dues and Subscriptions	-	-	619	-	-	-	619
Facilities Rental and Taxes	-	-	8,560	-	-	-	8,560
Other Services and Supplies	-	-	4,464	-	-	-	4,464
Expendable Prop 250 - 5000	-	-	2,976	-	-	-	2,976
Total Services & Supplies	**-**	**-**	**$83,058**	**-**	**-**	**-**	**$83,058**
Special Payments							
Dist to Individuals	-	-	2,924,491	-	-	-	2,924,491
Total Special Payments	**-**	**-**	**$2,924,491**	**-**	**-**	**-**	**$2,924,491**
Total Expenditures							
Total Expenditures	-	-	3,126,000	-	-	-	3,126,000
Total Expenditures	**-**	**-**	**$3,126,000**	**-**	**-**	**-**	**$3,126,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: OSAC**

Pkg: 106 - Educator Administrator Scholarships Program **Cross Reference Number: 52500-207-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.50
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.50**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

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 From Administrative Svcs	33,633,262	73,732,015	113,069,249	75,323,069	-	-
Total Lottery Funds	**$33,633,262**	**$73,732,015**	**$113,069,249**	**$75,323,069**	**-**	**-**
Other Funds						
Charges for Services	15,784	325,543	325,543	372,234	-	-
Admin and Service Charges	2,146,633	1,247,899	1,247,899	1,249,361	-	-
Interest Income	1,892,570	76,529	76,529	76,529	-	-
Sales Income	26,622,615	-	-	-	-	-
Donations	18,347,244	16,192,388	16,192,388	17,611,663	-	-
Grants (Non-Fed)	-	73,158	73,158	73,158	-	-
Other Revenues	311,830	41,986,063	42,142,121	5,173,415	-	-
Transfer In - Intrafund	79,643	-	-	-	-	-
Transfer In Other	-	250,000	250,000	290,424	-	-
Tsfr From Human Svcs, Dept of	1,938,168	1,362,407	1,362,407	1,402,284	-	-
Tsfr From Treasury, Or State	290,911	-	-	-	-	-
Tsfr From Education, Dept of	5,676,896	187,293	5,187,293	8,336,000	-	-
Transfer Out - Intrafund	(79,143)	-	-	-	-	-
Total Other Funds	**$57,243,151**	**$61,701,280**	**$66,857,338**	**$34,585,068**	**-**	**-**
Federal Funds						
Federal Funds	-	135,254	145,445	3,912	-	-
Total Federal Funds	**-**	**$135,254**	**$145,445**	**$3,912**	**-**	**-**

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 70**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250193	1316770	57793	OAS C1117 A P	RESEARCH ANALYST 3	26	PF	0	10	8,314	0	0	0	0	0.00
5250193	1316770	57793	OAS C1117 A P	RESEARCH ANALYST 3	26	PP	0	10	8,314	-99,768	-50,283	-150,051	0	-0.50
5250193	1316770	57793	OAS C1117 A P	RESEARCH ANALYST 3	26	PF	0	10	8,314	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**-99,768**	**-50,283**	**-150,051**		
				Total Funds						**-99,768**	**-50,283**	**-150,051**	**0**	**-0.50**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 102**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250317	1442331		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**131,145**	**75,358**	**206,503**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 105**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250318	1442334		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
5250319	1442336		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
				General Funds						**131,145**	**75,358**	**206,503**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 106**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250320	1442351		OAS C0861 A P	PROGRAM ANALYST 2	27	PP	12	3	6,245	74,940	43,061	118,001	1	0.50
5250320	1442351		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**74,940**	**43,061**	**118,001**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**74,940**	**43,061**	**118,001**	**1**	**0.50**

Support to Community Colleges

SUPPORT TO COMMUNITY COLLEGES

Support to Community Colleges

The Community College Support Fund (CCSF) is the primary vehicle for direct state investment in the operations of Oregon's seventeen community colleges.

ORS 350.075(3)(iii)(f) charges the HECC with the responsibility to:

> *Adopt rules governing the distribution of appropriations from the Legislative Assembly to community colleges, public universities listed in ORS 352.002 and student access programs. These rules must be based on allocation formulas developed in consultation with the state's community colleges and public universities, as appropriate.*

The rules governing the distribution of the CCSF are contained in Oregon Administrative Rule Chapter 589 Division 2. Five principles support the policies governing distribution of the CCSF:

1. Access
2. Quality
3. Growth Management
4. Equity
5. Stability

These are described in more detail in 589-003-0100(2)(a-e).

The amount of state funds available for distribution to each community college are defined in two parts: categorical funding and formula funding. Categorical funding is taken off the top before the distribution formula is calculated and includes corrections funding to provide services to inmates, funds to support contracted out-of-district (COD) programs, funds to support targeted investments, and the strategic fund. These are described in OAR 589-002-0120(5) and 589-002-0130 and represent about 1.4% of the total CCSF.

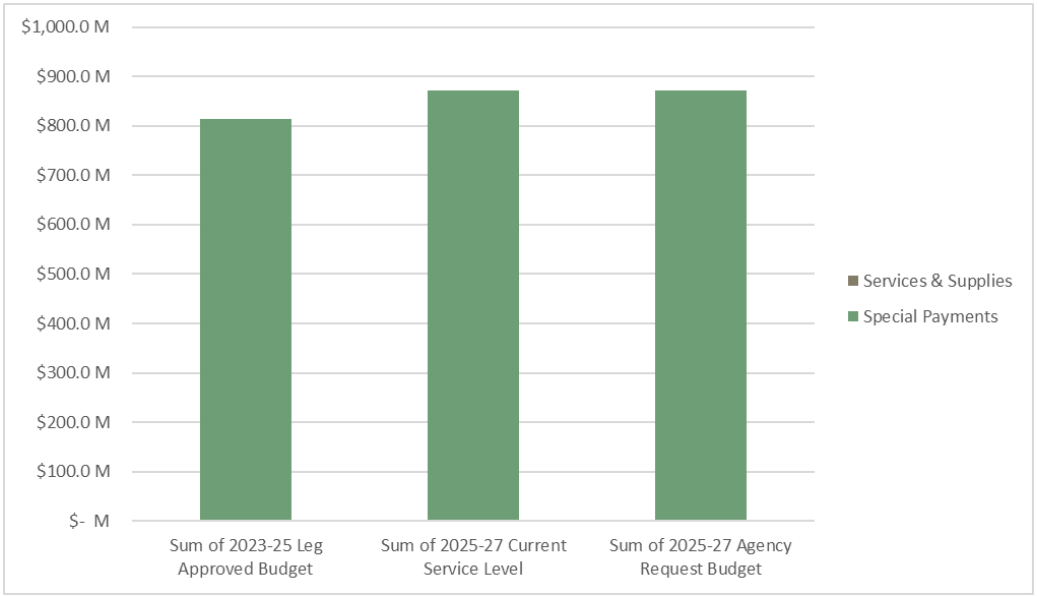
The remainder of the CCSF is distributed through a two-part formula. In part one, a base payment for each community college is calculated using a dollar value per full-time equivalent student (FTE) and the institution's number of weighted, reimbursable FTE enrollment. The base payment per FTE was $973 in FY2022, with additional weighting for small community college districts. The total percent of the CCSF distribution determined by the base payment is approximately 5.7% of the total.
Part two of the formula considers total public resources (TPR) which includes both state general funds and local property tax revenue to ensure equity; a three-year weighted average of enrollment to ensure stability; and growth management to prevent erosion of the level of funding per student and provide predictability. Approximately 93% of the CCSF is distributed through this portion of the formula which is described in more detail in OAR 589-002-0120(6).

This program is managed by the Office of Postsecondary Finance and Capital.

SUPPORT TO COMMUNITY COLLEGES

Funding Request

For 25-27, Support to Community Colleges is requesting CSL.



SUPPORT TO COMMUNITY COLLEGES
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 – 2025 biennium. The total of all current service level packages are represented below and detailed under each essential package category.

General Fund	$55,762,771
Other Funds	$463,031
Lottery Funds	$0
Federal Funds	$0
Total Funds	$56,225,802

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There are no package 010 adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

SUPPORT TO COMMUNITY COLLEGES
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(3,535,704)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(3,535,704)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$54,400,000
Other Funds	$463,031
Lottery Funds	$0
Federal Funds	$0
Total Funds	$54,863,031

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$4,898,475
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$4,898,475

SUPPORT TO COMMUNITY COLLEGES
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs. This package adjusts General fund for anticipated growth in local property taxes for the 2023-25 biennium.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Support to Community Colleges
Cross Reference Number: 52500-208-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(3,535,704)	-	-	-	-	-	(3,535,704)
Total Revenues	**($3,535,704)**	**-**	**-**	**-**	**-**	**-**	**($3,535,704)**
Special Payments							
Dist to Comm College Districts	(3,535,704)	-	-	-	-	-	(3,535,704)
Spc Pmt to Public Universities	-	-	-	-	-	-	-
Total Special Payments	**($3,535,704)**	**-**	**-**	**-**	**-**	**-**	**($3,535,704)**
Total Expenditures							
Total Expenditures	(3,535,704)	-	-	-	-	-	(3,535,704)
Total Expenditures	**($3,535,704)**	**-**	**-**	**-**	**-**	**-**	**($3,535,704)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Support to Community Colleges
Cross Reference Number: 52500-208-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	54,400,000	-	-	-	-	-	54,400,000
Other Revenues	-	-	3,509	-	-	-	3,509
Transfer In Other	-	-	454,042	-	-	-	454,042
Tsfr From Revenue, Dept of	-	-	5,480	-	-	-	5,480
Total Revenues	**$54,400,000**	**-**	**$463,031**	**-**	**-**	**-**	**$54,863,031**
Special Payments							
Dist to Local School Districts	47,812	-	-	-	-	-	47,812
Dist to Comm College Districts	54,352,188	-	463,031	-	-	-	54,815,219
Total Special Payments	**$54,400,000**	**-**	**$463,031**	**-**	**-**	**-**	**$54,863,031**
Total Expenditures							
Total Expenditures	54,400,000	-	463,031	-	-	-	54,863,031
Total Expenditures	**$54,400,000**	**-**	**$463,031**	**-**	**-**	**-**	**$54,863,031**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Support to Community Colleges
Cross Reference Number: 52500-208-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,898,475	-	-	-	-	-	4,898,475
Total Revenues	**$4,898,475**	**-**	**-**	**-**	**-**	**-**	**$4,898,475**
Special Payments							
Dist to Local School Districts	4,305	-	-	-	-	-	4,305
Dist to Comm College Districts	4,894,170	-	-	-	-	-	4,894,170
Total Special Payments	**$4,898,475**	**-**	**-**	**-**	**-**	**-**	**$4,898,475**
Total Expenditures							
Total Expenditures	4,898,475	-	-	-	-	-	4,898,475
Total Expenditures	**$4,898,475**	**-**	**-**	**-**	**-**	**-**	**$4,898,475**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-208-00-00-00000**

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	10,649,320	-	-	-	-	-
Other Revenues	-	70,563	70,563	103,598	-	-
Transfer In Other	-	10,812,366	10,812,366	11,266,408	-	-
Tsfr From Administrative Svcs	636,812	-	-	-	-	-
Tsfr From Revenue, Dept of	49,021	80,563	80,563	56,517	-	-
Total Other Funds	**$11,335,153**	**$10,963,492**	**$10,963,492**	**$11,426,523**	**-**	**-**

Public University Ops & Student Support

PUBLIC UNIVERSITY OPS AND STUDENT SUPPORT

Public University Operations and Student Support

The Public University Support Fund (PUSF) is the primary vehicle for direct state investment in the operations of Oregon's seven public universities. ORS 350.075(3)(iii)(f) charges the HECC with the responsibility to:

> *Adopt rules governing the distribution of appropriations from the Legislative Assembly to community colleges, public universities listed in ORS 352.002 and student access programs. These rules must be based on allocation formulas developed in consultation with the state's community colleges and public universities, as appropriate.*

The Student Success and Completion Model (SSCM) which allocates the PUSF based on resident degree and certificate completions, enrollment, institution mission, and the success of underserved student populations, replaced a primarily enrollment driven model called the Resource Allocation Model (RAM). The SSCM was reviewed most recently during 2020 consistent with the intent of reviewing the formula every five years. While the policy priorities remain the same, the review resulted in minor, technical changes to the formula.

The current version of the SSCM is comprised of three funding categories:

- **Mission Support (MS) Funding** to support the regional, research, and public service missions and activities of each university. There are four components: base funding, regional access, research support, and public services. The amount devoted to MS is 17% of the total PUSF, and grows by the lessor of inflation or growth in the total PUSF appropriation.

- **Activity-Based Funding (ABF)** distributes resources based on student credit hour (SCH) completions of Oregon resident undergraduate and graduate students. Currently 33% of formula funding is allocated to this category.

- **Outcomes Based Funding (OBF)** rewards degree and certificate completions by Oregon resident students. Completions by targeted students (underrepresented racial/ethnic groups, low-income, rural and military veterans) and those in academic disciplines in high-demand and high-reward fields (STEM, Health, Bilingual Education) earn additional resources through the allocation formula. Currently 50% of formula funding is allocated to this category.

PUBLIC UNIVERSITY OPS AND STUDENT SUPPORT

Each of these areas are based on the following data and resulting calculations:

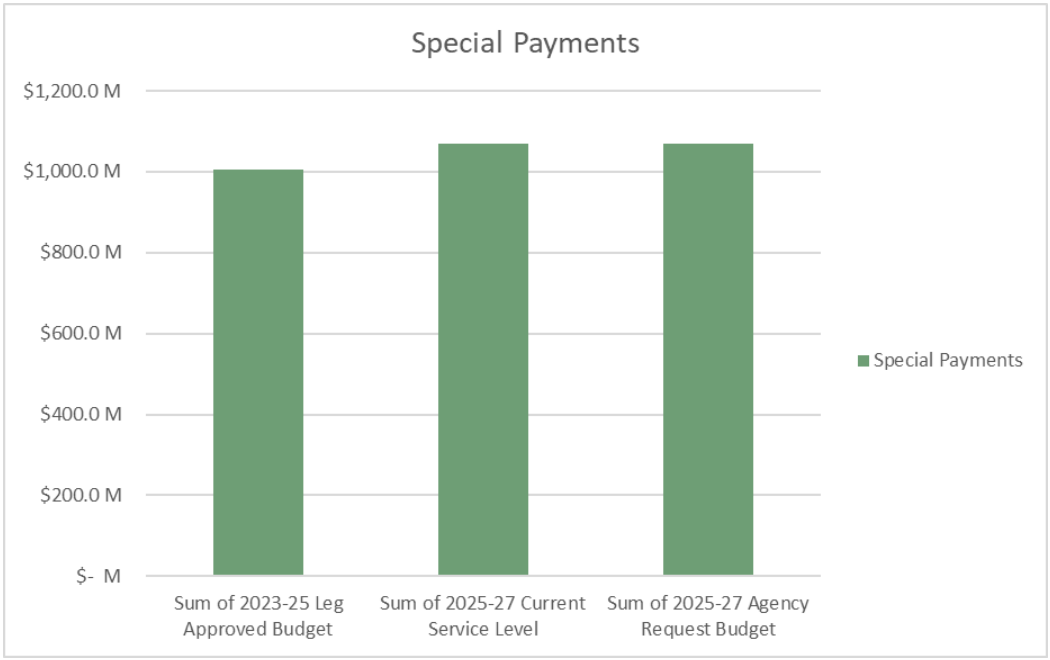
Category	Data	Calculation
Mission Support Funding	• Base Funding, regional access, and public service funding is based on resident FTE • Research Support – three-year average of research expenditures	• Base funding of $2.9M, variable based on resident FTE for smaller institutions. • Regional access funding based on resident FTEs, a funding amount per FTE, and institutional size. • Research support average proportional share, capped of $2.5M per institution and $5M total. • Public services $330 per resident FTE, maximum of $4.7 per institution.
Activity-Based Funding	• Three-year average of Student Credit Hour (SCH) completions by discipline (CIP) and student level	• After removing Mission Support funding from the total PUSF allocation, 40 percent of remaining funding is allocated to ABF. • Average multiplied by cost weights corresponding to discipline and student level.
Outcomes Based Funding	• Three-year average of resident degree and certificate completions by discipline and student level; includes non-resident doctoral degrees • Three-year average of resident, baccalaureate transfer degrees. • Three-year average of underrepresented student completions (resident baccalaureate)	• Degrees at all levels are funded: BA/BS through PhDs, including graduate certificates • Cost-weighting adjustments are made to reflect program duration and type • Additional weighting awarded for BA/BS degrees earned by underrepresented students and degrees in high-demand and high-reward areas • Allocations for transfer students are discounted relative to non-transfer students • Bonus allocation for transfer students from an Oregon Community College

This program is managed by the Office of Postsecondary Finance and Capital.

PUBLIC UNIVERSITY OPS AND STUDENT SUPPORT

Funding Request

For 25-27, Public University Operations and Student Support is requesting CSL.



PUBLIC UNIVERSITY OPS & STUDENT SUPPORT
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$62,660,648
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$62,660,648

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

PUBLIC UNIVERSITY OPS & STUDENT SUPPORT
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(7,281,031)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(7,281,031)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$67,924,075
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$67,924,075

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund	$2,017,604
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$2,017,604

PUBLIC UNIVERSITY OPS & STUDENT SUPPORT
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 021 - Phase-in

Cross Reference Name: Public University Ops & Student Support
Cross Reference Number: 52500-209-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Spc Pmt to Public Universities	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Public University Ops & Student Support
Cross Reference Number: 52500-209-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(7,281,031)	-	-	-	-	-	(7,281,031)
Total Revenues	**($7,281,031)**	**-**	**-**	**-**	**-**	**-**	**($7,281,031)**
Special Payments							
Spc Pmt to Public Universities	(7,281,031)	-	-	-	-	-	(7,281,031)
Total Special Payments	**($7,281,031)**	**-**	**-**	**-**	**-**	**-**	**($7,281,031)**
Total Expenditures							
Total Expenditures	(7,281,031)	-	-	-	-	-	(7,281,031)
Total Expenditures	**($7,281,031)**	**-**	**-**	**-**	**-**	**-**	**($7,281,031)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Public University Ops & Student Support
Cross Reference Number: 52500-209-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	67,924,075	-	-	-	-	-	67,924,075
Total Revenues	**$67,924,075**	**-**	**-**	**-**	**-**	**-**	**$67,924,075**
Special Payments							
Spc Pmt to Public Universities	11,059,056	-	-	-	-	-	11,059,056
Other Special Payments	56,865,019	-	-	-	-	-	56,865,019
Total Special Payments	**$67,924,075**	**-**	**-**	**-**	**-**	**-**	**$67,924,075**
Total Expenditures							
Total Expenditures	67,924,075	-	-	-	-	-	67,924,075
Total Expenditures	**$67,924,075**	**-**	**-**	**-**	**-**	**-**	**$67,924,075**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Public University Ops & Student Support
Cross Reference Number: 52500-209-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,017,604	-	-	-	-	-	2,017,604
Total Revenues	**$2,017,604**	**-**	**-**	**-**	**-**	**-**	**$2,017,604**
Special Payments							
Spc Pmt to Public Universities	328,497	-	-	-	-	-	328,497
Other Special Payments	1,689,107	-	-	-	-	-	1,689,107
Total Special Payments	**$2,017,604**	**-**	**-**	**-**	**-**	**-**	**$2,017,604**
Total Expenditures							
Total Expenditures	2,017,604	-	-	-	-	-	2,017,604
Total Expenditures	**$2,017,604**	**-**	**-**	**-**	**-**	**-**	**$2,017,604**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-209-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Tsfr From Administrative Svcs	7,500,000	-	-	-	-	-
Total Other Funds	**$7,500,000**	**-**	**-**	**-**	**-**	**-**

Public University State Programs

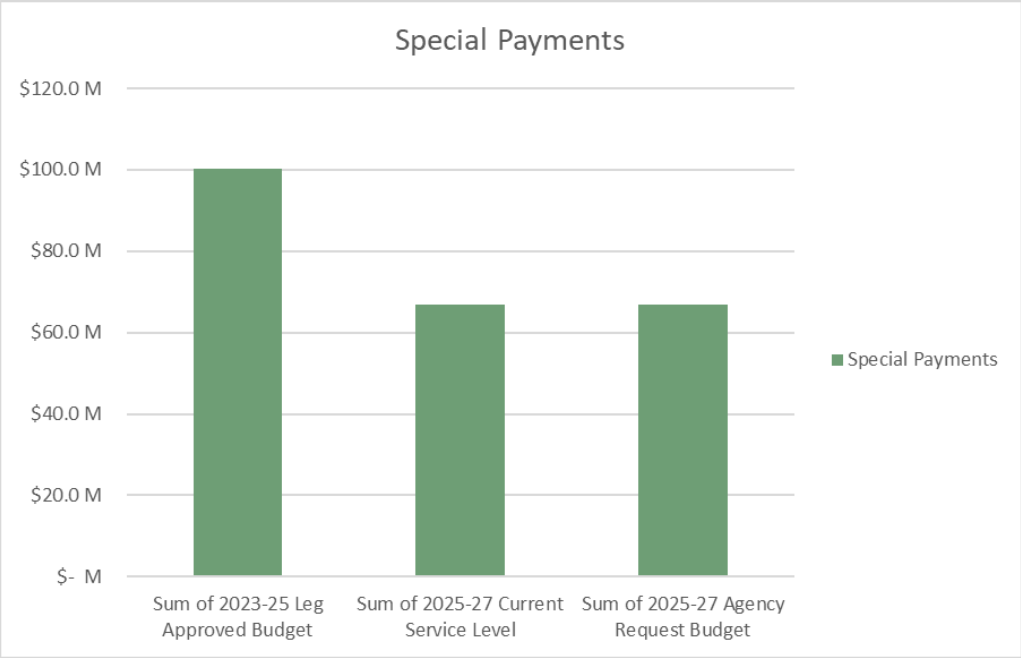
PUBLIC UNIVERSITY STATE PROGRAMS

Public University State Programs (PUSP)

The State Programs category is intended to encompass General Fund support for certain institutes, centers, and programs generally operated by the seven public universities. These efforts address the economic development, resource base, and public service needs of the state of Oregon. Many of these programs have an industry-specific focus, and receive additional investments from the private sector and other sources.

Funding Request

For 25-27, PUSP is requesting CSL.



The following descriptions summarize the purpose and activities of existing State Programs that receive General Fund support:

Clinical Legal Education

This program provides funding to any ABA accredited law school within Oregon which provides clinical legal services to victims of domestic violence, stalking or sexual assault. Distribution of the funds is on an application basis. Currently, the University of Oregon has the only eligible program and receives the entirety of these funds. Distributions of clinical legal education funds is governed by OAR 715-013-0060.

PUBLIC UNIVERSITY STATE PROGRAMS

Oregon Solutions

Oregon Solutions at Portland State University brings together local groups to solve local problems using sustainable methods. The program promotes collaborative efforts between government agencies, commercial businesses, and nonprofit organizations in support of Oregon's economy, environment, and communities.

Dispute Resolution

The UO administers the Oregon Office of Community Dispute Resolution (OOCDR) which provides mediation services and conflict resolution training to private parties along with funding and training support to 20 community dispute resolution centers serving 25 Oregon counties. PSU administers the Oregon Consensus program, within the National Policy Consensus Center, which facilitates collaborative, agreement seeking processes that unite communities, government, and businesses to resolve differences and build durable agreements that address public issues.

Oregon Climate Change Research Institute

The Oregon Climate Change Research Institute (OCCRI) facilitates research, serves as a climate change information clearinghouse, provides technical assistance, and at least once each biennium, assesses the state of climate change science as it relates to impacts on Oregon. OCCRI is housed within the OSU College of Oceanic and Atmospheric Sciences (COAS).

Signature Research

The signature research program was initiated by the legislature in 2003 with funding to support the development of Signature Research Centers for Multi-Scale Materials and Devices at Oregon State University, University of Oregon and Portland State University, and on using nanotechnology to develop products with commercial applications. The overall mission of the initiative is to create high-wage jobs and quality economic development in the state. Distribution of funds between the three institutions is governed by OAR 715-013-0064.

Institute for Natural Resources

The Institute for Natural Resources (INR) at Oregon State University is a cooperative enterprise bringing the scientific knowledge and expertise of Oregon's public universities and other Oregon higher education institutions to bear on natural resource management.

Labor Education Research Center

The Labor Education and Research Center (LERC) at the University of Oregon was established in 1977 in order to give workers and labor unions in Oregon access to the resources and expertise of the state's higher education system.

Population Research Center

The mission of Population Research Center (PRC), located at Portland State University, is to provide population data, information, and research analysis for Oregon and its communities. In addition, it has the responsibility of acting as lead state agency in working with the U.S. Census Bureau to disseminate information at local levels.

PUBLIC UNIVERSITY STATE PROGRAMS

OSU Fermentation Science

Fermentation science funding supports Oregon's fast-growing beer, wine and spirits industries and is one of the only programs of its type in the country.

OSU Ocean Vessels Research

This state-funded program provides ship days for the use of the Research Vessel (R/V) Oceanus in the research and study of Oregon's coastal waters. The appropriation for the current biennium funds 24 days of ship use during the biennium, including fuel, supplies and labor.

TallWood Design Institute

The 2015 Legislature provided funding for what is now known as the TallWood Design Institute (previously known as the OSU Advanced Wood Products Center, operated in conjunction with University of Oregon). The TallWood Design Institute is the nation's only research collaborative that focuses exclusively on the advancement of structural wood products. It conducts the research needed for widespread adoption of mass timber building technology in the U.S. The Institute is a partnership between Oregon State University and the University of Oregon, bringing together the strengths of OSU's College of Forestry and College of Engineering, and the UO's School of Architecture and Allied Arts.

Engineering Technology Sustaining Funds

Engineering Technology Sustaining Funds are utilized to produce Oregon resident engineering and technology-related graduates, catalyze research in engineering and technology fields, and provide a tactical linkage of engineering and technology programs to the labor for needs of Oregon industry. This work is done in order to encourage and deepen connections between universities and engineering and technology industry partners to collectively advocate for additional private and public investment. Following a workgroup process in 2017-18, a new funding model was adopted (as codified in OAR 715-013-0062) to distribute these funds. The new model provides some base funding to all institutions but, beyond that limited amount of funding, distributes funds on the basis of degrees to Oregon residents, research production in targeted fields and the employment and wages of graduates of targeted programs in jobs in Oregon.

Oregon Renewable Energy Center (OREC)

Oregon Tech's OREC program serves small and medium-sized companies seeking a university collaborator to prototype, test, validate and accelerate "cleantech" products, and renewable energy applications. OREC's geo-heat center maintains a geothermal library of over 5,000 publications, and provides information and technical assistance on the use of geothermal energy to thousands of constituents worldwide, with a focus on assisting small Oregon-based businesses with applications of geothermal energy.

Willamette Falls Locks Commission

Portland State University receives funding to support the work of Oregon Solutions as it provides staffing for the Willamette Falls Locks Commission. The Willamette Falls Locks Commission will serve as a policy-making and advisory board for issues relating to the repair, reopening, operation, maintenance and future transfer of ownership of the Willamette River navigational channel and locks system.

Channel Maintenance Impact Study

Funding to perform a study of the benefits and impacts of maintenance activities on habitat complexity and other biological parameters in traditionally maintained channels.

Veterinary Diagnostic Lab

The OSU Veterinary Diagnostic Laboratory is a public-supported facility providing a full range of animal disease diagnostic services to veterinarians, livestock producers, pet owners, and biomedical researchers. In addition to diagnostic services, the Laboratory shares in the training of future veterinarians through instruction of veterinary medical students in the practice of diagnostic medicine.

Environmental Justice Mapping Tool

Funding to provide support to the development of the environmental justice
mapping tool. This work includes participating in stakeholder meetings, inventorying and gathering data, testing the mapping tool and refining functionality, identifying governance structures, development and hosting of the web-based tool for the environmental justice mapping tool on Oregon Explorer.

OSU Research Vessel Pacific Storm

Funding for repair and maintenance of research vessel *Pacific Storm*.

These programs are managed by the Office of Postsecondary Finance and Capital.

PUBLIC UNIVERSITY OPS STATE PROGRAMS
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$(33,591,932)
Other Funds	$75,593
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(33,516,339)

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

PUBLIC UNIVERSITY OPS STATE PROGRAMS
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(37,328,612)
Other Funds	$(250,000)
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(37,578,612)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$3,628,889
Other Funds	$316,200
Lottery Funds	$0
Federal Funds	$0
Total Funds	$3,945,089

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund	$107,791
Other Funds	$9,393
Lottery Funds	$0
Federal Funds	$0
Total Funds	$117,184

PUBLIC UNIVERSITY OPS STATE PROGRAMS
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission | **Cross Reference Name: Public University State Programs**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 52500-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(37,328,612)	-	-	-	-	-	(37,328,612)
Transfer from General Fund	-	-	(250,000)	-	-	-	(250,000)
Total Revenues	**($37,328,612)**	**-**	**($250,000)**	**-**	**-**	**-**	**($37,578,612)**
Special Payments							
Spc Pmt to Public Universities	(18,946,173)	-	(250,000)	-	-	-	(19,196,173)
Intra-Agency Gen Fund Transfer	(250,000)	-	-	-	-	-	(250,000)
Other Special Payments	(18,132,439)	-	-	-	-	-	(18,132,439)
Total Special Payments	**($37,328,612)**	**-**	**($250,000)**	**-**	**-**	**-**	**($37,578,612)**
Total Expenditures							
Total Expenditures	(37,328,612)	-	(250,000)	-	-	-	(37,578,612)
Total Expenditures	**($37,328,612)**	**-**	**($250,000)**	**-**	**-**	**-**	**($37,578,612)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Public University State Programs
Cross Reference Number: 52500-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,628,889	-	-	-	-	-	3,628,889
Other Revenues	-	-	316,200	-	-	-	316,200
Transfer from General Fund	-	-	-	-	-	-	-
Total Revenues	**$3,628,889**	**-**	**$316,200**	**-**	**-**	**-**	**$3,945,089**
Special Payments							
Spc Pmt to Public Universities	1,622,094	-	316,200	-	-	-	1,938,294
Intra-Agency Gen Fund Transfer	-	-	-	-	-	-	-
Other Special Payments	2,006,795	-	-	-	-	-	2,006,795
Total Special Payments	**$3,628,889**	**-**	**$316,200**	**-**	**-**	**-**	**$3,945,089**
Total Expenditures							
Total Expenditures	3,628,889	-	316,200	-	-	-	3,945,089
Total Expenditures	**$3,628,889**	**-**	**$316,200**	**-**	**-**	**-**	**$3,945,089**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Public University State Programs
Cross Reference Number: 52500-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	107,791	-	-	-	-	-	107,791
Other Revenues	-	-	9,393	-	-	-	9,393
Transfer from General Fund	-	-	-	-	-	-	-
Total Revenues	**$107,791**	**-**	**$9,393**	**-**	**-**	**-**	**$117,184**
Special Payments							
Spc Pmt to Public Universities	48,182	-	9,393	-	-	-	57,575
Intra-Agency Gen Fund Transfer	-	-	-	-	-	-	-
Other Special Payments	59,609	-	-	-	-	-	59,609
Total Special Payments	**$107,791**	**-**	**$9,393**	**-**	**-**	**-**	**$117,184**
Total Expenditures							
Total Expenditures	107,791	-	9,393	-	-	-	117,184
Total Expenditures	**$107,791**	**-**	**$9,393**	**-**	**-**	**-**	**$117,184**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-210-00-00-00000**

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	-	-	-	325,593	-	-
Transfer from General Fund	-	4,900,000	4,900,000	4,650,000	-	-
Total Other Funds	**-**	**$4,900,000**	**$4,900,000**	**$4,975,593**	**-**	**-**

Statewide Public Services

The Statewide Public Services (SPS)

Includes the Agriculture Experiment Station, Extension Services and the Forest Research Laboratory.

Funding Request

For 25-27, SPS is requesting CSL.



Agricultural Experiment Station

The Agricultural Experiment Station (AES) the principal agricultural and related natural resources research agency of the State of Oregon. Its mission is to conduct research to solve problems and generate innovations in the agricultural, biological, social, and environmental sciences for the benefit of Oregonians. Its research relates to Oregon agriculture, associated industries, and natural resources. It also provides public services and technical assistance and in so doing:

- Helps ensure a stable and productive system of agriculture through the sustainable management of natural resources.

- Protects and improves the natural environment and related quality of life.
- Develops new agricultural products and processes.
- Improves marketing of Oregon agricultural products.
- Improves the nutritional value and quality of food.
- Helps protect crops and animals from insects, diseases, and other hazards.
- Contributes to the basic sciences.
- Strengthens rural communities through research on issues critical to their economic development and social fabric.
- Assists developing agriculture in ways that will help alleviate world hunger and promote trade within the United States.

Historic and Physical Setting

The Oregon Agricultural Experiment Station was organized in 1888 with funds provided by the United States Congress through the Hatch Act of 1887. The station comprises 11 branch experiment stations in 14 locations throughout Oregon. The central station on the OSU campus in Corvallis coordinates research activities with the teaching and extension service activities of the College of Agricultural Sciences.

Branch stations are located throughout the state to conduct research that accommodates the widely varying soil, climate, agricultural, cultural, and economic conditions of Oregon. Many branch stations are combined in the same facility with OSU Extension Service offices, and all work closely with the local Extension Office. At the central station in Corvallis, scientists, staff, and students in 14 academic departments and five colleges of Oregon State University (OSU) carry out basic and applied research in agriculture, food systems, environmental and life sciences, and natural resources. The Station also supports seed testing and food safety and environmental stewardship laboratories on the OSU campus that serves the public interest.

Liaison and Planning

In planning its research, the Station actively solicits counsel from industry and citizen groups. Branch experiment stations have advisory committees of local citizens and often work with local representatives of agriculture, food, environmental and natural resource groups. Station administration works with statewide advisory groups and agriculture, food, environmental and natural resource organizations for review of existing programs and the development of new ones that anticipate and address emerging needs.

Cooperation with Other Agencies

Cooperation with state and federal agencies is important and well developed in the Station. There is a tradition and practice of coordination with the Oregon Departments of Agriculture, Forestry, Environmental Quality, Water Resources, Economic & Community Development, and the Oregon Watershed Enhancement Board on matters of mutual concern. The Station also coordinates its programs with counterparts in western states and with agencies of the federal government. Scientists in almost every academic department in the Station meet regularly with counterparts at Washington State University and the University of Idaho, and often share talent and costs of conducting research projects.

Disseminating Results

Research results are disseminated rapidly using a variety of means. This includes field days, Extension Service educational programs, technical and scientific publications, online delivery, print and broadcast news stories in popular media, and the award-winning research publication, "Oregon's Agricultural Progress."

Evaluation

Research programs are regularly reviewed and evaluated, both internally and by teams of scientists from other universities and agencies. These critical reviews indicate that many Station programs are among the best in the nation.

OSU Extension Service

Is the community-based education and outreach arm of Oregon's land, sea, sun and space grant-university. It is cooperatively funded from federal (USDA), state, county, and other sources. The OSU Extension Service engages the people of Oregon with research-based knowledge and education that strengthen communities and economies, sustain natural resources, and promote healthy families and individuals.

Audiences/Program Areas

Extension faculty on the OSU campus and in county offices throughout the state work together with an extensive network of volunteers to develop and deliver educational programs. Extension programs focus on the following areas:

Agriculture and Natural Resources

This program provides education and technical assistance for people with agricultural interests. The major emphasis is on food, feed, energy, fiber, seed, and ornamental production and management of animal and plant production systems. Programs include farm/ranch business management, marketing, value-added processing, natural resource use and conservation, community horticulture, human and environmental health, and bioethics. Audiences include urban and rural residents and businesses, government agencies and communities with wide-ranging interests in conservation, production, and community development.

Family and Community Health

This program helps Oregonians improve their health, family, and community through education and community partnerships. Major programming extends knowledge related to public health, nutrition, exercise science, human development, family financial management, and aging to address important needs in Oregon's communities.

Forestry and Natural Resources

This program improves Oregonians' knowledge of forestry and natural resources and their options for enhancing benefits from these resources. This educational program assists forest owners, managers, processors, users, and students in understanding the importance of both production and

environmental benefits from Oregon's forests. Priority subjects include reforestation, forest management, forest health, wildland fire, intergenerational land transfer, harvesting and processing wood, protection of soil and water, wildlife habitat, and related natural resources use, management, and protection.

Outdoor School Program

Pursuant to 2016's Ballot Measure 99, OSU's extension service coordinates a statewide program designed to coordinate outdoor school programs for Oregon's fifth and sixth grade students. The goal is to provide such programs to all such students throughout the state. This program is funded via lottery funding.

Forest Research Laboratory (FRL)

Oregon's original research agency designed to help solve problems, create opportunities, and develop new understanding and innovation about forest ecosystems, forest management and forest-derived renewable materials; its director is the dean of Oregon State University's College of Forestry. Established by the Oregon Legislature in 1941, the program is supported by state and federal appropriations and by research grants from public and private sources (see Oregon Revised Statute 526.225).

In addition to research in campus laboratories and university forests, studies are conducted cooperatively in public and private forests and in laboratories and manufacturing facilities throughout Oregon and the world.

Faculty, staff, and students from the College of Forestry's Departments of Forest Engineering, Resources, and Management; Forest Ecosystems and Society; and Wood Science and Engineering contribute to a diverse portfolio of fundamental and applied research and outreach activities. Activities benefit from collaboration with many other departments and colleges at Oregon State and elsewhere. Communication of results to science peers, land managers, policy makers, and the public is a high priority.

The FRL, the Corvallis Forestry Sciences Laboratory of the U.S. Forest Service, the Corvallis-based Forest and Rangelands Ecosystem Science Center of the U.S. Geological Service, and related research conducted elsewhere on campus combine to form the largest concentration of forest sciences research in North America.

Cooperation/Research Use

To extend the resources available from state appropriations in the Forest Research Laboratory budget, cooperation and assistance from non-state sources is sought to accomplish Laboratory research goals. Assistance may include the use of private or agency lands for research, contributed equipment, facilities or staff time and funds for specific projects. About 150 collaborators currently participate in a variety of research projects

where results could provide direct benefits to Oregonians. Forestry practices of many collaborators reflect research results immediately, and other stakeholders often follow such working examples more quickly than they do with more conventional methods of conveying research results.

University Grants/Contracts

A significant amount of forestry research is supported by grants and contracts. Grant proposals of Laboratory scientists are required to be directly supportive of Laboratory goals and complementary to projects supported with state funds. Grants are restrictive since they often provide only for basic research, are not available in all program areas, and are for specific/limited time periods. Nevertheless, forestry and natural resources related sponsored research extends the programs of the Laboratory, and help provide research knowledge to a wider range of practitioners. Currently the Laboratory is able to leverage every dollar of appropriated support for faculty and infrastructure into three dollars of additional research funding.

Disseminating Results

Research results are provided to family forestland owners, industry, public land managers, other scientists and the public using a variety of means. This includes Extension Foresters conducting programs around the state, Outreach Education short courses, technical and scientific publications, online delivery, video productions, conference presentations and stories in popular media.

Proposed Program Improvements

The Forest Research Laboratory continuously looks to engage in research that is closely allied with the policy initiatives being pursued by Oregon's legislative and executive branches, as well as programs that add value to the state economy, and protect environmental resources from changing threats. Scientists seek to provide new knowledge that will help inform policy choices about forest resources management, climate change, forest policies for urban areas, alternatives in resource uses, water quality, wildlife habitat, and related matters. Programs are also aimed at improving production processes and adding new products such that Oregonians can pursue economic gains while maintaining a healthy, sustainable environment that meets multiple needs for the state citizens.

These programs are managed by the Office of Postsecondary Finance and Capital.

STATEWIDE PUBLIC SERVICES
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$9,697,440
Other Funds	$0
Lottery Funds	$22,724,519
Federal Funds	$0
Total Funds	$33,421,959

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

STATEWIDE PUBLIC SERVICES
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(3,165,000)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(3,165,000)

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$12,491,398
Other Funds	$0
Lottery Funds	$2,475,612
Federal Funds	$0
Total Funds	$14,967,010

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund	$371,042
Other Funds	$0
Lottery Funds	$21,248,907
Federal Funds	$0
Total Funds	$21,619,949

STATEWIDE PUBLIC SERVICES
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Statewide Public Services
Cross Reference Number: 52500-211-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(3,165,000)	-	-	-	-	-	(3,165,000)
Total Revenues	**($3,165,000)**	**-**	**-**	**-**	**-**	**-**	**($3,165,000)**
Special Payments							
Other Special Payments	(3,165,000)	-	-	-	-	-	(3,165,000)
Total Special Payments	**($3,165,000)**	**-**	**-**	**-**	**-**	**-**	**($3,165,000)**
Total Expenditures							
Total Expenditures	(3,165,000)	-	-	-	-	-	(3,165,000)
Total Expenditures	**($3,165,000)**	**-**	**-**	**-**	**-**	**-**	**($3,165,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Statewide Public Services
Cross Reference Number: 52500-211-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	12,491,398	-	-	-	-	-	12,491,398
Tsfr From Administrative Svcs	-	2,475,612	-	-	-	-	2,475,612
Total Revenues	**$12,491,398**	**$2,475,612**	**-**	**-**	**-**	**-**	**$14,967,010**
Special Payments							
Spc Pmt to Public Universities	1,603,245	2,475,612	-	-	-	-	4,078,857
Other Special Payments	10,888,153	-	-	-	-	-	10,888,153
Total Special Payments	**$12,491,398**	**$2,475,612**	**-**	**-**	**-**	**-**	**$14,967,010**
Total Expenditures							
Total Expenditures	12,491,398	2,475,612	-	-	-	-	14,967,010
Total Expenditures	**$12,491,398**	**$2,475,612**	**-**	**-**	**-**	**-**	**$14,967,010**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Statewide Public Services
Cross Reference Number: 52500-211-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	371,042	-	-	-	-	-	371,042
Tsfr From Administrative Svcs	-	21,248,907	-	-	-	-	21,248,907
Total Revenues	**$371,042**	**$21,248,907**	**-**	**-**	**-**	**-**	**$21,619,949**
Special Payments							
Spc Pmt to Public Universities	47,622	21,248,907	-	-	-	-	21,296,529
Other Special Payments	323,420	-	-	-	-	-	323,420
Total Special Payments	**$371,042**	**$21,248,907**	**-**	**-**	**-**	**-**	**$21,619,949**
Total Expenditures							
Total Expenditures	371,042	21,248,907	-	-	-	-	21,619,949
Total Expenditures	**$371,042**	**$21,248,907**	**-**	**-**	**-**	**-**	**$21,619,949**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-211-00-00-00000**

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 From Administrative Svcs	49,418,728	56,406,064	36,406,064	60,130,583	-	-
Total Lottery Funds	**$49,418,728**	**$56,406,064**	**$36,406,064**	**$60,130,583**	**-**	**-**

Sports Lottery

SPORTS LOTTERY (SL)

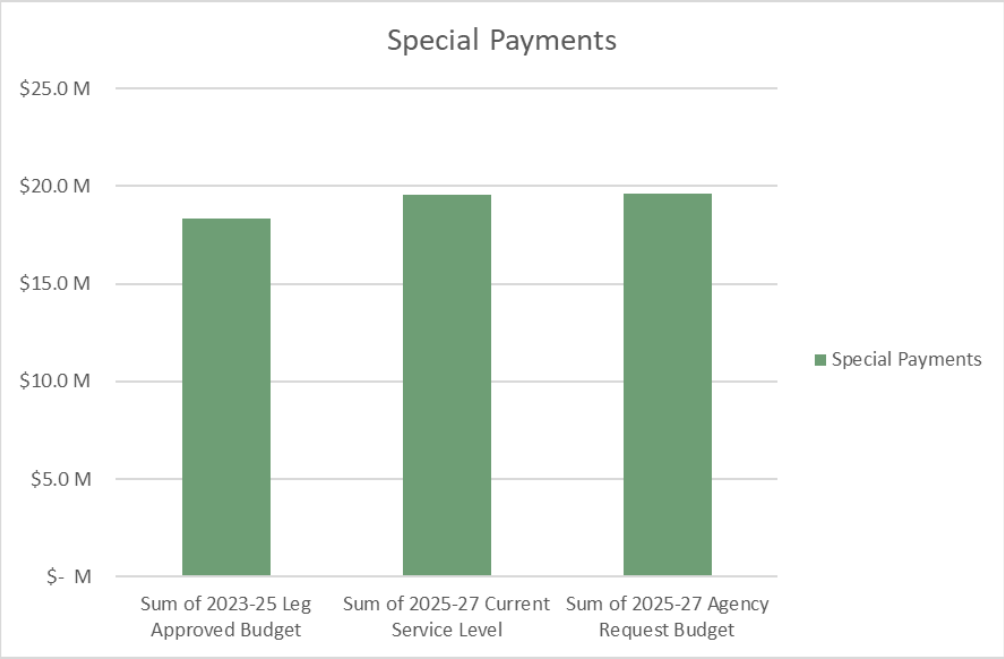
The Sports Action Lottery program provides lottery funds to support athletic programs and student scholarships. As outlined in ORS 461.543, 88% of all available funding shall be spent on athletic programs. Of that amount, 70% shall be for non-revenue producing sports with 30% for revenue producing sports. At least 50% of the available funding is earmarked for women's athletics.

The remaining 12% of funding shall be spent on scholarships, equally split between a focus on merit and financial need. Although ORS 461.543(4) calls for an amount equal to 1% of the Administrative Services Economic Development Fund to be allocated to Sports Lottery, the funding level and allocation between universities has been set at a different, lower, level by the Oregon Legislature in recent biennia.

This program is managed by the Office of Postsecondary Finance and Capital.

Funding Request

For 25-27, SL is requesting 0.2% above CSL.



SPORTS LOTTERY
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$0
Other Funds	$0
Lottery Funds	$1,246,436
Federal Funds	$0
Total Funds	$1,246,436

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

SPORTS LOTTERY
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

There are no phase-outs for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

SPORTS LOTTERY
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$0
Other Funds	$0
Lottery Funds	$1,246,436
Federal Funds	$0
Total Funds	$1,246,436

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

SPORTS LOTTERY
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Sports Lottery**

Pkg: 031 - Standard Inflation **Cross Reference Number: 52500-212-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	1,246,436	-	-	-	-	1,246,436
Total Revenues	**-**	**$1,246,436**	**-**	**-**	**-**	**-**	**$1,246,436**
Special Payments							
Spc Pmt to Public Universities	-	326,260	-	-	-	-	326,260
Other Special Payments	-	920,176	-	-	-	-	920,176
Total Special Payments	**-**	**$1,246,436**	**-**	**-**	**-**	**-**	**$1,246,436**
Total Expenditures							
Total Expenditures	-	1,246,436	-	-	-	-	1,246,436
Total Expenditures	**-**	**$1,246,436**	**-**	**-**	**-**	**-**	**$1,246,436**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission **Cross Reference Name: Sports Lottery**

Pkg: 105 - Oregon Opportunity Grant Funding **Cross Reference Number: 52500-212-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Other Special Payments	-	39,570	-	-	-	-	39,570
Total Special Payments	**-**	**$39,570**	**-**	**-**	**-**	**-**	**$39,570**
Total Expenditures							
Total Expenditures	-	39,570	-	-	-	-	39,570
Total Expenditures	**-**	**$39,570**	**-**	**-**	**-**	**-**	**$39,570**
Ending Balance							
Ending Balance	-	(39,570)	-	-	-	-	(39,570)
Total Ending Balance	**-**	**($39,570)**	**-**	**-**	**-**	**-**	**($39,570)**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-212-00-00-00000**

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 From Administrative Svcs	16,514,607	18,329,943	18,329,943	19,615,949	-	-
Total Lottery Funds	**$16,514,607**	**$18,329,943**	**$18,329,943**	**$19,615,949**	**-**	**-**

OHSU Programs

OHSU Programs (OHSU)

OHSU has four public missions: education, clinical care, research, and statewide outreach. The university educates the next generation of health care professionals and biomedical scientists, creates new knowledge, translates scientific research into therapies for disease, provides compassionate and evidence-based patient care, and improves health statewide through access and policy initiatives.

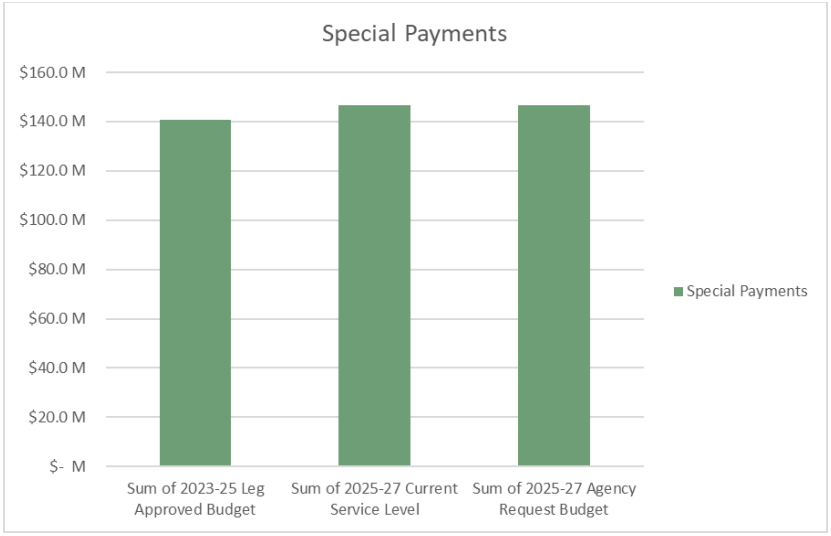
OHSU offers professional degrees in dentistry, nursing, medicine, pharmacy (OHSU/OSU), other health professions (physician assistants, radiation therapy, dietetics, laboratory medicine and EMT training in conjunction with OIT), and several PhD and Master's degrees along with certificate programs in the sciences. It also educates a large number of interns, residents and fellows in accredited specialty programs in medicine and dentistry.

OHSU receives state funding to support the School of Medicine, School of Nursing, School of Dentistry, the Oregon Child Integrated Dataset (OCID), the Oregon Poison Center, the Child Development and Rehabilitation Center (CRDC), the 30 x 30 by 2030 plan, and the Statewide Behavioral Health Database.

This program is managed by the Office of Postsecondary Finance and Capital.

Funding Request

For 25-27, OHSU is requesting CSL.



OHSU PROGRAMS
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$5,685,186
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$5,685,186

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OHSU PROGRAMS
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$(3,900,000)
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(3,900,000)

OHSU PROGRAMS
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$9,308,681
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$9,308,681

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

General Fund	$276,505
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$276,505

OHSU PROGRAMS
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: OHSU Programs
Cross Reference Number: 52500-213-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(3,900,000)	-	-	-	-	-	(3,900,000)
Total Revenues	**($3,900,000)**	**-**	**-**	**-**	**-**	**-**	**($3,900,000)**
Special Payments							
Other Special Payments	(3,900,000)	-	-	-	-	-	(3,900,000)
Total Special Payments	**($3,900,000)**	**-**	**-**	**-**	**-**	**-**	**($3,900,000)**
Total Expenditures							
Total Expenditures	(3,900,000)	-	-	-	-	-	(3,900,000)
Total Expenditures	**($3,900,000)**	**-**	**-**	**-**	**-**	**-**	**($3,900,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: OHSU Programs
Cross Reference Number: 52500-213-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	9,308,681	-	-	-	-	-	9,308,681
Total Revenues	**$9,308,681**	**-**	**-**	**-**	**-**	**-**	**$9,308,681**
Special Payments							
Other Special Payments	9,308,681	-	-	-	-	-	9,308,681
Total Special Payments	**$9,308,681**	**-**	**-**	**-**	**-**	**-**	**$9,308,681**
Total Expenditures							
Total Expenditures	9,308,681	-	-	-	-	-	9,308,681
Total Expenditures	**$9,308,681**	**-**	**-**	**-**	**-**	**-**	**$9,308,681**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 032 - Above Standard Inflation

Cross Reference Name: OHSU Programs
Cross Reference Number: 52500-213-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	276,505	-	-	-	-	-	276,505
Total Revenues	**$276,505**	**-**	**-**	**-**	**-**	**-**	**$276,505**
Special Payments							
Other Special Payments	276,505	-	-	-	-	-	276,505
Total Special Payments	**$276,505**	**-**	**-**	**-**	**-**	**-**	**$276,505**
Total Expenditures							
Total Expenditures	276,505	-	-	-	-	-	276,505
Total Expenditures	**$276,505**	**-**	**-**	**-**	**-**	**-**	**$276,505**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Budgeting

Article XI-Q Bond Financing and Other Financing Request Form

Capital Acquisition, Construction or Improvement of Real Property, Equipment or IT Systems

Please return the completed Request Form by **May 17, 2024** to:

Rhonda Nelson, Capital Finance Manager
E-mail to Rhonda.Nelson@das.oregon.gov
Department of Administrative Services, Chief Financial Office
350 Winter St NE; Salem, OR 97301

If you have any questions, please call Rhonda Nelson at (971) 719-1998.

Agency:	Higher Education Coordinating Commission
Contact Person:	David Graf
Phone:	971-375-7669
E-mail:	David.Graf@hecc.oregon.gov

Form Requirements: Use this form to request acquisition, construction or improvement of real property, equipment or IT systems that your agency is asking to finance using Article XI-Q Bonds or Leases (only leases that function as a vehicle to borrow money) over the next biennium beginning July 1, 2025. Article XI-Q bonds are limited to costs of a project that can be capitalized to the asset being financed (see OAM 15.60.10 and 15.60.40), with a few exceptions; thus, other non-capital and unallowed* capital costs of a project will need to be funded with other sources. The capital assets financed with XI-Q Bonds must be owned or operated by the State**. Financing agreements are defined in ORS 283.085(3) and include any agreement to finance real or personal property that is or will be owned and operated by the State. This includes lease purchase agreements and similar financing arrangements. Do not list leases on this form if the lease does not function as a vehicle to borrow money.

Acquisition, Construction or Improvement of Real Property, Equipment or IT Systems

Description of Property/Equipment/ System Project	Owned or Operated by the State (if operated, who owns?)	Estimated Useful Life of Capital Asset	Total Estimated Cost of Project	Amount Requested to be Financed in 2025-27[1]	XI-Q Bonds or Lease Financing	Date Financing Needed (list separate rows for different dates)[2]	Debt Service Funding Source
IT Modernization Project	Owned	10 years	$29M	$5.8M	XI-Q Bonds	October 2025	GF
Totals			-	-			

Notes:

***Un-allowed XI-Q bond costs:**

a. Related Party Costs (costs paid from one State Agency to another and does not represent out-of-pocket costs to an unrelated third party).

b. Pollution Remediation and Demolition Costs (except when it is required to complete the project and is not the entire project; discuss with Capital Finance Analyst).

c. Indirect or Administrative Costs that are not directly related to a capital project or a series of capital projects.

Note: See Section 2.1.2 of the "Agency Guide to Financing Capital Projects with Article XI-Q Bonds" for more information on un-allowed uses.

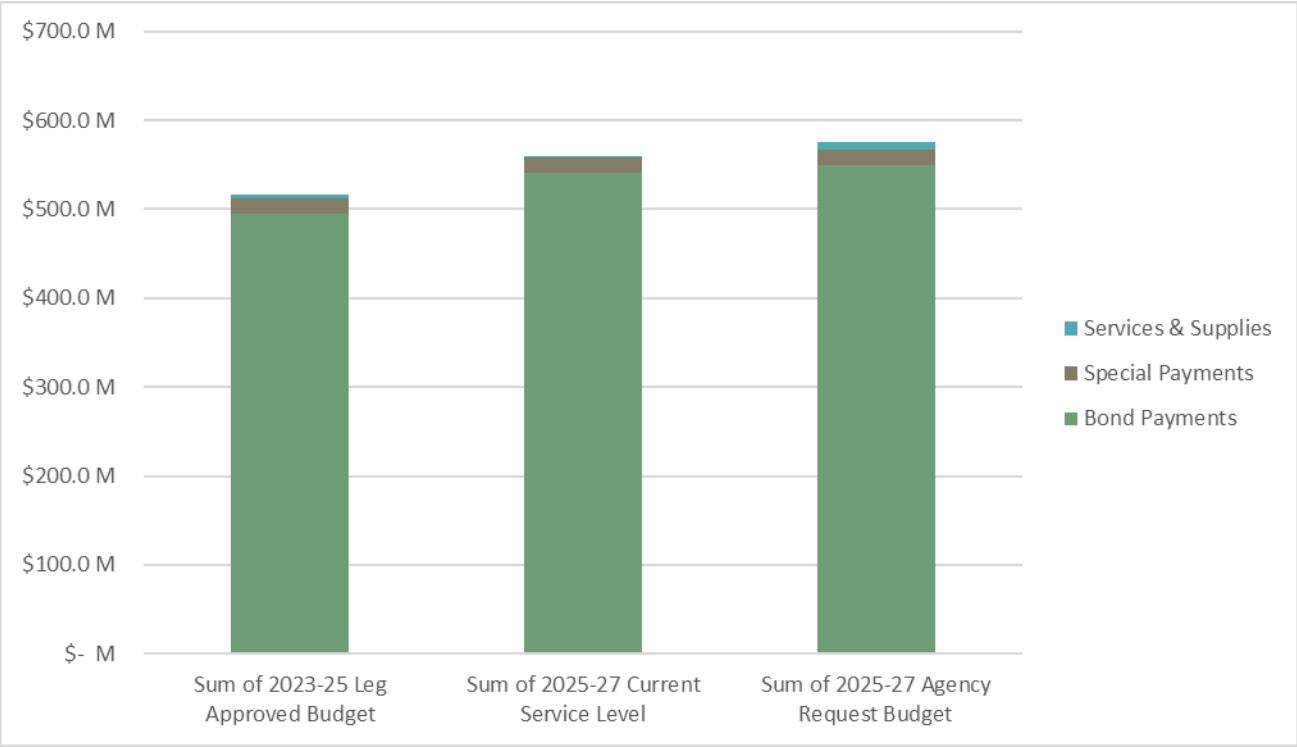
****Capital assets funded with tax-exempt bonds cannot have more than 10% Private Business Use, where all or a portion of the asset is used by a private person or entity other than a state or local government unit, including the federal government, a for-profit or non-profit organization, or individuals acting in a trade or business.

[2] Sale dates for Article XI-Q Bonds are for budgeting purposes only, and are subject to change.

Public University Debt Service

Public University Debt Service (PUDS)

This program includes the debt service for all long-term, state-issued debt obligations on behalf of Oregon's seven public universities. The proceeds of state-issued debt are used to pay primarily for capital construction projects. These include debt paid by state appropriations and revenue generated by self-supporting programs such as gifts, grants or student building fees.



This program is managed by the Office of Postsecondary Finance and Capital.

PUBLIC UNIVERSITY DEBT SERVICE
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$243,506
Other Funds	$(3,626,449)
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(3,382,943)

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

PUBLIC UNIVERSITY DEBT SERVICE
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$0
Other Funds	$(3,626,449)
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(3,626,449)

PUBLIC UNIVERSITY DEBT SERVICE
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$243,506
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$243,506

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

PUBLIC UNIVERSITY DEBT SERVICE
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission | **Cross Reference Name: Public University Debt Service**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 52500-214-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	(115,000)	-	-	-	(115,000)
Other Revenues	-	-	(3,511,449)	-	-	-	(3,511,449)
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**($3,626,449)**	**-**	**-**	**-**	**($3,626,449)**
Services & Supplies							
Other COP Costs	-	-	(3,626,449)	-	-	-	(3,626,449)
Total Services & Supplies	**-**	**-**	**($3,626,449)**	**-**	**-**	**-**	**($3,626,449)**
Total Expenditures							
Total Expenditures	-	-	(3,626,449)	-	-	-	(3,626,449)
Total Expenditures	**-**	**-**	**($3,626,449)**	**-**	**-**	**-**	**($3,626,449)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission | **Cross Reference Name: Public University Debt Service**

Pkg: 031 - Standard Inflation | **Cross Reference Number: 52500-214-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	243,506	-	-	-	-	-	243,506
Total Revenues	**$243,506**	**-**	**-**	**-**	**-**	**-**	**$243,506**
Services & Supplies							
State Gov. Service Charges	243,506	-	-	-	-	-	243,506
Total Services & Supplies	**$243,506**	**-**	**-**	**-**	**-**	**-**	**$243,506**
Total Expenditures							
Total Expenditures	243,506	-	-	-	-	-	243,506
Total Expenditures	**$243,506**	**-**	**-**	**-**	**-**	**-**	**$243,506**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Office of Postsecondary Finance and Capital

Policy Option Package 107 – Public University Capital Construction

Purpose:
Under statutory authority in ORS 352.089, the commission is directed to establish a process for reviewing public university requests to issue state bonds. The projects are scored and ranked using a commission adopted rubric. The current rubric, adopted in October 2019, is largely informed by the Strategic Capital Development Plan (SCDP) for Oregon's public universities which recommends a focus on capital improvement and replacement.

The primary criteria employed in the rubric focus on a project's alignment with the SCDP including:

- Space renewal, workforce and completion priorities
- Addressing deferred maintenance issues
- Supporting research and economic development
- Collaboration with interested parties

Additional criteria are applied to ensure close alignment with the state's higher education goals. These include the following:

- Student success of underserved populations
- Operational savings and sustainability
- Life safety, security of loss of use
- Leveraging institutional resources
- Institutional priorities

The scoring rubric was changed during 2019 to place more emphasis on a project's alignment with the SCDP which includes space renewal, workforce and completion priorities, deferred maintenance and collaboration. The priority placed on student success for underserved populations was doubled to focus on continued equity efforts. Also, the definition of underserved populations was aligned with the definition used in the university funding formula which includes economically disadvantaged students, ethnic/racial minorities, rural and veteran students.

How Achieved:
The scoring process involves the use of cross-office teams composed of HECC staff. Each team considers a number of projects and grades them as guided by the Commission-adopted rubric. The recommendations are then forwarded for the Commission's consideration.



The timeline for the review process is outlined in the graphic to the left.

Technical assistance is provided by HECC staff throughout the process which often involves site visits by HECC staff with question and answer interaction. During this past round of submissions, materials were submitted including project summaries, construction planning, financial projections and other materials.

For the 2025-27 ARB, the prioritized list was presented to the commission in June 2024 and adopted in August 2024. Typically, the commission approves the prioritized list in its entirety.

Based on precedent, the commission approves the prioritized list in its entirety. To better support the Legislature's decision-making process, the Commission makes no attempt to curtail the list or remove any projects that have been submitted. Rather, the intent is to provide a prioritized list based on a set of principles consistent with the state's higher education goals and in alignment with the strategic plan.

Equity Impact:

PFC partnered with HECC's Diversity, Equity, and Inclusion (DEI) staff to conduct a self-assessment to identify opportunities for improving the prioritizing process. As a result, the following occurred:

- The HECC Equity Lens and Strategic Roadmap were integrated into the capital process.
- The capital principles were reviewed to incorporate a more refined level of consideration focusing on equity.
- The capital guides were reviewed and revised to incorporate an Equity Lens and Strategic Roadmap focus.
- Definitions were expanded to be more inclusive of priority (historically underrepresented) populations.

Staffing Impact: None.

Outcomes:

- **A focus on improvement and replacement.** Six projects include renovations and new construction. Three projects include both renovations and expansions. One project includes land reparation and new construction.

The top priority of this capital plan includes additional funding for the capital improvement and renewal (CIR) formula. The CIR provides critical state funding for deferred maintenance including code compliance issues, accessibility and safety related projects. The CIR allocates the funding based on gross square footage and the density of usage to equitably allocate resources. An increase in funding allows for additional focus on capital renewal priorities.

- **A focus on student success, resiliency, creative thinking, and the arts.** Four projects relate to student success, resiliency, creative thinking, and arts. Two projects focus on health and dental. Two projects are renovations/or expansion of library centers. One project addresses child behavioral health need. One project is a heat plant renovation and creation of a physics laser lab. One project is a data center replacement.

$188.4 million in institutional matching funds. Most of this will be contributed by donors.

$264.2 million in eliminated deferred maintenance. The included projects will eliminate a substantial portion of deferred maintenance at the universities modernizing facilities and allowing for more useable space structured appropriately for current instructional and student support needs.

Commission Prioritized Projects	Bond Type	Tax Status	Sale Date	Par Amount	Project Cost	Cost of Issuance	Debt Service 2025-27	Matching
EOU - Loso Hall Student Access & Resiliency Improvements	XI-Q	Tax-Exempt	March 2027	54,115,000	53,636,400	478,600	-	-
OIT - Learning Resource Center for Student Success Renovation	XI-Q	Tax-Exempt	March 2027	35,695,000	35,345,250	349,750	-	-
OIT - Semon Hall Renovation and Expansion	XI-Q	Tax-Exempt	March 2027	38,685,000	38,313,630	371,370	-	-
OSU - Cascades Student Health Center	XI-Q	Tax-Exempt	October 2025	10,125,000	10,000,000	125,000	1,042,195	-
OSU - Heat Plant Repurpose and Community Place Infrastructure Improvements	XI-Q	Taxable	October 2025	48,175,000	47,750,000	425,000	6,458,857	-
PSU - Millar Library Renovation	XI-Q	Tax-Exempt	March 2027	73,690,000	73,100,000	590,000	-	-
Public Universities Capital Improvement and Renewal	XI-Q	Tax-Exempt	March 2027	120,930,000	120,000,000	930,000	-	-
SOU - Creative Industries Student Success and Leadership Renovations	XI-Q	Tax-Exempt	March 2027	38,470,000	38,100,000	370,000	-	-
UO - Child Behavioral Health Building	XI-Q	Taxable	March 2027	35,855,000	35,500,000	355,000	-	-
WOU - Data Center	XI-Q	Tax-Exempt	March 2027	12,555,000	12,417,966	137,034	-	-
WOU - Performing Arts Renewal	XI-Q	Tax-Exempt	March 2027	22,880,000	22,683,374	196,626	-	-
Subtotal XI-Q				**491,175,000**	**486,846,620**	**4,328,380**	**7,501,052**	**-**
PSU - Portland Center for the Performing Arts Parking Structure	XI-F(1)	Taxable	March 2027	53,010,000	52,540,000	470,000	-	-
PSU - Student Housing	XI-F(1)	Tax-Exempt	March 2027	85,660,000	85,000,000	660,000	-	-
Subtotal XI-F				**138,670,000**	**137,540,000**	**1,130,000**	**-**	**-**
EOU - Loso Hall Student Access and Resiliency Improvements	XI-G	Tax-Exempt	March 2027	1,745,000	1,711,800	33,200	-	1,711,800
OIT - Learning Resource Center for Student Success Renovation	XI-G	Tax-Exempt	March 2027	1,995,000	1,963,625	31,375	-	1,963,625
OIT - Semon Hall Renovation and Expansion	XI-G	Tax-Exempt	March 2027	2,160,000	2,128,535	31,465	-	2,128,535
OSU - Cascades Student Health Center	XI-G	Tax-Exempt	May 2026	32,380,000	32,000,000	380,000	1,241,351	28,000,000
OSU - Heat Plant Repurpose and Community Place Infrastructure Improvements	XI-G	Taxable	March 2027	25,545,000	25,250,000	295,000	-	42,000,000
PSU - Millar Library Renovation	XI-G	Tax-Exempt	March 2027	6,025,000	5,950,000	75,000	-	5,950,000
PSU - Portland Center for the Performing Arts Academic Building	XI-G	Tax-Exempt	March 2027	85,660,000	85,000,000	660,000	-	85,000,000
SOU - Creative Industries Student Success and Leadership Renovations	XI-G	Tax-Exempt	March 2027	2,485,000	2,450,000	35,000	-	2,450,000
UO - Child Behavioral Health Building	XI-G	Taxable	March 2027	17,920,000	17,750,000	170,000	-	17,750,000
WOU - Data Center	XI-G	Tax-Exempt	March 2027	715,000	689,887	25,113	-	689,887
WOU - Performing Arts Renovation	XI-G	Tax-Exempt	March 2027	750,000	723,938	26,062	-	723,938
Subtotal XI-G				**177,380,000**	**175,617,785**	**1,762,215**	**1,241,351**	**188,367,785**
Grand Total				**807,225,000**	**800,004,405**	**7,220,595**	**8,742,403**	**188,367,785**

Revenue Source:

POP #107 - University Capital	2025-27			2027-29		
Expenditure Category	**GF**	**OF**	**FF**	**GF**	**OF**	**FF**
Personal Services	-	-	-	-	-	-
Services & Supplies	-	7,220,595	-	-	-	-
Special Payments	-	-	-	-	-	-
Capital Outlay	-	800,004,405	-	-	-	-
Debt Service	8,742,403	-	-	-	-	-
Total POP #107 - University Capital	**8,742,403**	**807,225,000**	**-**	**-**	**-**	**-**
Positions	-	-	-	-	-	-
FTE	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 107 - Public University Capital Projects

Cross Reference Name: Public University Debt Service
Cross Reference Number: 52500-214-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	8,742,403	-	-	-	-	-	8,742,403
General Fund Obligation Bonds	-	-	6,090,595	-	-	-	6,090,595
Dedicated Fund Oblig Bonds	-	-	1,130,000	-	-	-	1,130,000
Other Revenues	-	-	-	-	-	-	-
Total Revenues	**$8,742,403**	**-**	**$7,220,595**	**-**	**-**	**-**	**$15,962,998**
Services & Supplies							
Other COP Costs	-	-	-	-	-	-	-
Other Services and Supplies	-	-	7,220,595	-	-	-	7,220,595
Total Services & Supplies	**-**	**-**	**$7,220,595**	**-**	**-**	**-**	**$7,220,595**
Debt Service							
Principal - Bonds	1,550,000	-	-	-	-	-	1,550,000
Interest - Bonds	7,192,403	-	-	-	-	-	7,192,403
Total Debt Service	**$8,742,403**	**-**	**-**	**-**	**-**	**-**	**$8,742,403**
Total Expenditures							
Total Expenditures	8,742,403	-	7,220,595	-	-	-	15,962,998
Total Expenditures	**$8,742,403**	**-**	**$7,220,595**	**-**	**-**	**-**	**$15,962,998**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission — **Agency Number: 52500**

2025-27 Biennium — **Cross Reference Number: 52500-214-00-00-00000**

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	272,291	-	-	-	-	-
Transfer In - Intrafund	348,585	-	-	-	-	-
Transfer In Lottery Proceeds	638,824	-	-	-	-	-
Tsfr From Administrative Svcs	32,330,215	32,960,086	32,960,086	35,479,189	-	-
Transfer Out Lottery Proceeds	(764,282)	-	-	-	-	-
Total Lottery Funds	**$32,825,633**	**$32,960,086**	**$32,960,086**	**$35,479,189**	**-**	**-**
Other Funds						
General Fund Obligation Bonds	-	-	15,186,100	8,595,504	-	-
Dedicated Fund Oblig Bonds	-	-	-	1,130,000	-	-
Interest Income	12,663,888	-	-	-	-	-
Loan Repayments	2,704,729	-	-	-	-	-
Other Revenues	-	11,329,668	11,329,668	1,298,457	-	-
Tsfr From Administrative Svcs	106,127	-	-	-	-	-
Tsfr To Administrative Svcs	(55,538)	-	-	-	-	-
Total Other Funds	**$15,419,206**	**$11,329,668**	**$26,515,768**	**$11,023,961**	**-**	**-**
Nonlimited Other Funds						
General Fund Obligation Bonds	-	191,199,890	191,199,890	190,279,651	-	-
Interest Income	70,790,166	-	-	-	-	-
Loan Repayments	81,104,185	-	-	-	-	-
Other Revenues	7,716	-	-	-	-	-
Tsfr From Administrative Svcs	117,882	-	-	-	-	-
Total Nonlimited Other Funds	**$152,019,949**	**$191,199,890**	**$191,199,890**	**$190,279,651**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-214-00-00-00000**

Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Nonlimited Federal Funds						
Federal Funds	4,008,152	4,008,153	4,008,153	3,899,000	-	-
Total Nonlimited Federal Funds	**$4,008,152**	**$4,008,153**	**$4,008,153**	**$3,899,000**	**-**	**-**

Community College Debt Service

Community College Debt Service (CCDS)

This program includes the debt service for all long-term, state-issued debt obligations on behalf of Oregon's seventeen community colleges. The proceeds of state-issued debt are used to pay primarily for capital construction projects. These include debt paid by state appropriations and revenue generated by self-supporting programs such as gifts, grants or student building fees.



This program is managed by the Office of Postsecondary Finance and Capital.

COMMUNITY COLLEGE DEBT SERVICE
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

General Fund	$31,708
Other Funds	$(1,055,000)
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(1,023,292)

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

COMMUNITY COLLEGE DEBT SERVICE
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

General Fund	$0
Other Funds	$(1,055,000)
Lottery Funds	$0
Federal Funds	$0
Total Funds	$(1,055,000)

COMMUNITY COLLEGE DEBT SERVICE
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

This package increases Services & Supplies by the standard 4.2 percent and non-state employee and Professional Services costs by the standard 6.8 percent inflation rates. The hourly rate for Attorney General costs are increased by 23.26 percent. The package also adjusts costs for changes in State Government Service Charges.

General Fund	$31,708
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$31,708

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

COMMUNITY COLLEGE DEBT SERVICE
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Community College Debt Service
Cross Reference Number: 52500-215-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Other Revenues	-	-	(1,055,000)	-	-	-	(1,055,000)
Total Revenues	**-**	**-**	**($1,055,000)**	**-**	**-**	**-**	**($1,055,000)**
Services & Supplies							
Other COP Costs	-	-	(1,055,000)	-	-	-	(1,055,000)
Total Services & Supplies	**-**	**-**	**($1,055,000)**	**-**	**-**	**-**	**($1,055,000)**
Total Expenditures							
Total Expenditures	-	-	(1,055,000)	-	-	-	(1,055,000)
Total Expenditures	**-**	**-**	**($1,055,000)**	**-**	**-**	**-**	**($1,055,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 031 - Standard Inflation

Cross Reference Name: Community College Debt Service
Cross Reference Number: 52500-215-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	31,708	-	-	-	-	-	31,708
Total Revenues	**$31,708**	**-**	**-**	**-**	**-**	**-**	**$31,708**
Services & Supplies							
State Gov. Service Charges	31,708	-	-	-	-	-	31,708
Total Services & Supplies	**$31,708**	**-**	**-**	**-**	**-**	**-**	**$31,708**
Total Expenditures							
Total Expenditures	31,708	-	-	-	-	-	31,708
Total Expenditures	**$31,708**	**-**	**-**	**-**	**-**	**-**	**$31,708**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Office of Postsecondary Finance and Capital

Policy Option Package 108 – Community College Capital Construction

Purpose:
Under statutory authority in ORS 350.075(3) and as spelled out in OAR 589-003-0100, the commission is tasked with approving all capital construction requests from the state's community colleges to be backed in whole or in part by state-funded debt service and shall list these projects in priority order. The priority is based on how a project accomplishes the following primary criteria:

- Serves an instructional purpose
- Meets an important demonstrated service need of the college
- Meets a facilities' need that cannot be adequately addressed through alternative, interim, or existing facilities
- Serves to complete a comprehensive community college facility
- Meets an important and articulated objective of the college
- Reflects evidence of local planning and needs assessment

Additional criteria are applied to the projects to ensure close alignment with the state's higher education goals. These include the following:

- Addresses safety and security on campus
- Meets occupation, community, or economic needs
- Includes collaboration
- Meets sustainability standards
- Supports student services and spaces

There are additional due diligence criteria as well. These include a statement of need and solution, information about the proposed facility including construction and programming costs, along with construction schedules, planning and other information as needed.

Under statute, community colleges are eligible for up to $8 million in bonding per project and are required to match dollar for dollar with local resources. Colleges are allowed only one project awaiting matching funds at a time. Therefore, not all colleges submit projects every biennium.

How Achieved:
The scoring process involves a capital review committee, in collaboration with the institutions, which reviews and ranks the submitted projects. Technical assistance is provided by HECC staff during the submission process. The capital review committee is typically composed of college presidents and HECC staff.



The timeline for the review process is outlined in the graphic to the left.

The Oregon Presidents Council generally finalizes the recommendations on behalf of the institutions. Then, the recommendations are forwarded for the commission's consideration. For the 2025-27 ARB, the prioritized list was presented to the commission in June 2024 and adopted in August 2024.

Based on precedent, the commission approves the prioritized list in its entirety. To better support the Legislature's decision-making process, the Commission makes no attempt to curtail the list or remove any projects that have been submitted. Rather, the intent is to provide a prioritized list based on a set of principles consistent with the state's higher education goals and in alignment with the strategic plan.

Equity Impact:

PFC partnered with HECC's Diversity, Equity, Inclusion, and Accessibility (DEIA) staff to do a self-assessment in an effort to identify opportunities for improving the prioritizing process. As a result, the following occurred.

- The HECC Equity Lens and Strategic Roadmap were integrated into the capital process.
- The capital principles were reviewed to incorporate a more refined level of consideration focusing on equity.
- The capital guides were reviewed and revised to incorporate an Equity Lens and Strategic Roadmap focus.
- Definitions were expanded to be more inclusive of priority (historically underrepresented) populations.

Staffing Impact: None.

Outcomes:

A focus on improvement and replacement.

A focus on technical skills development.
The Clackamas Community College Center of Excellence for Farming, Horticulture, and Wildland Fire project includes moving these instructional programs out of our oldest building, Clairmont Hall, and constructing a modern training facility to serve Horticulture, Arboriculture, Wildland Fire, and other related programs. The Mount Hood Community College project will upgrade and modernize classrooms and labs to ensure safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Upgraded classrooms and labs will improve safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Classrooms will be sized and outfitted to support all ranges of instruction. To support some of the college's most in-demand programs, this project includes re-purposing existing space to create a Center for Health Professions.

$56.5 million in institutional matching funds. Most of the project cost, a total of $56.6 million or 77.9%, comes from local, institutional resources. Often this includes substantial local taxpayer support.

$15.7 million in eliminated deferred maintenance. The included projects will eliminate a substantial portion of deferred maintenance at the colleges modernizing facilities and allowing for more useable space structured appropriately for current instructional and student support needs.

Commission Prioritized Projects	Bond Type	Tax Status	Sale Date	Par Amount	Project Amount	Cost of Issuance	Matching
Clackamas CC – Center for Excellence for Farming, Horticulture, and Wildland Fire	XI-G	Exempt	March 2027	8,085,000	8,000,000	85,000	24,000,000
Mt Hood CC – Classroom and Lab Renovations	XI-G	Exempt	March 2027	8,085,000	8,000,000	85,000	32,556,307
TOTAL				**16,170,000**	**16,000,000**	**170,000**	**56,556,307**

Revenue Source:

POP #108 – CC Capital	2025-27			2027-29		
Expenditure Category	**GF**	**OF**	**FF**	**GF**	**OF**	**FF**
Personal Services	0	0	0	0	0	0
Services & Supplies	0	170,000	0	0	0	0
Capital Outlay	0	16,000,000	0	0	0	0
Special Payments	0	0	0	0	0	0
Total POP #XXX – CC Capital	**0**	**16,170,000**	**0**	**0**	**0**	**0**
Positions	0	0	0	0	0	0
FTE	0	0	0	0	0	0

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 108 - Community College Capital Projects

Cross Reference Name: Community College Debt Service
Cross Reference Number: 52500-215-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	170,000	-	-	-	170,000
Other Revenues	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**$170,000**	**-**	**-**	**-**	**$170,000**
Services & Supplies							
Other COP Costs	-	-	-	-	-	-	-
Other Services and Supplies	-	-	170,000	-	-	-	170,000
Total Services & Supplies	**-**	**-**	**$170,000**	**-**	**-**	**-**	**$170,000**
Total Expenditures							
Total Expenditures	-	-	170,000	-	-	-	170,000
Total Expenditures	**-**	**-**	**$170,000**	**-**	**-**	**-**	**$170,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-215-00-00-00000**

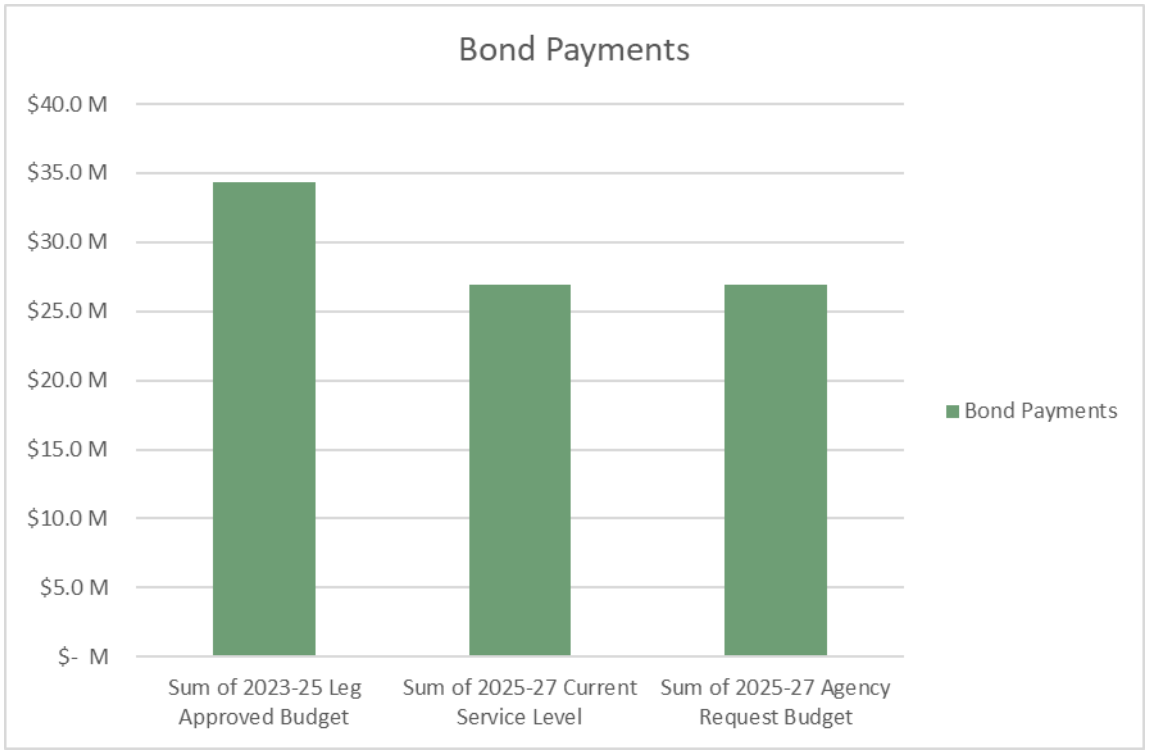
Source	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Lottery Funds						
Interest Income	92,263	-	-	-	-	-
Transfer In Lottery Proceeds	184,489	-	-	-	-	-
Tsfr From Administrative Svcs	11,680,670	11,594,035	11,594,035	11,683,799	-	-
Transfer Out Lottery Proceeds	(59,031)	-	-	-	-	-
Total Lottery Funds	**$11,898,391**	**$11,594,035**	**$11,594,035**	**$11,683,799**	**-**	**-**
Other Funds						
General Fund Obligation Bonds	-	-	-	170,000	-	-
Interest Income	934,530	-	-	-	-	-
Other Revenues	-	1,055,000	5,116,585	-	-	-
Total Other Funds	**$934,530**	**$1,055,000**	**$5,116,585**	**$170,000**	**-**	**-**

OHSU Debt Service

OHSU Debt Service

OHSU Debt Service

This program includes the debt service for all long-term, state-issued debt obligations on behalf of OHSU. The proceeds of state-issued debt are used to pay primarily for capital construction projects. These include debt paid by state appropriations and revenue generated by self-supporting programs such as gifts, grants or student building fees.



This program is managed by the Office of Postsecondary Finance and Capital.

OHSU DEBT SERVICE
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

There are no Essential Packages for this program

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OHSU DEBT SERVICE
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

There are no phase-outs for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OHSU DEBT SERVICE
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

There is no standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OHSU DEBT SERVICE
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-216-00-00-00000**

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	29,943	-	-	-	-	-
Tsfr From Administrative Svcs	30,760,756	7,328,750	7,328,750	-	-	-
Tsfr From Corrections, Dept of	700,279	-	-	-	-	-
Tsfr To Corrections, Dept of	(5,108)	-	-	-	-	-
Total Other Funds	**$31,485,870**	**$7,328,750**	**$7,328,750**	**-**	**-**	**-**
Nonlimited Other Funds						
Interest Income	1,681,078	-	-	-	-	-
Loan Repayments	948,648	-	-	-	-	-
Other Revenues	-	3,441,830	3,441,830	3,317,168	-	-
Total Nonlimited Other Funds	**$2,629,726**	**$3,441,830**	**$3,441,830**	**$3,317,168**	**-**	**-**

Public University Capital Construction

Public University Capital Construction

The budget process is an opportunity for public universities to request funding for capital projects involving state-backed debt. In recognition of limited resources, a prioritization process was established for projects proposed to be backed in whole or in part by state-funded debt service. The following list presents a prioritization of project requests with more details included in the related policy option package.

This program is managed by the Office of Postsecondary Finance and Capital. Brief project descriptions are included below.

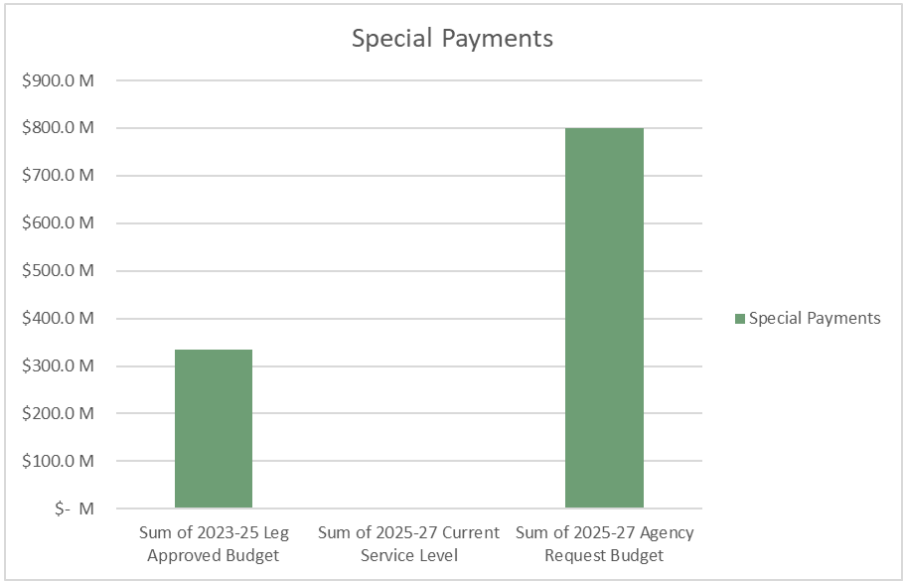
Institutions	Project	Description
Eastern Oregon University	Loso Hall Student Access and Resiliency	This project epitomizes EOU's strategy to transform a key academic facility into a premier center for learning, innovation, and community engagement. Driven by contemporary infrastructure needs and academic excellence expectations, this initiative will transform Loso Hall. Originating from Oregon's Great Recession in 1988, the hall is poised for a makeover into a modern, resilient, and welcoming space.
Oregon Institute of Technology	Learning Resource Center Renovation for Student Success	This project will completely renovate and expand the Learning Resource Center (LRC) with an approximate 16,000 square foot two-story addition. It will include seismic retrofit; mechanical, electrical, and plumbing replacement; building envelope replacement; foundation repair; interconnections with campus infrastructure tunnel system; and full interior (classrooms, labs, IT helpdesk, recording studios in support of remote teaching and distance learning classes, student workstations, and faculty workspaces for professional development and research) remodel and modernization.
Oregon Institute of Technology	Semon Hall Renovation and Expansion	This project is a complete renovation, including seismic retrofit; mechanical, electrical, and plumbing replacement; building envelope replacement; foundation repair; and full interior (classrooms, labs, dental chairs, dental clinic equipment and technology, and other dentist and student dental clinic/lab requirements) remodel and modernization. The project also includes improvements to surrounding areas, including ADA accessibility sidewalk, transportation, outdoor learning demonstration space and landscaping.
Oregon State University Cascades	Student Health and Recreation	OSU-Cascades' creative strategy to purchase blighted but otherwise well-situated land at a price far below market value paved the way for a phased cleanup of the land to return it to buildable condition as portions are needed for campus expansion. The project starts with landfill remediation, during which the waste is excavated, sorted, and screened on-site, recycled where possible, and re-landfilled as necessary.

PUBLIC UNIVERSITY CAPITAL CONSTRUCTION

Oregon State University	Heat Plant Repurpose and Community Place Infrastructure	This project will be an adaptive reuse, transforming a historic utility building into a modern teaching and research center for OSU's College of Science Physics Department and other users. The building will include classrooms, teaching laboratories, student research and support spaces and administrative spaces. Modern research laboratories will support some of OSU's most advanced research. Both underground and surface Infrastructure for the area surrounding the Heat Plant (primarily Community Place), will be modernized.
Portland State University	Millar Library Deferred Maintenance	An essential element to the Millar Library renovation is the replacement of its mechanical systems. As it currently stands, there is approximately $45 million in deferred maintenance within the facility. There are existing systems within the library that are more than 30 years old and have exceeded their useful life. This includes replacement of HVAC, electrical, and domestic water booster pump, fire alarm systems, as well as an elevator modernization.
All	Capital Improvement and Renewal	Capital Improvement and Renewal funds will be allocated by the HECC to the seven public universities for university-determined projects that will address deferred maintenance, code compliance, safety issues, and Americans with Disabilities Act (ADA) accessibility improvements for campus facilities.
Southern Oregon University	Creative Industries/ Student Success	A renovation of SOU's existing Music Building & Digital Media Center (DMC) Building. This project will be phased, with the Music Building renovation occurring first, allowing the current Music & Digital Media programs to fully integrate & collaborate, forming a new Creative Industries Center. The vacated Digital Media Center will be renovated in phase II to accommodate a variety of academic Physical Education programs, Wrestling and ROTC. The Music Building was constructed in 1972; this project will address major accessibility, mechanical, electrical and programming deficiencies.
University of Oregon	Child Behavioral Health Building	This project at the university's new UO Portland campus will house the Ballmer Institute for Children's Behavioral Health and the Portland facilities of the Prevention Science Institute, two units which are devoted to developing innovative ways to support children's behavioral health.
Western Oregon University	Data Center	The current data center is located in a retrofitted 60-year-old classroom, equipped with cooling systems designed for human comfort rather than optimal server and data tower conditions. The current system requires constant maintenance and repair, with dust mitigation and humidity control posing ongoing challenges. This renovation will alleviate these issues.

PUBLIC UNIVERSITY CAPITAL CONSTRUCTION

Western Oregon University	Performing Arts Renewal	This project involves two adjacent buildings; Rice Auditorium built in 1976 and Smith Hall built in 1958 are used together to support academic programs in Performing Arts, these programs include Music, Dance, and Theatre. Both buildings are also used for community events that support music and theater performances. The buildings require significant mechanical upgrades and deferred maintenance. Smith Music Hall will need to be 90 percent demoed and rebuilt to meet today's musical needs and Rice Auditorium requires a new roof and significant remodeling.
Portland State University	New Housing Project	A new residential building on west campus to serve first year students, providing a modern residential hall to support students living on campus. It will include 576 beds with ensuite restrooms and student support spaces.
Portland State University	Center for the Performing Arts	A $611,700,000 collaborative partnership with the City of Portland, a private-hotel partner, philanthropic elements, and PSU. This project includes a new, state-of-the-art 3,000-seat performing arts facility, a 1,200-seat secondary venue owned by PSU along with supporting academic spaces, a 150-room hotel, restaurants, bars and other supporting spaces.



PUBLIC UNIVERSITY CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

There are no Essential Packages for this program

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

PUBLIC UNIVERSITY CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

There are no phase-outs for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

PUBLIC UNIVERSITY CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

There is no standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

PUBLIC UNIVERSITY CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Office of Postsecondary Finance and Capital

Policy Option Package 107 – Public University Capital Construction

Purpose:
Under statutory authority in ORS 352.089, the commission is directed to establish a process for reviewing public university requests to issue state bonds. The projects are scored and ranked using a commission adopted rubric. The current rubric, adopted in October 2019, is largely informed by the Strategic Capital Development Plan (SCDP) for Oregon's public universities which recommends a focus on capital improvement and replacement.

The primary criteria employed in the rubric focus on a project's alignment with the SCDP including:

- Space renewal, workforce and completion priorities
- Addressing deferred maintenance issues
- Supporting research and economic development
- Collaboration with interested parties

Additional criteria are applied to ensure close alignment with the state's higher education goals. These include the following:

- Student success of underserved populations
- Operational savings and sustainability
- Life safety, security of loss of use
- Leveraging institutional resources
- Institutional priorities

The scoring rubric was changed during 2019 to place more emphasis on a project's alignment with the SCDP which includes space renewal, workforce and completion priorities, deferred maintenance and collaboration. The priority placed on student success for underserved populations was doubled to focus on continued equity efforts. Also, the definition of underserved populations was aligned with the definition used in the university funding formula which includes economically disadvantaged students, ethnic/racial minorities, rural and veteran students.

How Achieved:
The scoring process involves the use of cross-office teams composed of HECC staff. Each team considers a number of projects and grades them as guided by the Commission-adopted rubric. The recommendations are then forwarded for the Commission's consideration.



The timeline for the review process is outlined in the graphic to the left.

Technical assistance is provided by HECC staff throughout the process which often involves site visits by HECC staff with question and answer interaction. During this past round of submissions, materials were submitted including project summaries, construction planning, financial projections and other materials.

For the 2025-27 ARB, the prioritized list was presented to the commission in June 2024 and adopted in August 2024. Typically, the commission approves the prioritized list in its entirety.

Based on precedent, the commission approves the prioritized list in its entirety. To better support the Legislature's decision-making process, the Commission makes no attempt to curtail the list or remove any projects that have been submitted. Rather, the intent is to provide a prioritized list based on a set of principles consistent with the state's higher education goals and in alignment with the strategic plan.

Equity Impact:

PFC partnered with HECC's Diversity, Equity, and Inclusion (DEI) staff to conduct a self-assessment to identify opportunities for improving the prioritizing process. As a result, the following occurred:

- The HECC Equity Lens and Strategic Roadmap were integrated into the capital process.
- The capital principles were reviewed to incorporate a more refined level of consideration focusing on equity.
- The capital guides were reviewed and revised to incorporate an Equity Lens and Strategic Roadmap focus.
- Definitions were expanded to be more inclusive of priority (historically underrepresented) populations.

Staffing Impact: None.

Outcomes:

- **A focus on improvement and replacement.** Six projects include renovations and new construction. Three projects include both renovations and expansions. One project includes land reparation and new construction.

The top priority of this capital plan includes additional funding for the capital improvement and renewal (CIR) formula. The CIR provides critical state funding for deferred maintenance including code compliance issues, accessibility and safety related projects. The CIR allocates the funding based on gross square footage and the density of usage to equitably allocate resources. An increase in funding allows for additional focus on capital renewal priorities.

- **A focus on student success, resiliency, creative thinking, and the arts.** Four projects relate to student success, resiliency, creative thinking, and arts. Two projects focus on health and dental. Two projects are renovations/or expansion of library centers. One project addresses child behavioral health need. One project is a heat plant renovation and creation of a physics laser lab. One project is a data center replacement.

$188.4 million in institutional matching funds. Most of this will be contributed by donors.

$264.2 million in eliminated deferred maintenance. The included projects will eliminate a substantial portion of deferred maintenance at the universities modernizing facilities and allowing for more useable space structured appropriately for current instructional and student support needs.

Commission Prioritized Projects	Bond Type	Tax Status	Sale Date	Par Amount	Project Cost	Cost of Issuance	Debt Service 2025-27	Matching
EOU - Loso Hall Student Access & Resiliency Improvements	XI-Q	Tax-Exempt	March 2027	54,115,000	53,636,400	478,600	-	-
OIT - Learning Resource Center for Student Success Renovation	XI-Q	Tax-Exempt	March 2027	35,695,000	35,345,250	349,750	-	-
OIT - Semon Hall Renovation and Expansion	XI-Q	Tax-Exempt	March 2027	38,685,000	38,313,630	371,370	-	-
OSU - Cascades Student Health Center	XI-Q	Tax-Exempt	October 2025	10,125,000	10,000,000	125,000	1,042,195	-
OSU - Heat Plant Repurpose and Community Place Infrastructure Improvements	XI-Q	Taxable	October 2025	48,175,000	47,750,000	425,000	6,458,857	-
PSU - Millar Library Renovation	XI-Q	Tax-Exempt	March 2027	73,690,000	73,100,000	590,000	-	-
Public Universities Capital Improvement and Renewal	XI-Q	Tax-Exempt	March 2027	120,930,000	120,000,000	930,000	-	-
SOU - Creative Industries Student Success and Leadership Renovations	XI-Q	Tax-Exempt	March 2027	38,470,000	38,100,000	370,000	-	-
UO - Child Behavioral Health Building	XI-Q	Taxable	March 2027	35,855,000	35,500,000	355,000	-	-
WOU - Data Center	XI-Q	Tax-Exempt	March 2027	12,555,000	12,417,966	137,034	-	-
WOU - Performing Arts Renewal	XI-Q	Tax-Exempt	March 2027	22,880,000	22,683,374	196,626	-	-
Subtotal XI-Q				**491,175,000**	**486,846,620**	**4,328,380**	**7,501,052**	**-**
PSU - Portland Center for the Performing Arts Parking Structure	XI-F(1)	Taxable	March 2027	53,010,000	52,540,000	470,000	-	-
PSU - Student Housing	XI-F(1)	Tax-Exempt	March 2027	85,660,000	85,000,000	660,000	-	-
Subtotal XI-F				**138,670,000**	**137,540,000**	**1,130,000**	**-**	**-**
EOU - Loso Hall Student Access and Resiliency Improvements	XI-G	Tax-Exempt	March 2027	1,745,000	1,711,800	33,200	-	1,711,800
OIT - Learning Resource Center for Student Success Renovation	XI-G	Tax-Exempt	March 2027	1,995,000	1,963,625	31,375	-	1,963,625
OIT - Semon Hall Renovation and Expansion	XI-G	Tax-Exempt	March 2027	2,160,000	2,128,535	31,465	-	2,128,535
OSU - Cascades Student Health Center	XI-G	Tax-Exempt	May 2026	32,380,000	32,000,000	380,000	1,241,351	28,000,000
OSU - Heat Plant Repurpose and Community Place Infrastructure Improvements	XI-G	Taxable	March 2027	25,545,000	25,250,000	295,000	-	42,000,000
PSU - Millar Library Renovation	XI-G	Tax-Exempt	March 2027	6,025,000	5,950,000	75,000	-	5,950,000
PSU - Portland Center for the Performing Arts Academic Building	XI-G	Tax-Exempt	March 2027	85,660,000	85,000,000	660,000	-	85,000,000
SOU - Creative Industries Student Success and Leadership Renovations	XI-G	Tax-Exempt	March 2027	2,485,000	2,450,000	35,000	-	2,450,000
UO - Child Behavioral Health Building	XI-G	Taxable	March 2027	17,920,000	17,750,000	170,000	-	17,750,000
WOU - Data Center	XI-G	Tax-Exempt	March 2027	715,000	689,887	25,113	-	689,887
WOU - Performing Arts Renovation	XI-G	Tax-Exempt	March 2027	750,000	723,938	26,062	-	723,938
Subtotal XI-G				**177,380,000**	**175,617,785**	**1,762,215**	**1,241,351**	**188,367,785**
Grand Total				**807,225,000**	**800,004,405**	**7,220,595**	**8,742,403**	**188,367,785**

Revenue Source:

POP #107 - University Capital	2025-27			2027-29		
Expenditure Category	**GF**	**OF**	**FF**	**GF**	**OF**	**FF**
Personal Services	-	-	-	-	-	-
Services & Supplies	-	7,220,595	-	-	-	-
Special Payments	-	-	-	-	-	-
Capital Outlay	-	800,004,405	-	-	-	-
Debt Service	8,742,403	-	-	-	-	-
Total POP #107 - University Capital	**8,742,403**	**807,225,000**	**-**	**-**	**-**	**-**
Positions	-	-	-	-	-	-
FTE	-	-	-	-	-	-

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Eastern Oregon University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Loso Hall Student Access & Resiliency Pr**	Planning/design	12%
Estimated Start Date:	5/15/2027	Land/real property acquisition	0%
Estimated Completion Date:	May 15/2030	New construction	0%
Total Estimated Project Cost[1]:	$ 57,060,000	Addition	8%
Cost per net usable square foot added or renovated:	$860/GSF	Remodel	80%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Loso Hall Student Access & Resiliency Project epitomizes EOU's strategy to transform a key academic facility into a premier center for learning, innovation, and community engagement. Driven by contemporary infrastructure needs and academic excellence expectations, this initiative will transform Loso Hall. Originating from Oregon's Great Recession in 1988, the hall is poised for a makeover into a modern, resilient, and welcoming space.

Aligned with EOU's Ascent 2029 and Campus Facilities Master Plan, this renovation transcends refurbishment, demonstrating our dedication to inclusivity, equity, and supporting underserved students. By addressing deferred maintenance, it establishes Loso Hall as an energetic nucleus for EOU and our commitment to academic excellence and community ties.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

Loso Hall encompasses a 2-story structure with a total gross square footage (GSF) of 83,100, accounting for 11% of EOU's overall Education & General (E&G) area. The building's total assignable square footage (ASF) amounts to 75,000, distributed between 30,200 square feet dedicated to theater and theater support spaces, and 44,800 square feet allocated for classrooms, labs, and academic support services. This latter portion represents 22% of the total campus-wide academic and academic support space. The 2019 renovation of the McKenzie/Schwartz Theater successfully updated 17,000 square feet of this theater space. Consequently, the Loso Hall Renovation & Resiliency Project is set to renovate and optimize the remaining 58,000 square feet of assignable space, incorporate Universal Design and remove accessiblity barriers. This project will effectively renew and rejuvenate the remaining 80% of Loso Hall's existing structure and will expand the academic student services area by 8,300 gross square feet (±), enhancing Loso Hall's capacity to support EOU's academic community, particulary EOU's underserved students.

Funding Request			
Type of Funding Requested	**Project Funding Amount Requested**	**Estimated Biennial Debt Service[5]**	**Debt Service[5] Funding Source**
General Funds/Lottery Funds	$ -		N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ -		Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 1,711,800		General Fund
Article XI-Q Bond Proceeds[4]	$ 53,636,400		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 55,348,200	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

Not Applicable

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

EOU is matching with Instituion funds: $1,711,800

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Not Applicable

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	**Oregon Institute of Technology**	**Project Type - indicate percent of budget in each category; total should add to 100%:**	
Project Name:	Learning Resource Center Renovation for Student Success	Planning/design	10%
Estimated Start Date:	Spring 2026	Land/real property acquisition	0%
Estimated Completion Date:	Spring 2029	New construction	0%
Total Estimated Project Cost[1]:	$ 39,272,500	Addition	19%
Cost per net usable square foot added or renovated:	$ 590	Remodel	71%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Learning Resource Center Renovation project it to completely renovate the Learning Resource Center (LRC) and expand with an approximate 16,000 square foot two-story addition. The renovation and expansion will include seismic retrofit; mechanical, electrical, and plumbing replacement; building envelope replacement; foundation repair; interconnections with campus infrastructure tunnel system; and full interior (classrooms, labs, IT helpdesk, recoding studios in support of remote teaching and distance learning classes, student workstations, and faculty workspaces for professional development and research) remodel and modernization. Project components also include collaboration workspaces for students, video and classroom technology systems, IT infrastructure, IT and media labs, and administrative offices of the student success and student support services operating within the facility. Additionally, the project also includes improvements to surrounding areas, including ADA accessibility sidewalk, outdoor learning demonstration space, transportation, and landscaping.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The Learning Resource Center (LRC) is a 50,600 sq. ft. two-story concrete structure with interconnections to the campus infrastructure tunnel system. The LRC includes Oregon Tech's main library and serves multiple critical functions for the institution. These functions and facilities include joint collaboration space for faculty and student use in support of remote teaching and distance learning classes; group and collaboration workspaces for students from all majors; open student computer labs; and an ITS helpdesk accessible to students. Components also include spaces supporting faculty professional development and research needs. The facility utilizes lecture capture, video and classroom technology systems, and IT infrastructure. Significant ADA needs are present in the building.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds	$ -	$ -	N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ -	$ -	Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 1,963,625	$ -	General Fund
Article XI-Q Bond Proceeds[4]	$ 35,345,250	$ -	General Fund
Lottery Revenue Bonds	$ -	$ -	Lottery Funds
Total	$ 37,308,875	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

n/a

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

On-hand university monies. Board-designated quasi-endowment.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

n/a

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	**Oregon Institute of Technology**	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	Semon Hall Renovation and Expansion	Planning/design	10%
Estimated Start Date:	Spring 2026	Land/real property acquisition	0%
Estimated Completion Date:	Spring 2029	New construction	0%
Total Estimated Project Cost[1]:	$ 42,570,700	Addition	36%
Cost per net usable square foot added or renovated:	$ 695	Remodel	54%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Semon Hall Renovation project it to completely renovate Semon Hall, including seismic retrofit; mechanical, electrical, and plumbing replacement; building envelope replacement; foundation repair; and full interior (classrooms, labs, dental chairs, dental clinic equipment and technology, and other dentist and student dental clinic/lab requirements) remodel and modernization. The project also includes improvements to surrounding areas, including ADA accessibility sidewalk, transportation, outdoor learning demonstration space and landscaping.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

Semon Hall is a 36,290 sq. ft. single story concrete and steel structure. Building components include specialized classrooms, labs and dental clinic housing clinical laboratory equipment. The facility utilizes lecture capture, video and classroom technology systems, and IT infrastructure. ADA needs are present in the building.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds	$ -		N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ -		Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 2,128,535		General Fund
Article XI-Q Bond Proceeds[4]	$ 38,313,630		General Fund
Lottery Revenue Bonds	$ -		Lottery Funds
Total	$ 40,442,165	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

n/a

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

On-hand university monies. Board-designated quasi-endowment.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

n/a

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Oregon State University - Cascades	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Student Health and Recreation Center**	Planning/design	9%
Estimated Start Date:	Summer 2025	Land/real property acquisition	
Estimated Completion Date:	Fall 2028	New construction	91%
Total Estimated Project Cost[1]:	$ 84,000,000	Addition	
Cost per net usable square foot added or renovated:	$ 2,100	Remodel	
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

OSU-Cascades' creative strategy to purchase blighted but otherwise well-situated land at a price far below market value paved the way for a phased cleanup of the land to return it to buildable condition as portions are needed for campus expansion. The project starts with landfill remediation, during which the waste is excavated, sorted, and screened on-site, recycled where possible, and re-landfilled as necessary.

The Student Health and Recreation Center will break ground on this newly remediated site engaging the sloped landscape creating accessible pathways across the campus. The project will create intentionally designed healthcare spaces, playing fields, and recreation spaces that will address significant student needs and the deficit of appropriate academic support space. Most importantly the project directly addresses student success and degree completion by providing the physical and mental health services and physical recreation opportunities that contribute to academic success. Many studies (some noted above in section 7.3) document the positive relationship of physical activity, mental health, and academic progress and graduation.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The Student Health and Recreation Center constructed on the remediated land will provide 40,000 gross square feet of space that will include a variety of physical activity spaces, dedicated spaces for student clinical health services (nurse, physician assistant, physical therapist, etc.), and dedicated spaces for student mental health counseling spaces. In addition to indoor recreation space, counseling space, and clinical health services space, the project will include up to two multipurpose recreation fields and an outdoor equipment storage area. The project may include Creation and improvement of Campus infrastructure effected by or related to the Student Health and Recreation Center project, possibly including parking, solar arrays, shared heating and cooling systems and other infrastructure that may be remote from the project.

Funding Request			
Type of Funding Requested	**Project Funding Amount Requested**	**Estimated Biennial Debt Service[5]**	**Debt Service[5] Funding Source**

General Funds/Lottery Funds	$ -		N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ -		Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 32,000,000		General Fund
Article XI-Q Bond Proceeds[4]	$ 10,000,000		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 42,000,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

N/A

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

$32,000,000 of the project cost will be funded by OSU revenue bond as the match for the G-Bond. The revenue bond debt service will be paid back by student incidental fees and OSU E&G funds.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

$10,000,000 of the project cost will be funded by OSU revenue bond. The revenue bond debt service will be paid back from OSU E&G funds.

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

or Community College:	Oregon State University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Heat Plant Repurpose and Community Place Infrastructure**	Planning/design	11%
Estimated Start Date:	Planning Winter 2023, Design Summer 2024, Const Summer 2025	Land/real property acquisition	
Estimated Completion Date:	Fall 2027	New construction	
Total Estimated Project[1]	$ 101,000,000	Addition	15%
Cost per net usable square foot added or renovated:	$ 1,683	Remodel	74%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Heat Plant Repurpose and Community Place Infrastructure project will be an adaptive reuse, transforming a historic utility building into a modern teaching and research center for OSU's College of Science Physics Department and other users. The building will include classrooms, teaching laboratories, student research and support spaces and administrative spaces. Modern research laboratories will support some of OSU's most advanced research. Both underground and surface Infrastructure for the area surrounding the Heat Plant (primarily Community Place), will be modernized. The Heat Plant Repurpose and Community Place Infrastructure project will complete an accessible, functional, safe and welcoming neighborhood where there were once rundown industrial facilities and infrastructure.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The Heat Plant was decommissioned in 2010 and has been vacant since. The classic façade, a contributing feature to our historic district, will be retained and a modern, 60,000 GSF of academic and research space will be created within the restored walls and into an expanded footprint. The project also includes:

- Three floors and a partial basement mostly within the existing Heat Plant footprint
- Removal and asbestos abatement of derelict furnaces and steam generation equipment
- Modernization of safety, restrooms and accessibility systems
- Student and research laboratories, classrooms, student and administration space
- Renewal of surface and underground infrastructure surrounding the building will improve Community Place, to include multiuse paths and functional outdoor spaces. Includes possible PIPC work.
- The project will also improve some components of the adjacent and attached McAlexander Field House.
- Creation and improvement of Corvallis Campus infrastructure effected by or related to the Heat Plant Repurpose and Community Place Infrastructure project, possibly including parking, solar arrays, shared heating and cooling systems and other infrastructure that may be remote from the project.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds	$ -		N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ -		Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 25,250,000		General Fund
Article XI-Q Bond Proceeds[4]	$ 47,750,000		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 73,000,000		

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

$25,250,000 in OSU Funds and Gifts

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

$2,750,000 of OSU Funds and Gifts for design and planning.

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Portland State University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Millar Library Deferred Maintenance & I**	Planning/design	10%
Estimated Start Date:	6/1/2025	Land/real property acquisition	
Estimated Completion Date:	9/1/2028	New construction	70%
Total Estimated Project Cost[1]:	$ 85,000,000	Addition	
Cost per net usable square foot added or renovated:	$ 604	Remodel	20%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

Portland State University provides this $85 million capital request to the Higher Education Coordinating Commission (HECC) for the renovation of its campus learning hub - Branford Price Millar Library. An essential element to the Millar Library renovation is the replacement of its mechanical systems. As it currently stands, there is approximately $45 million in deferred maintenance within the facility. There are existing systems within the library that are more than 30 years old and have exceeded their useful life. This includes replacement of HVAC, electrical, and domestic water booster pump, fire alarm systems, as well as an elevator modernization. In Fall 2023, PSU enrolled 22,000 students with approximately 5,400 faculty, staff, and student workers. To understand and meet the needs of the many stakeholder groups at PSU, this library transformation will include outreach, listening sessions, partnership, and collaboration across the campus community. This approach will actively support the recognition and respect for different backgrounds, experiences, and perspectives, as emphasized in the library strategic plan. By building upon the accommodation of diverse learning styles through the integration of flexible spaces, this renovation will center PSU's aim to provide a campus community that is open and accessible while helping stimulate the intellectual vitality, knowledge development, and creativity of the Portland State University community. **Important Note:** The Portland Oregon Center for the Performing Arts is PSU's priority project. However, whether or not this project moves forward is dependent on a vote of the Portland City Council in summer 2024. If the City Council decides to move forward with a different project from our submission, the Library renovation will become our institutional priority. Like all partnership projects, there is often uncertainty in when a project will move forward and in this case PSU is dependent on the City making a determination about how to replace the Keller Auditorium. PSU believes this project provides significant benefit to downtown Portland, the economy of Oregon, the Oregon arts community and PSU and we will keep HECC informed about the status of this exciting opportunity.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The Millar Library renovation at PSU elevates facility quality by addressing user adaptability, sustainability, energy efficiency, seismic upgrades, and economic needs. The five-floor building has 208,550 square feet and also contains a sub-basement, basement, and penthouse. The project will renvoate space for the PSU library which includes library offices, reception desk, support spaces, general library spaces with bookshelfs, study rooms, and classrooms.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds	$ -		N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ -		Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 5,950,000		General Fund
Article XI-Q Bond Proceeds[4]	$ 73,100,000		General Fund
Lottery Revenue Bonds	$ -		Lottery Funds
Total	$ 79,050,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

PSU will use philanthropy for the matching requirement.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	All public universities	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Capital Renewal and Improvement**	Planning/design	20%
Estimated Start Date:	3/1/2027	Land/real property acquisition	
Estimated Completion Date:	3/1/2029	New construction	
Total Estimated Project Cost[1]:	$120,000,000	Addition	
Cost per net usable square foot added or renovated:	Varies	Remodel	80%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

Capital Improvement and Renewal funds will be allocated by the HECC to the seven public universities for university-determined projects that will address deferred maintenance, code compliance, safety issues, and Americans with Disabilities Act (ADA) including improving facilities for priority populations and accessibility improvements for campus facilities.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The Capital Improvement and Renewal Technical Workgroup with representatives from each university will assist the HECC in developing allocation formulas that will be used based on multiple factors and analyses of gross square feet, current replacement values and deferred maintenance backlogs. Each institution will map the sequencing of highest priority of projects consistent with the project scope and Education and General definitions.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds
Article XI-G Bond Proceeds[3, 4]			General Fund
Article XI-Q Bond Proceeds[4]	$ 120,000,000		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 120,000,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Southern Oregon University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Creative Industries / Student Success an**	Planning/design	10%
Estimated Start Date:	7/1/2026	Land/real property acquisition	
Estimated Completion Date:	7/1/2028	New construction	19%
Total Estimated Project Cost[1]:	$ 43,000,000	Addition	
Cost per net usable square foot added or renovated:	$ 639	Remodel	71%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Creative Industries / Student Success and Leadership Center will renovate SOU's existing Music Building & Digital Media Center (DMC) Building. This project will be phased, with the Music Building renovation occurring first, allowing the current Music & Digital Media programs to fully integrate & collaborate, forming a new Creative Industries Center. The vacated Digital Media Center will be renovated in phase II to accommodate a variety of academic Physical Education programs, Wrestling and ROTC. The Music Building was constructed in 1972; this project will address major accessibility, mechanical, electrical and programming deficiencies. The Digital Media Center was constructed in 2003 and the original design incorporated an alternate for expansion, which will now be constructed along with current code life safety upgrades. The new Student Success and Leadership Center will allow a variety of academic programs to be taught in the space, incorporate new facilities to address Title IX concerns for SOU's Wrestling teams and provide a permanent space for ROTC.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The Music Building is a 3-story, 55,461 sq. ft. building constructed in 1972. There are currently approximately (8) instructional spaces, (18) faculty offices, (10) student practice spaces and a 436 seat recital hall. The mechanical, electrical and plumbing systems are original and have reached the end of their useful lifespans. The HVAC system has been studied and documented to be deficient in conditioning ability, circulation and lacks modern controls & monitoring. The building layout has major accessibility challenges, including the lack of sufficient accessible restroom facilities for students and patrons. The Digital Media Center is a 1.5 story 8,385 sq. ft. building constructed in 2003. The building has modern HVAC & associated controls, the CMU on-slab construction is solid and the electrical service is sized to meet current & future needs. The building lacks a fire suppression system, which will be addressed in this project. There are currently approximately (6) instructional spaces, (5) faculty office spaces, (4) equipment control rooms, a media equipment checkout center and various program related storage spaces.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds

Article XI-G Bond Proceeds[3, 4]	$ 2,450,000		General Fund
Article XI-Q Bond Proceeds[4]	$ 38,100,000		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 40,550,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

The institutional matching fund was expanded by a gift of $300,000 compared to the prior ask for this project.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

2,450,000

Match

5.7%

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	University of Oregon	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Child Behavioral Health Building**	Planning/design	18%
Estimated Start Date:	Design to begin 4/1/2024	Land/real property acquisition	0%
Estimated Completion Date:	Construction to be complete 7/1/2028	New construction	82%
Total Estimated Project Cost[1]:	$ 71,000,000	Addition	
Cost per net usable square foot added or renovated:	$1,517 assuming 90% efficiency	Remodel	
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Child Behavioral Health Building Project at the university's new UO Portland campus. The building will house the Ballmer Institute for Children's Behavioral Health and the Portland facilities of the Prevention Science Institute, two units which are devoted to developing innovative ways to support children's behavioral health—one of the most pressing societal issues of our time. The new Child Behavioral Health Building will facilitate collaboration between both institutes to accelerate discovery and reach across schools and communities to address the national crisis in child behavioral health. The building will serve as an innovation hub for training the next generation of the child behavioral health workforce, researching new approaches to support youth mental health, and providing clinical service delivery for children and families in need of mental health support.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The Child Behavioral Health Building will be a 3-story, 54,000 gross-square-foot facility containing welcoming spaces for children and families to receive free behavioral health services and learn new strategies to support wellness in their children through community outreach and educational offerings. Those spaces will include: Two 75 seat modern state-of-the-art classrooms and related informal learning spaces for in-person learning and remote course streaming to various locations in Oregon, a behavioral health clinic containing 12 clinical intervention spaces where community members can participate in grant-funded research and receive free behavioral health services, a telehealth center with 30 sound controlled rooms where students can deliver supervised telehealth behavioral health services to youth across Oregon, offices and collaboration spaces for the faculty and staff of these innovative units, as well as reception and waiting areas related to the clinical support functions.

Funding Request			
Type of Funding Requested	**Project Funding Amount Requested**	**Estimated Biennial Debt Service[5]**	**Debt Service[5] Funding Source**
General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds

Article XI-G Bond Proceeds[3, 4]	$ 17,750,000		General Fund
Article XI-Q Bond Proceeds[4]	$ 35,500,000		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 53,250,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

$17,750,000

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Western Oregon University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**WOU Data Center**	Planning/design	20%
Estimated Start Date:	Spring 2027	Land/real property acquisition	
Estimated Completion Date:	Fall 2029	New construction	80%
Total Estimated Project Cost[1]:	$ 13,797,740	Addition	
Cost per net usable square foot added or renovated:	$ 627	Remodel	
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

Western Oregon University's (WOU) data center is located in a retrofitted 60-year-old classroom, equipped with cooling systems designed for human comfort rather than optimal server and data tower conditions. Operating near its cooling threshold, this equipment necessitates supplementary cooling from portable units during summer months. Recently, a nonstandard temperature control design led to a drop in the data center temperature, causing a system failure during freezing temperatures. The current system requires constant maintenance and repair, with dust mitigation and humidity control posing ongoing challenges. Western Oregon is requesting funds to build a new data center on campus with University Computing Offices and Emergency Response Center that can act as a classroom or learning annex.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The New WOU Data Center will be located at the current locaton of WOU's Modular Classrooms. This area currently consists of six modular classrooms that are 750 square feet each and one restroom facility that is 500 square feet. These modular rooms have not been used in 3 years due to water infiltration issues and accessibility. The New data center will be roughly 22,000 square feet with a server room , 8 offices, 2 open cubical spaces, help desk and Emergency Response Center that can be a class room and training annex. The old server center currently loated in ITC South will be converted into a WOU Reuse area, where WO will store and reuse furniture and other items

Funding Request			
Type of Funding Requested	**Project Funding Amount Requested**	**Estimated Biennial Debt Service[5]**	**Debt Service[5] Funding Source**
General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds

Article XI-G Bond Proceeds[3, 4]	$ 689,887		General Fund
Article XI-Q Bond Proceeds[4]	$ 12,417,966		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 13,107,853	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

Institutional match of $689,887.00, all funds are on hand.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Western Oregon University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Performing Arts Renewal**	Planning/design	20%
Estimated Start Date:	Spring 2027	Land/real property acquisition	
Estimated Completion Date:	Fall 2029	New construction	
Total Estimated Project Cost[1]:	$ 24,131,250	Addition	
Cost per net usable square foot added or renovated:	574.80$/Sf	Remodel	80%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Performing Arts project involves two adjacent buildings. Rice Auditorium built in 1976 and Smith Hall built in 1958 are used together to support academic programs in Performing Arts, these programs include Music, Dance, and Theatre. Both buildings are also used for community events that support music and theater performances. The buildings require significant mechanical upgrades and deferred maintenance projects totaling over $7.5 million for the two buildings. Smith Music Hall will need to be 90 percent demoed and rebuilt to meet today's musical needs and Rice Auditorium requires a new roof and significant remodeling to bring it up to modern-day accessibility standards. which seats 110, and Rice Auditorium, which seats 610, are both stretched beyond reasonable capacity.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

Smith Music Hall: Single-story building that is 14,315 square feet, with two classrooms, one concert hall, one practice hall and twelve practice studios, plus instrument storage rooms and offices. Rice Auditorium: Single-story building that is 27,667 square feet. This building has one 610-seat auditorium, with a small set design space, sewing area and storage area. The building includes two multipurpose rooms and 10 offices.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds

Article XI-G Bond Proceeds[3, 4]	$ 723,938		General Fund
Article XI-Q Bond Proceeds[4]	$ 22,683,374		General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 23,407,312	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

Institutional match of $723,938.oo, all funds are on hand.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Portland State University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Parking for Performing Arts**	Planning/design	10%
Estimated Start Date:	6/1/2025	Land/real property acquisition	
Estimated Completion Date:	9/1/2028	New construction	70%
Total Estimated Project Cost[1]:	$ 52,540,000	Addition	
Cost per net usable square foot added or renovated:	$ 604	Remodel	20%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

Portland State University's proposed project is a $611,700,000 collaborative partnership with the City of Portland, a private-hotel partner, philanthropic elements, and PSU. This project includes a new, state-of-the-art 3,000-seat performing arts facility, a 1,200-seat secondary venue owned by PSU along with supporting academic spaces, a 150-room hotel, restaurants, bars and other supporting spaces. This world-class entertainment venue will help reestablish Portland as a premier destination for art and culture tourism while supporting and growing the region's current arts organizations. A new underground parking structure is proposed. PSU proposes 1 and 1/2 levels of parking underneath the performing arts center. Parking to serve all three primary uses of the facility. Both general academic needs and the 1,200-seat event venue associated with academics, the hotel & conference center, and the City of Portland's 3,000 seat event venue. The cost estimate includes all necessary building service area, mechanical space, circulation space and FF&E required to place the parking asset into operation.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

This project is to create a parking structure that will house up to 740 parking spaces on site at the new Performing Arts Center.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds	$ -		N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ 52,540,000		Other Funds
Article XI-G Bond Proceeds[3, 4]			General Fund
Article XI-Q Bond Proceeds[4]			General Fund
Lottery Revenue Bonds	$ -		Lottery Funds
Total	$ 52,540,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

PSU will use philanthropy for the matching requirement.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Portland State University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Housing**	Planning/design	10%
Estimated Start Date:	6/1/2025	Land/real property acquisition	
Estimated Completion Date:	9/1/2028	New construction	70%
Total Estimated Project Cost[1]:	$ 85,000,000	Addition	
Cost per net usable square foot added or renovated:		Remodel	20%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

PSU intends to build a new - up to 7 story -residential building on west campus. This new building will serve PSU's first year students, providing a modern residential hall to support students living on campus. This project is necessary due to the need to renovate the Ondine Residence Hall that currently serves many first year students. Ondine was constructed in 1966 and is in need of a significant renovation. The new building will include up to 576 beds with ensuite restrooms, student support spaces, student lounges and student study spaces. The construction of this building is PSU's first step in reorganizing its housing portfolio to better serve our diverse student body.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds	$ -		N/A
Article XI-F(1) Bond Proceeds[2, 4]	$ 85,000,000		Other Funds
Article XI-G Bond Proceeds[3, 4]			General Fund
Article XI-Q Bond Proceeds[4]			General Fund
Lottery Revenue Bonds	$ -		Lottery Funds
Total	$ 85,000,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

PSU will use philanthropy for the matching requirement.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Portland State University	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Portland Oregon Center for the Perform**	Planning/design	10%
Estimated Start Date:	6/1/2026	Land/real property acquisition	
Estimated Completion Date:	9/1/2030	New construction	90%
Total Estimated Project Cost[1]:	$ 170,000,000	Addition	
Cost per net usable square foot added or renovated:	$ 2,130	Remodel	
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

Portland State University's proposed project is a $611,700,000 collaborative partnership with the City of Portland, a private-hotel partner, philanthropic elements, and PSU. This project includes a new, state-of-the-art 3,000-seat performing arts facility, a 1,200-seat secondary venue owned by PSU along with supporting academic spaces, a 150-room hotel, restaurants, bars and other supporting spaces. This world-class entertainment venue will help reestablish Portland as a premier destination for art and culture tourism while supporting and growing the region's current arts organizations. The arts and culture complex is a project of statewide significance that will help lead the renaissance of downtown Portland while serving the needs of PSU's thriving arts and culture academic programs. The academic building has an estimated cost of $115,000,000 and will include academic learning space and academic support space for the College of the Arts and The School of Business. This arts and culture complex is a project of statewide significance that will help lead the renaissance of downtown

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The PSU Performing Arts Academic Building will provide a two-story, 90,000 square foot academic and academic support space for the College of the Arts and The School of Business. The academic building will feature a 1,200 seat theater, an expansive Orchestral Suite accommodating over 100 musicians and audience members, alongside a Jazz Studio, Percussion Studio, and ensemble rehearsal spaces. The building will include dedicated areas for instrumental and vocal jazz, choral music, and technological integration ensure a seamless blend of tradition and innovation. Practice rooms and storage lockers cater to student needs, while The School of Business will include event spaces and classrooms for hybrid collaboration.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds

Match

Article XI-G Bond Proceeds[3, 4]	$ 85,000,000		General Fund	$ 85,000,000
Article XI-Q Bond Proceeds[4]			General Fund	
Lottery Revenue Bonds			Lottery Funds	
Total	$ 85,000,000	$ -		$ 170,000,000
				50%

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

Revenue sources include parking fees and internal funds.

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

PSU will use $30M in philanthropy toward this project. Funds from the City of Portland, Metro, and a private hotel partner will serve as a 4-1 match for this project.

XI-G implies equal cash matching

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

The additional funds will come from the City of Portland, Metro, a to-be-determined private hotel partner, and philanthropy.

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 107 - Public University Capital Projects

Cross Reference Name: Public University Capital Construction
Cross Reference Number: 52500-217-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	662,464,405	-	-	-	662,464,405
Dedicated Fund Oblig Bonds	-	-	137,540,000	-	-	-	137,540,000
Total Revenues	**-**	**-**	**$800,004,405**	**-**	**-**	**-**	**$800,004,405**
Special Payments							
Spc Pmt to Public Universities	-	-	800,004,405	-	-	-	800,004,405
Total Special Payments	**-**	**-**	**$800,004,405**	**-**	**-**	**-**	**$800,004,405**
Total Expenditures							
Total Expenditures	-	-	800,004,405	-	-	-	800,004,405
Total Expenditures	**-**	**-**	**$800,004,405**	**-**	**-**	**-**	**$800,004,405**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-217-00-00-00000**

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	455,905,100	327,713,551	333,713,551	662,464,405	-	-
Dedicated Fund Oblig Bonds	-	-	-	137,540,000	-	-
Total Other Funds	**$455,905,100**	**$327,713,551**	**$333,713,551**	**$800,004,405**	**-**	**-**

Community College Capital Construction

Community College Capital Construction

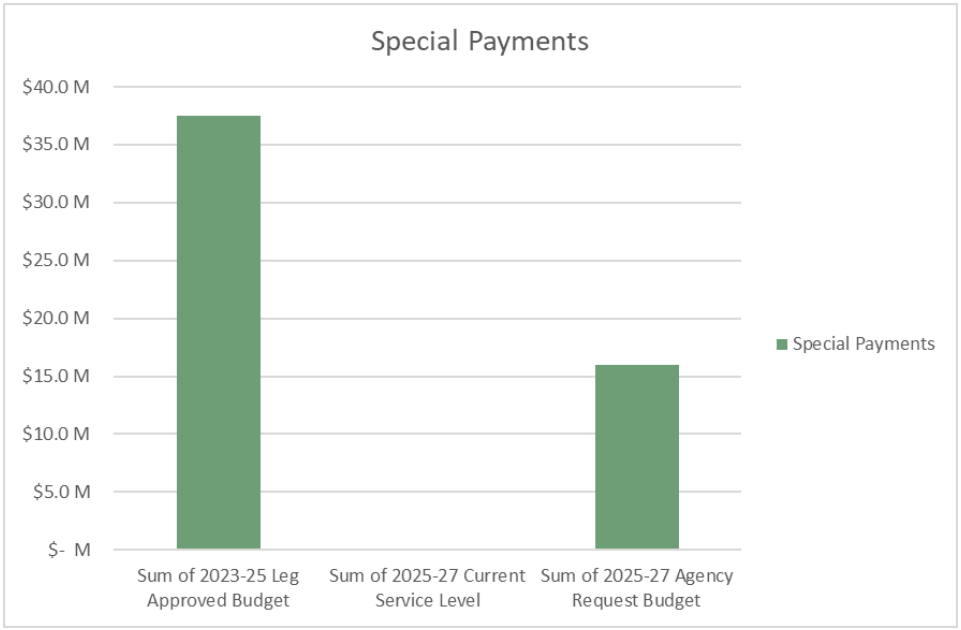
ORS 341.009 (13) stipulates the state should maintain a policy of substantial state participation in community college building costs with certain limitations. The Office of Postsecondary Finance and Capital administers the requirements according to OAR 589-003-0100, Community College Construction.

The capital construction projects requested in this budget include projects at five of the state's community colleges. The following list presents a prioritization of project requests with more details included in the related policy option package.

This program is managed by the Office of Postsecondary Finance and Capital. Brief project descriptions are included below.

College	Project	Description
Clackamas CC	Center for Excellence for Farming, Horticulture and Wildland Fire	Campus renovations and enhancements to foster student access, success and safety. Addressing seismic resiliency, ADA compliance, hybrid learning technologies, and campus safety measures.
Mt Hood CC	Classroom and Lab Renovations	Upgrade and modernize classrooms and labs to ensure safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Upgraded classrooms and labs will improve safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Classrooms will be sized and outfitted to support all ranges of instruction. To support some of the college's most in-demand programs, this project includes re-purposing existing space to create a Center for Health Professions.

COMMUNITY COLLEGE CAPITAL CONSTRUCTION



COMMUNITY COLLEGE CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

There are no Essential Packages for this program

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

COMMUNITY COLLEGE CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

There are no phase-outs for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

COMMUNITY COLLEGE CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

There is no standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

COMMUNITY COLLEGE CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Office of Postsecondary Finance and Capital

Policy Option Package 108 – Community College Capital Construction

Purpose:
Under statutory authority in ORS 350.075(3) and as spelled out in OAR 589-003-0100, the commission is tasked with approving all capital construction requests from the state's community colleges to be backed in whole or in part by state-funded debt service and shall list these projects in priority order. The priority is based on how a project accomplishes the following primary criteria:

- Serves an instructional purpose
- Meets an important demonstrated service need of the college
- Meets a facilities' need that cannot be adequately addressed through alternative, interim, or existing facilities
- Serves to complete a comprehensive community college facility
- Meets an important and articulated objective of the college
- Reflects evidence of local planning and needs assessment

Additional criteria are applied to the projects to ensure close alignment with the state's higher education goals. These include the following:

- Addresses safety and security on campus
- Meets occupation, community, or economic needs
- Includes collaboration
- Meets sustainability standards
- Supports student services and spaces

There are additional due diligence criteria as well. These include a statement of need and solution, information about the proposed facility including construction and programming costs, along with construction schedules, planning and other information as needed.

Under statute, community colleges are eligible for up to $8 million in bonding per project and are required to match dollar for dollar with local resources. Colleges are allowed only one project awaiting matching funds at a time. Therefore, not all colleges submit projects every biennium.

How Achieved:
The scoring process involves a capital review committee, in collaboration with the institutions, which reviews and ranks the submitted projects. Technical assistance is provided by HECC staff during the submission process. The capital review committee is typically composed of college presidents and HECC staff.



The timeline for the review process is outlined in the graphic to the left.

The Oregon Presidents Council generally finalizes the recommendations on behalf of the institutions. Then, the recommendations are forwarded for the commission's consideration. For the 2025-27 ARB, the prioritized list was presented to the commission in June 2024 and adopted in August 2024.

Based on precedent, the commission approves the prioritized list in its entirety. To better support the Legislature's decision-making process, the Commission makes no attempt to curtail the list or remove any projects that have been submitted. Rather, the intent is to provide a prioritized list based on a set of principles consistent with the state's higher education goals and in alignment with the strategic plan.

Equity Impact:

PFC partnered with HECC's Diversity, Equity, Inclusion, and Accessibility (DEIA) staff to do a self-assessment in an effort to identify opportunities for improving the prioritizing process. As a result, the following occurred.

- The HECC Equity Lens and Strategic Roadmap were integrated into the capital process.
- The capital principles were reviewed to incorporate a more refined level of consideration focusing on equity.
- The capital guides were reviewed and revised to incorporate an Equity Lens and Strategic Roadmap focus.
- Definitions were expanded to be more inclusive of priority (historically underrepresented) populations.

Staffing Impact: None.

Outcomes:

A focus on improvement and replacement.

A focus on technical skills development.
The Clackamas Community College Center of Excellence for Farming, Horticulture, and Wildland Fire project includes moving these instructional programs out of our oldest building, Clairmont Hall, and constructing a modern training facility to serve Horticulture, Arboriculture, Wildland Fire, and other related programs. The Mount Hood Community College project will upgrade and modernize classrooms and labs to ensure safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Upgraded classrooms and labs will improve safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Classrooms will be sized and outfitted to support all ranges of instruction. To support some of the college's most in-demand programs, this project includes re-purposing existing space to create a Center for Health Professions.

$56.5 million in institutional matching funds. Most of the project cost, a total of $56.6 million or 77.9%, comes from local, institutional resources. Often this includes substantial local taxpayer support.

$15.7 million in eliminated deferred maintenance. The included projects will eliminate a substantial portion of deferred maintenance at the colleges modernizing facilities and allowing for more useable space structured appropriately for current instructional and student support needs.

Commission Prioritized Projects	Bond Type	Tax Status	Sale Date	Par Amount	Project Amount	Cost of Issuance	Matching
Clackamas CC – Center for Excellence for Farming, Horticulture, and Wildland Fire	XI-G	Exempt	March 2027	8,085,000	8,000,000	85,000	24,000,000
Mt Hood CC – Classroom and Lab Renovations	XI-G	Exempt	March 2027	8,085,000	8,000,000	85,000	32,556,307
TOTAL				**16,170,000**	**16,000,000**	**170,000**	**56,556,307**

Revenue Source:

POP #108 – CC Capital	2025-27			2027-29		
Expenditure Category	**GF**	**OF**	**FF**	**GF**	**OF**	**FF**
Personal Services	0	0	0	0	0	0
Services & Supplies	0	170,000	0	0	0	0
Capital Outlay	0	16,000,000	0	0	0	0
Special Payments	0	0	0	0	0	0
Total POP #XXX – CC Capital	**0**	**16,170,000**	**0**	**0**	**0**	**0**
Positions	0	0	0	0	0	0
FTE	0	0	0	0	0	0

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Clackamas Community College	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Center of Excellence for Farming, Horticulture, and Wildland Fire**	Planning/design	8%
Estimated Start Date:	2/1/2025	Land/real property acquisition	0%
Estimated Completion Date:	7/31/2027	New construction	93%
Total Estimated Project Cost:	$ 32,000,000	Addition	0%
Cost per net usable square foot added or renovated:	$ 640	Remodel	0%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

The Clackamas Community College Center of Excellence for Farming, Horticulture, and Wildland Fire project includes moving these instructional programs out of our oldest building, Clairmont Hall, and constructing a modern training facility to serve Horticulture, Arboriculture, Wildland Fire, and other related programs. Programs located directly adjacent to Clairmont Hall (Welding and Apprenticeships) would also receive many additional benefits from this facility. This project not only will address getting academic programs out of an aging and uncomfortable building but provides modern learning spaces for some of our largest growing and most critically needed programs in our community. Additionally, this allows for an opportunity for a partner, Oregon State University Extension Service, to partner with the construction of the building and provide a partnership space on our campus.

This project will also allow for a greatly enhanced identity along the east entry of our campus (Beavercreek Road), which currently has limited views into our campus.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The proposed building will be a modern 2- or 3-story building, adjacent to the Arboretum with a large, flexible workyard. The expected size of the building is about 50,000 square feet. The specific number of classrooms, labs and offices are yet to be determined, but preliminary concept includes components such as: Arboriculture tree climbing facility, high-bay storage space, training program space, student gathering space, office and drop-in advising space, computer lab, lecture rooms, conference room and partnership space.

Funding Request			
Type of Funding Requested	**Project Funding Amount Requested**	**Estimated Biennial Debt Service[5]**	**Debt Service[5] Funding Source**

General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 8,000,000		General Fund
Article XI-Q Bond Proceeds[4]			General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 8,000,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

Higher Education Coordinating Commission - Public University / Community College
Major Construction/Acquisition Project Narrative

Note: *Complete a separate form for each project.*

Public University or Community College:	Mt Hood Community College	Project Type - indicate percent of budget in each category; total should add to 100%:	
Project Name:	**Classroom and Lab Renovations**	Planning/design	2%
Estimated Start Date:	7/1/2026	Land/real property acquisition	
Estimated Completion Date:	6/30/2029	New construction	
Total Estimated Project Cost[1]:	$ 40,556,307	Addition	
Cost per net usable square foot added or renovated:	$ 722	Remodel	98%
		Total	100%

[1]Include all costs regardless of proposed funding model, such as design and planning, hard and soft construction costs, land and real property acquisition, infrastructure development, furnishings and fixtures, contingencies, etc.

Project Summary (describe the nature and purpose of the project):

Upgrade and modernize classrooms and labs to ensure safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Upgraded classrooms and labs will improve safety, provide technology to help students engage with subject matter, promote innovation, and support student completion as part of the skilled workforce. Classrooms will be sized and outfitted to support all ranges of instruction. To support some of the college's most in-demand programs, this project includes re-purposing existing space to create a Center for Health Professions to improve collaboration, training, and cross-disciplinary learning space for nursing, emergency medical technicians, and other health profession students.

Facility Details (describe specific details such as number of stories, square feet, type and number of components such as classrooms and labs):

The project renovates 18,000 square feet of classroom space and includes flooring, paint, furniture, IT upgrades, instructor desk, projection or needed technology as set by IT classroom roadmap. Lab renovations include 16,000 square feet of science lab upgrades, including the prep areas and envelope, with new MEP systems, seismic, and necessary renovations to all science labs. The creation of a new 14.500 sf health professions lab will consolidate lab spaces to improve student learning experiences. Finally, an additional 7,700 SF of the nearly 85,000 SF of lab space will be updated, based on the greatest need. Please see the project tabs below for cost estimates.

Funding Request

Type of Funding Requested	Project Funding Amount Requested	Estimated Biennial Debt Service[5]	Debt Service[5] Funding Source
General Funds/Lottery Funds			N/A
Article XI-F(1) Bond Proceeds[2, 4]			Other Funds
Article XI-G Bond Proceeds[3, 4]	$ 8,000,000		General Fund
Article XI-Q Bond Proceeds[4]			General Fund
Lottery Revenue Bonds			Lottery Funds
Total	$ 8,000,000	$ -	

For Article **XI-F(1)** bond requests, indicate the revenue sources for university loan repayments to be used by HECC to pay debt service:

For Article **XI-G** bond requests, indicate the source(s) and amounts of matching funds:

The college is preparing to ask residents to support a $131 million general obligation bond.

For additional required project funding (i.e. beyond requested state funds and Article XI-G matching funds), indicate sources and amounts:

Notes:

[2]Article XI-F(1) bond proceeds are loaned to the university, and the loan repayments from the university are used by HECC to pay debt service on the bonds. HECC will request information from the university to perform its evaluation of revenue sufficiency (ORS 350.095) for requests to fund projects with Article XI-F(1) bond proceeds.

[3]Article XI-G bond proceeds are granted to a university or community college, and the Constitution requires matching funds be provided by the university or community college.

[4]For Public University projects, Article XI-F(1), XI-G, and XI-Q bond proceeds are limited to project costs that are allowed under generally accepted accounting principles to be capitalized to the asset being financed, with the exception of certain pollution remediation costs that are required by law to complete the project; thus, do not include non-qualifying costs of the project in amount requested to be financed by bonds.

[5]Debt service costs for all bonds must be obtained from DAS Capital Finance for inclusion in Agency Request Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Higher Education Coordinating Commission
Pkg: 108 - Community College Capital Projects

Cross Reference Name: Community College Capital Construction
Cross Reference Number: 52500-218-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	16,000,000	-	-	-	16,000,000
Total Revenues	**-**	**-**	**$16,000,000**	**-**	**-**	**-**	**$16,000,000**
Special Payments							
Dist to Comm College Districts	-	-	16,000,000	-	-	-	16,000,000
Total Special Payments	**-**	**-**	**$16,000,000**	**-**	**-**	**-**	**$16,000,000**
Total Expenditures							
Total Expenditures	-	-	16,000,000	-	-	-	16,000,000
Total Expenditures	**-**	**-**	**$16,000,000**	**-**	**-**	**-**	**$16,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Higher Education Coordinating Commission **Agency Number: 52500**

2025-27 Biennium **Cross Reference Number: 52500-218-00-00-00000**

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	56,496,994	37,500,000	37,500,000	16,000,000	-	-
Total Other Funds	**$56,496,994**	**$37,500,000**	**$37,500,000**	**$16,000,000**	**-**	**-**

OHSU Capital Construction

OHSU Capital Construction

At Agency Request, there are no budgetary actions for the program.

This program is managed by the Post-Secondary Finance and Capital Program.

OHSU CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Essential Packages

The Essential Packages estimates the cost to continue current legislatively approved programs into the 2023 - 2025 biennium. The totals of all current service level packages are represented below and detailed under each essential package category.

There are no Essential Packages for this program

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

Package 010: Vacancy Factor and Non-PICS Personal Services

This package includes standard 4.2 percent inflation on non-PICS Personal Service & Vacancy Factor, to include Temporary Appointments, Overtime Payments, All Other Differential, Public Employees Retirement System, Pension Obligation Bond Repayment and Social Security. The Vacancy Savings calculation methodology is provided by the Department of Administrative Services.

There is no Vacancy/Personal Services for this program.

General Fund $0
Other Funds $0
Lottery Funds $0
Federal Funds $0
Total Funds $0

OHSU CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 021: Phase in

Package 021 identifies budget adjustments resulting from program phase-ins for budget items funded for less than 24 months during a biennium.

There are no phase-ins for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 022: Phase out

Package 022 identifies decreased costs from the elimination of programs and other one-time funded costs.

There are no phase-outs for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OHSU CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 031: Standard Inflation and State Government Service Charges

The standard inflation factors are provided by the Department of Administrative Services as follows:

- Services and Supplies and Capital Outlay, by the standard 4.2 percent
- Non-state employee and Professional Services costs by the standard 6.8 percent
- Attorney General costs by the allowable 23.26 percent

There is no standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 032: Above Standard Inflation with CFO Analyst Approval

This package includes the amount above the inflation in package 031 for a limited set of factors including:

- Medical services inflation such as Oregon Health plan provider expenditures, amounts above standard inflation up to 5.6 percent
- DAS Price list items that are usage-based such as motor pool and printing services
- Non-state employee and Professional Services as applied to Special Payments, amounts above standard inflation up to 6.8 percent

There is no Above Standard Inflation for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

OHSU CAPITAL CONSTRUCTION
ESSENTIAL PACKAGES

Package 050: Fund Shifts

Package 050 is for significant revenue changes in existing programs.

There are no Fund Shifts for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Package 060: Technical Adjustments

Package 060 is used for technical budget adjustments, such as agency reorganizations and expenditure category shifts. Use of this package requires prior approval by the CFO analyst.

There are no Technical Adjustments for this program.

General Fund	$0
Other Funds	$0
Lottery Funds	$0
Federal Funds	$0
Total Funds	$0

Special Reports

Information Technology Report

Business Case for POP 101 – IT Modernization Project

Completion of Deferred Scope

Project Overview

In 2023-2025, the HECC was authorized to begin a modernization project to replace three legacy systems as part of the HECC Modernization project. The HECC, for various reasons detailed below, will not be able to fully replace the systems in the 2023-2025 biennium. The HECC is asking for additional funding to be able to finish that intended scope of work and to plan and design a grant management system to serve all HECC Offices (see details on the grant management system work in a separate section below).

In collaboration with DAS Procurement Services and Oregon's Enterprise Information System (EIS), HECC has worked with a project management firm, a quality assurance firm, and negotiated a contract with a System Implementation (SI) vendor to enter into a multi-phased contract. Stage Gate Three approval was denied and the start of the first phase was put on hold at the direction of EIS from May 23 through October 24, 2023. As a result, EIS and HECC spent six months in an extended planning phase prior to HECC receiving its Stage Gate Three endorsement for Phase 1. During the hold period, HECC and EIS addressed concerns including organizational change management, contract scope and responsibilities, budget transparency, data governance, staff resource availability, and other critical aspects of project management.

The time on hold strengthened the relationship between EIS and the HECC, improved the overall quality of the agency's written Modernization Plan, and completed the hiring of the needed project team. The Modernization project has six Business Analysts (BA) and a Project Coordinator (PM1). Five of those employees were hired during the hold period. Since their hiring or appointment (those on the project prior to the Hold were appointed), the BAs have done significant planning work, taken ownership of specific functional process areas, built relationships with HECC program areas, developed as-is and to-be business processes, and coordinated between HECC and the SI vendor during Phase 1.

The hold period also allowed HECC to put together and execute a plan to address the project's organization change management (OCM) needs. HECC contracted with an OCM vendor and hired a limited duration employee to lead the OCM work for the agency. The OCM vendor helped HECC define the OCM needs and developed an OCM Master Adoption Plan for use throughout the project to guide OCM efforts. The OCM vendor is also mentoring the HECC employee as she builds her OCM skills. HECC sent three employees through Prosci training that resulted in them becoming Prosci certified. As the HECC employee builds her skills and confidence, she is starting to take the lead on more and more OCM activities and will continue to do so through the end of the OCM vendor's contract. The plan has the lead for OCM activities transitioning fully to HECC in October.

While there were some positive impacts from the delay, the delay also had some negative impacts. The delay caused by the hold resulted in increased project costs as HECC has extended temporary project staffing (most of the project team are LD positions) and extended the contractual investments for quality assurance and project management over a longer period which increased the cost of those contracts. The delay caused by the hold also reduced the amount of time available to complete the development work. The compression of the schedule increased the SI vendor cost as they must now increase the size of their team to complete the work in a shorter time. This increased their staffing costs which has resulted in a smaller amount of scope that can be accomplished in Phase 2 and pushed more scope to the deferred list. HECC staff also will feel the result of the compressed schedule. HECC has hired some additional staff to help backfill behind program staff that will be dedicating significant time to project work.

During this process and Phase 1, HECC and the SI Vendor have established ways of working that are collaborative and have proven successful. This relationship has built trust which will be needed headed into an agile development process. Both sides are committed to the process and adjusting as the project proceeds to ensure the greatest level of success. Areas where the HECC is paying close attention to ensure that no issues arise include:

- Resource availability, especially of the HECC staff as development starts
- Any slippage of the compressed, fixed schedule
- Adequate training of the HECC developers to seamlessly transition into O&M support of the LEARN system upon the completion of the warranty period
- Any further reduction in scope
- Data governance

HECC has a culture that is steeped in DEIA work. Even prior to Phase 1, HECC partnered with our external impacted parties to find current pain points, examined ways to alleviate those with the new system, and began discussions about how to make the system more accessible to historically underserved populations. HECC's Equity Lens is very much in the forefront of the minds of HECC staff as they are designing the new system. The project has involved the HECC Diversity, Equity, Inclusion, and Accessibility team through the project planning and in Phase 1. The DEIA team has given the project team training on multiple occasions at the request of the Project Director. Each HECC Office has annual Equity Goals and HECC has an Equity Plan that ties to the State's equity work and the Racial Justice Council work. HECC has a Diversity, Equity, and Inclusion Counsel. The Modernization Project has a team member on the Counsel. In addition, the project has Project Success Metrics related to DEIA to measure how the project is improving HECC's work in the areas of DEIA.

Scope

Phase 1

The HECC Modernization Project completed Phase 1 Mobilization, which consisted of requirement refinement and solution design. Phase 1 was also used to determine what the SI vendor could do for the budgeted amount and in the reduced timeline. The SI vendor and HECC spent Phase 1 digging into the requested requirements to explain current state and envisioned future state. A Data Dictionary of the three legacy systems was also created during this time. As part of Phase 1, HECC prioritized all the requirements/features. The SI vendor confirmed that it would not be able to complete the full scope set out in the RFP for the $8M budget that HECC had available. Based on the prioritization, HECC selected the items to include in Phase 2 and items to defer to a later phase. This defined the scope for Phase 2 (details below).

In addition to the requirement and design work, HECC worked with Slalom to gather information from external impacted parties to determine level of impact and areas that would need additional support. Those areas include OCM, targeted communications, and training. HECC has engaged with external impacted parties in the Advisory Committees of the Offices involved in the project. These include PCS Advisory Committee, ODA Advisory Committee, multiple financial aid advisory committees, and meetings with the local Workforce Boards. The work also engaged the Oregon Student Association to get feedback and build engagement with students who are a key external impacted party, especially related to HECC's financial aid work.

Phase 2

As noted above, the project will begin Phase 2 Implementation with a scope smaller than desired when the project began. Following prioritization, HECC re-evaluated what to include in Phase 2 looking at it as a whole with dual goals of ensuring that core functionality for each Office was included and the ability to decommission the three legacy systems at the end of Phase 2. The core functionality includes financial aid management for schools and students, an ETPL that meets some of the standards for the federal government and allows HECC to show movement towards compliance with a federal audit finding, and a private career school portal that allows schools and instructors to apply and renew their licensing online. At the end of Phase 2, HECC will sunset multiple legacy systems including the three core legacy systems. Periphrial systems that currently do work outside of the three core legacy systems will remain in place until Phase 3 can be completed.

Phase 2 will see HECC increase outreach to external impacted parties. The OCM Master Adoption Plan and the Communication Plan both plan a ramp up of engagement with impacted parties. The project has established a project Change Network with representatives from all impacted HECC Offices. One of the initial tasks of that group was to create a list of impacted parties and communication channels that can be

used to engage with those groups. The project continues to refine that list and will add groups as the project progresses. This list will be used by multiple areas of the project including OCM, communications, training, testing (identifying external testers to assist with UAT), and design review.

Phase 1 & 2 Budget

The HECC Modernization project budget started at $12.9M focused solely on additional costs to the agency specific to the project. In June 2023, EIS clarified how staffing costs are to be accounted for in project budgets. As a result, HECC rebaselined the Modernization Budget to align with the clarified understanding of how to account for project expenses. This resulted in a budget of $20.15M. Following Phase 1 Mobilization, HECC decided to add additional money to the project budget to increase the scope that the SI vendor could include in Phase 2 Implementation. In May 2024, the ESC approved the addition of $750,000 to allow for including scope such that three core legacy systems could be decommissioned at the end of Phase 2. The budget was rebaselined to $20.855M at that time. Of that amount, $8.95M is covered by HECC's operational budget (this number covers multiple biennia).

Phase 1 and 2 Funding

The funding for Phase 1 & 2 of the HECC Modernization Project comes from the following sources:

• Q-Bonds sold in the 21-23 biennium (FAMIS replacement)	$5,000,000
• Expected Q-Bond sales in the 23-25 biennium (HECC Modernization)	$5,000,000
• Other Funds (APA PCSVets replacement)	$1,200,000
• Federal Funds (OWI for a system for ETPL)	$700,000
• HECC operational budget over multiple biennia	$8,955,000
• $955,000 is for project specific costs	
• $750,000 for additional scope	
• $250,000 for consulting costs	
• $7M is for staff costs associated with work on the project	
Total funding	$20,855,000

Phase 1 & 2 Schedule

The HECC rebaselined the project schedule in April 2024 to align with findings from Phase 1. The project received Stage Gate 3 approval for Phase 2 on June 26, 2024. Phase 2 will begin on July 1 with development beginning on August 8 following onboarding of the SI vendor's full project team, configuration of environments, setting up ADO, development and acceptance of user stories to be used to refine scope/features to a level that developers can use for development. The first Release/Cutover is planned for March 2025. The second and final Release/Cutover of Phase 2 is planned for September 2025. See Attachment A: Schedule.

Accomplished to date in the 2023-2025 biennium

As of July 1, 2024 the following have been accomplished in the 2-23-2025 biennium:

- Resolved all items addressed in the Hold Memo
- Completed hiring of the final Business Analysts for the project
- Hired a Project Coordinator

- Obtained Stage Gate 3 endorsement for Phase 1
- Negotiated a contract for Phase 1 with the SI vendor
- Completed Phase 1 of the project, including creation of a legacy data dictionary for all three legacy systems and work arounds in place (i.e., spreadsheets, Access databases outside core systems)
- Negotiated a contract for OCM vendor
- Onboarded OCM vendor, completed initial OCM Readiness Survey, developed an OCM Master Adoption Plan, stood up a Change Network with representatives from each impacted Office, identified communication channels, and began identification of external impacted parties and how to most effectively reach out to and communicate with those parties
- Hired a OCM Lead
- Completed business process maps versions 2, and 3
- Completed planning for Phase 2
- Obtained Stage Gate 3 endorsement for Phase 2
- Negotiated a contract amendment for Phase 2 with the SI vendor
- Identified, at a feature level, scope for Phase 2 based on prioritization of all initially identified requirements
- Begun user story creation for features

Planned accomplishments for the 2023-2025 biennium

A single platform will be built that serves as the foundation of all future system replacement projects with the ultimate goal of reducing the number of systems in HECC to the greatest extent possible and gaining efficiencies in workloads and better serving partners and customers. Further, it will move the agency's work forward ensuring that historically underserved populations have the most access possible to systems that will enhance their access to training and higher education.

By combining the core of these three systems into a single system, we gained the following:

1. Established a common core infrastructure that forms the foundation for the future envisioned in the IT Strategic Plan, and
2. Began the seamless sharing of data between HECC offices for the programs that went live in 2023-2025.

Proposed Phase 3 Scope – 2025-2027 POP Request

Based on the prioritization work done in Phase 1, the HECC had to defer a significant amount of scope and focus in Phase 2 only on the core functionality of the systems. When Phase 2 scope is complete, HECC will continue to have work being done using existing system work arounds and/or in very outdated, unsupported Access databases. The features that are deferred include college access and outreach programs, required data reporting and a federal reporting mechanisms for WIOA grants, and consumer protection and monitoring functionality for private career schools. This POP is requesting funds to complete a Phase 3 which would complete the scope not able to be included in Phase 2.

Phase 3 Schedule

The HECC would like to start Phase 3 immediately after the end of Phase 2, prior to starting the warranty period. The SI Vendor made a rough estimate that the work would take about 12 months to complete when asked to review the deferred scope and provide a general, rough time estimate. The start would be September 2025 and run through approximately September 2026 with dates to be finalized once we receive

approval to proceed with this work and engage the SI vendor for specifics. The benefits of this approach include a continuity of project teams for both HECC and the SI vendor, capitalizing on the momentum and partnerships established as part of Phases 1 and 2, and increased acceptance of the system by HECC staff and external impacted parties.

Reason to extend/expand funds into 2025-2027

Funds are needed to complete the scope that had to be deferred. That scope includes the implementation of the remaining scope-deferred elements of the three systems identified in the original scope of this project, namely: FAMIS, ETPL, and PCSVets.

After completion of Phase 3, HECC will have migrated all functionality from those three systems and replaced all external work arounds over to the LEARN system. This will allow us to retire Access databases that are no longer supported, have a single place for HECC external users to engage with HECC for the included programs, and increase access for historically underserved populations.

What will be accomplished with the additional funds in 2025-2027
The completion of the proposed third phase of the HECC Modernization project which would complete the full scope of the HECC Modernization Project as originally defined. This work includes completing the replacement of HECC's Financial Aid Management Information System (FAMIS); the outdated legacy system operated by the HECC's Office of Academic Policy and Authorization; and the agency's federally required Eligible Training Provider List (ETPL).

Completing the intended scope of the project will enable the HECC to use one IT platform, the Lifelong Educational Advancement Resource Network (LEARN), to store its data and meet the agency's needs for these three Offices. In addition, HECC intends to plan the incorporation of an agency-wide full cycle grant management system into the LEARN System that will greatly increase our efficiency and customer service across all offices and all customers. See below for information related to the grant management system.

Alignment

HECC engaged a consulting firm and developed an information technology strategic plan in 2019. The IT Strategic Plan outlines how technology can be used to remove systemic barriers and reduce the digital divide that limits access and success for many underserved and marginalized populations in Oregon. It also addresses how the agency investment and modernization effort will align with the Governor's Modernization Plan and the State Enterprise Information Services (EIS) Strategic Framework.

The proposed Phase 3 aligns with the HECC IT Strategic Plan, EIS's Strategy including moving towards cloud based technology, and the Governor's stated priorities. One of the Governor's priorities is modernization of aging and unsustainable state infrastructure systems. Continuing to do the deferred scope with current work arounds and outdated systems is unsustainable and leaves the agency open to errors which can have significant impact to citizens of Oregon and the State, especially historically underserved populations.

New work – Grant Management System

Problem/Opportunity

The HECC currently does not have a grant management system despite giving out billions in state and federal funds each year/biennium from Offices across the agency. An earlier effort to acquire a grant

management system was not successful due to time and capacity challenges. HECC staff are using workarounds that are very inefficient, not sustainable, and not scalable. Currently, staff utilizes Survey Monkey Apply, Excel, email exchanges, and very manual processes. Data is being collected in spreadsheets and there is no mechanism to aggregate data to satisfy the federal and state reporting requirements. The amount of time it takes to do this manually and the risk of human error are both high. Manual tools have created bottlenecks and poor user experience for the external users and HECC staff impacting data reporting, delays to real-time reporting and financial reimbursement, and accuracy.

This funding will allow the HECC to begin the planning and design work for a full-cycle grants management system within LEARN which impacts the work of all the HECC's Offices and will lead to increased efficiency across the board by HECC staff and by grantees.

Benefits of a Grant Management System

Implementing a grant management system will benefit HECC and grantees in a number of ways. Benefits of implementing a grant management system include:

- Lowering the administrative burden partners experience engaging with the HECC. The envisioned single online portal for Grant Recipients will allow streamlined grant management and reporting as many grantees receive awards across multiple HECC Programs. The single sign on would also integrate with the other programs administered using LEARN so if the grantee had other business with HECC, they would only have to sign into a single portal to conduct all of their business.
- Reducing grantees' level of effort by being able to complete a grant application online with a system that can ensure completeness of their application and send proactive notifications through their chosen channel, e.g., mobile text, email.
- A dashboard showing where all activities are in the grant lifecycle. For example, a grantee could track a financial reimbursement request or HECC staff could track completion of required documentation in real time.
- An online portal that would provide partners with an online channel to engage with the HECC staff thus eliminating the need to have processes conducted through email or other communications channels outside the grant management system. The system will also allow for grantee self service options and access to relevant grant data 24x7.
- Improving on the implementation of new grants or new cycles of existing grants with a system that is scalable.
- Reducing friction in internal processes by providing a single system where the various HECC Offices involved in the life cycle of a grant have visibility across Offices and a work flow process that seamlessly moves the work from one area of the HECC to the next across the life cycle of the grant from notice of grantmaking to grant closeout. An integrated system with information passing seamlessly from one process to another (e.g., grant application and budget to grant claim processing) will reduce data entry errors.

Benefits/Reasons to Include in LEARN

The benefits of a full-cycle grant management system within LEARN include better data analytics, ability to see multiple grants by the same organization within a single view, increased transparency, and a move towards a single way for organizations to interact with HECC Offices. The LEARN system is where HECC is migrating data systems with the goal of getting as close to a single system as possible. Building a grant management system outside of the LEARN system is contrary to a stated goal in the HECC IT Strategic Plan.

Alternatives

The following alternative options were considered that are identified as meeting HECC's needs:

Option	Solution Alternative	Alternative Description
1	Solution based on using D365	• Solution based on the agency's Microsoft Dynamics 365 environment • Aligns with the agency's IT strategic plan and technical architecture
2	Procure a COTS or SaaS Solution	• Procure a GMS solution with a COTS or SaaS solution • Customize COTS solution to address functionality gaps as needed
3	Enhance and Extend Existing Solutions	• Continue with Survey Monkey Apply and Excel (Existing Processes) • Develop Customer and Case Management solution and continue making improvements to the reporting

A grant management system based on the Microsoft Dynamics platform, Option 1, was selected as it leverages HECC's existing investment and work with the current SI Vendor for the HECC Modernization Project/LEARN system.

Scope

The needed functionality will be built in the LEARN system following Phase 3 (completed implementation of the remaining items for FAMIS, ETPL, and PCSVets). The planning, requirement clarification, and design work would include building process flows for the pass-through grants that HECC administers on behalf of the federal government and the State of Oregon.

Rough timeline

HECC desires to start grant management work immediately after Phase 3 completes in late August/early September 2025. HECC believes it will take up to 3 months to do planning and design for the grant management system. If Phase 3 development were to end in October 2025, the grant management system planning and design should be complete around January 2027.

Governance Approval

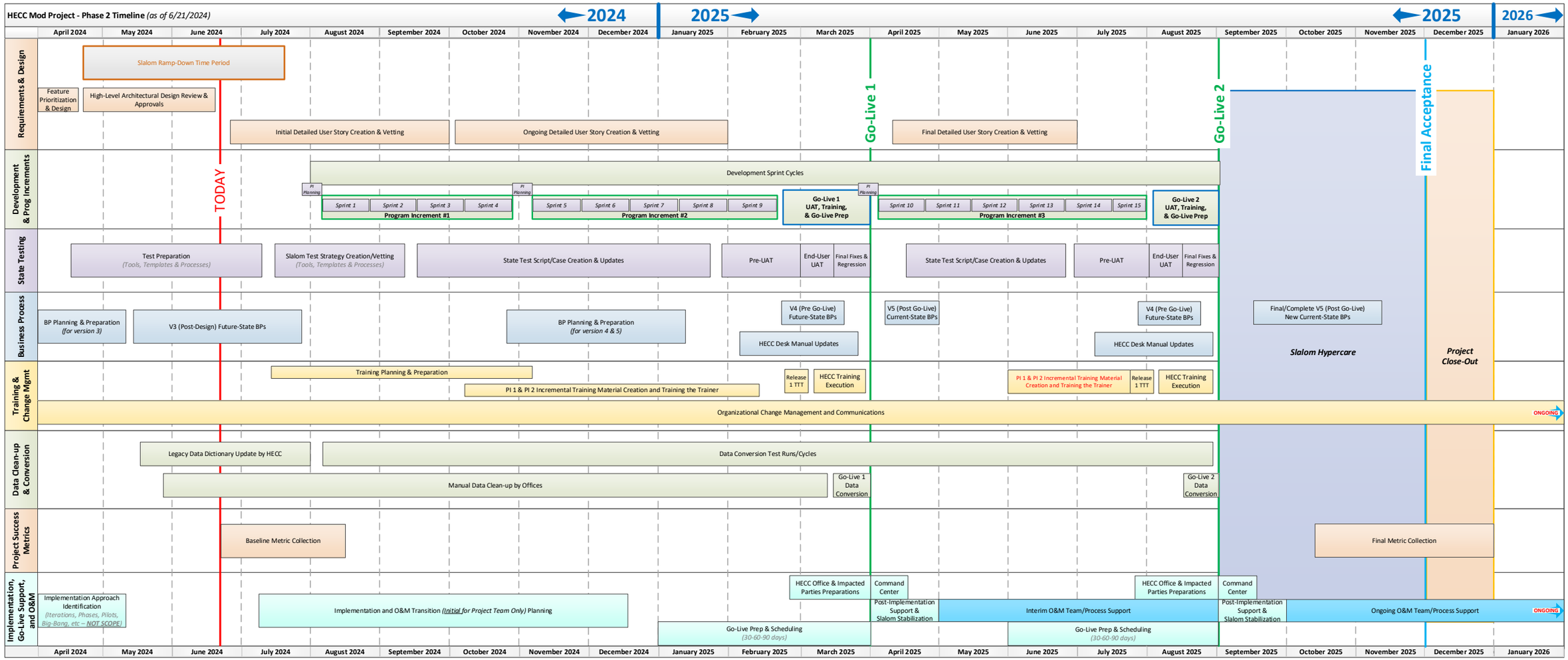
The HECC's IT Governance Committee approved the grant management system project on June 26, 2024.

Alignment

HECC engaged a consulting firm and developed an information technology strategic plan in 2019. The IT Strategic Plan outlines how technology can be used to remove systemic barriers and reduce the digital divide that limits access and success for many underserved and marginalized populations in Oregon. It also addresses how the agency investment and modernization effort will align with the Governor's Modernization Plan and the State Enterprise Information Services (EIS) Strategic Framework.

Guiding principles for this effort, including end-user self-help for customer experience improvement, bias towards automation, shared capabilities, Cloud forward, as well as HECC's Mission, Vision, and Values, are all aligned with elements of Governor's Strategic Plan, EIS Strategic Framework and HECC IT Strategic Plan.

Attachment A – Phase 2 Schedule



IT Project Budget Spreadsheet

Policy Group	Agency Name	IT Project Name	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description	Start Date	End Date	Policy Option Package Request (Y/N)	POP #	Total Budget $ (PPM)	Total Cost	Previous Biennium (2023 -2025) GF Cost	Previous Biennium (2023 -2025) OF Cost	Previous Biennium (2023 -2025) LF Cost	Previous Biennium (2023 -2025) FF Cost	Current Biennium (2025-2027) GF Cost	Current Biennium (2025-2027) OF Cost	Current Biennium (2025-2027) LF Cost	Current Biennium (2025-2027) FF Cost	Future Biennia (2027 - and ongoing) GF Cost	Future Biennia (2027 - and ongoing) OF Cost	Future Biennia (2027 - and ongoing) LF Cost	Future Biennia (2027 - and ongoing) FF Cost
Education	*HECC*	*HECC Modernization (LEARN)*	P-00001288	*HECC Modernization Project (LEARN)*	*Other*	*The HECC envisions a single platform with multiple segments for the HECC systems being replaced, which all together make up a single Solution. The replacement of the three (3) HECC systems for the three (3) HECC offices combine to create a single modernization Program.*	*2021-07-01*	*2027-05-01*	*Yes*	*101*	*$ 31,605,000.00*	*$ 31,605,000.00*	*$ 15,077,804.00*	*$ 900,000.00*	*$ -*	*$ 650,000.00*	*$ 9,317,196.00*	*$ 5,500,000.00*	*$ -*	*$ 160,000.00*	*$ 500,000.00*	*$ -*	*$ -*	*$ -*

Annual Performance Progress Report

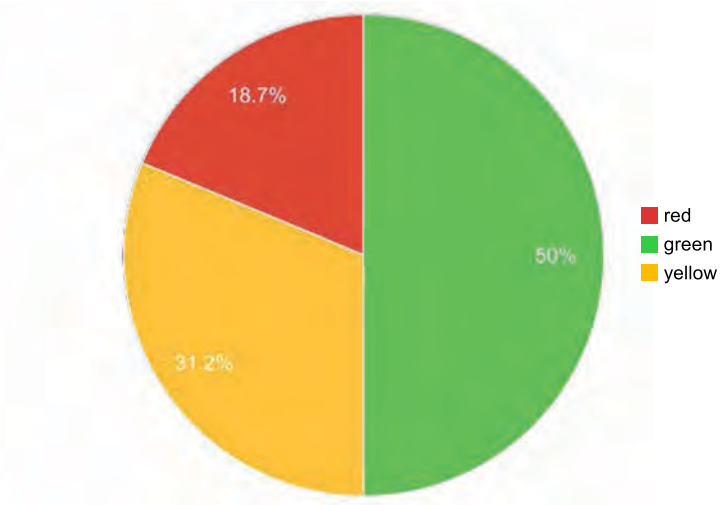
Higher Education Coordinating Commission

Annual Performance Progress Report

Reporting Year 2023

Published: 1/4/2024 5:14:20 PM

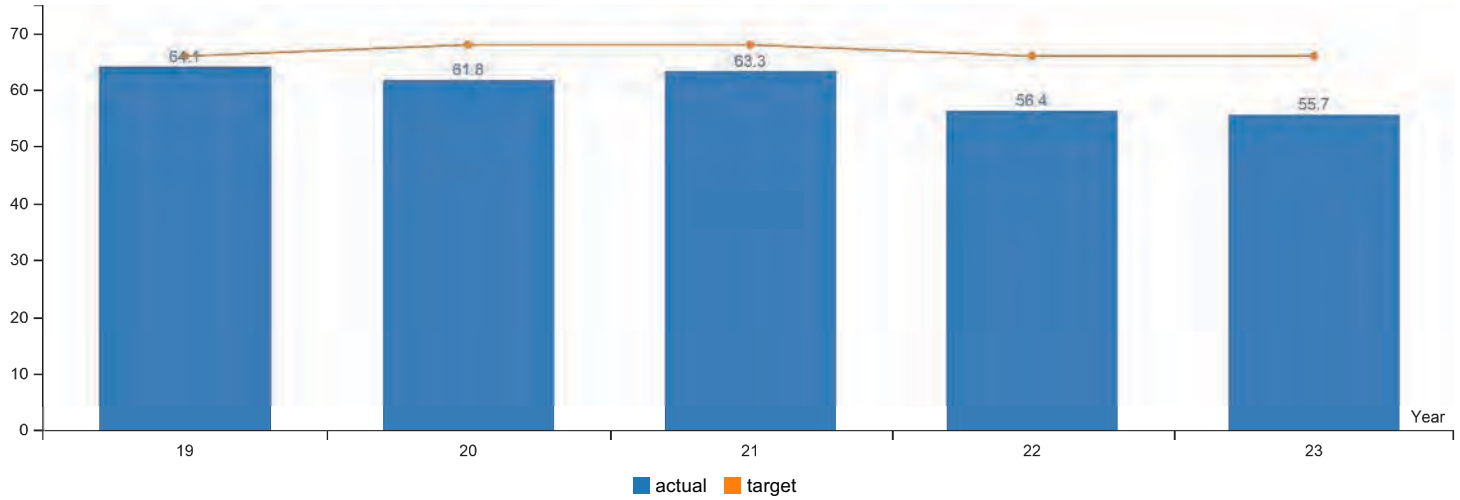
KPM #	Approved Key Performance Measures (KPMs)
1	Oregon High School Graduates Attending College - Percentage of Oregon students enrolled in college within 16 months of their 4-year high school cohort graduation date.
2	Racial/Ethnic Differences Among Oregon High School Graduates Attending College - Percentage of Oregon students enrolled in college within 16 months of their 4-year high school cohort graduation date, disaggregated by race/ethnicity
3	College Credits Earned by K-12 Students - Amount of postsecondary credit per graduate awarded to K-12 students.
4	Oregon Educational Attainment - Percent of young Oregon adults with post secondary degree or certificate
5	Community College Completion and Transfer Rate - Percentage of community college students who complete an associate degree or certificate or who transfer to the university system within three years.
6	Racial/Ethnic Differences for Community College Completion and Transfer Rate - Percentage of community college students who complete an associate degree or certificate or who transfer to university system within three years by race/ethnicity.
7	Public University Graduation Rate - Percentage of public university college students who complete a bachelor's degree within 6 years.
8	Racial/Ethnic Differences for Public University Graduation Rate - Percentage of public university students who complete a bachelor's degree within 6 years, by race/ethnicity.
9	Percentage of resident enrolled students who are incurring unaffordable costs - Percentage of resident enrolled students who are incurring unaffordable costs adjusted with institutional aid.
10	Racial/Ethnic Differences in Percentage of Resident Students incurring Unaffordable Costs - Percentage of resident enrolled students who are incurring unaffordable costs adjusted with institutional aid, by race/ethnicity.
11	Earnings of Community College Completers - Median earnings of community college completers five years after completion.
12	Racial/Ethnic Differences in Earnings of Community College Completers - Median earnings of community college completers, five years after completion, by race/ethnicity.
13	Earnings of bachelor's degree completers - Median earnings of graduates with bachelor's degrees five years after completion
14	Racial/Ethnic Differences in Earnings of Bachelor's Degree Completers - Median earnings of graduates with bachelor's degrees, five years after completion, by race/ethnicity.
15	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
16	Commission Best Practices - Percent of total best practices met by the Commission.
17	Employment Rate - Employment rate of participants completing workforce training programs, overall and by race/ethnicity



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	31.25%	18.75%

KPM #1	Oregon High School Graduates Attending College - Percentage of Oregon students enrolled in college within 16 months of their 4-year high school cohort graduation date.
	Data Collection Period: Jan 01 - Oct 31

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Oregon High School Graduates Attending College					
Actual	64.10%	61.80%	63.30%	56.40%	55.70%
Target	66%	68%	68%	66%	66%

How Are We Doing

After three years of relative stability prior to the pandemic, the percentage of Oregon high school graduating seniors who enroll in college within 16 months of graduation declined last year—the first year during the pandemic, and it remained at about the same rate in the most recent year. For the high school graduating class of 2020-21, 55.7 percent of students enrolled in college within 16 months, similar to the 56.4 percent rate for the class of 2019-20. This is lower than the college-going rate before the pandemic, which was about 63 percent.

We acknowledge the work and generosity of staff at the Oregon Department of Education, who calculate this measure and share it with the HECC.

Factors Affecting Results

College costs, the availability of need-based financial aid, geographic proximity of postsecondary institutions, state and regional economic outlooks and job markets, and the aspirations of high school graduates and Oregon's young adults affect college enrollment rates. In particular, the sustained strong economy prior to the pandemic likely drew more graduating seniors into the workforce with relatively easy-to-find jobs, and the economic and educational downturns during the pandemic likely kept students postponing college.

Oregon remains below the national rate of high school seniors attending college after graduation. Nationally, 61.8 percent of seniors who graduated from high school between January and October of 2021 were enrolled in college by October 2021. Though the national rate also fell during the pandemic, it remains higher than the rate in Oregon. Further, the gap between the national and Oregon rates is likely slightly wider than represented here because of differences between the measures. The national rate uses a narrower window for college enrollment (within ten months after high school graduation) than the Oregon measure (within 16 months). If Oregon’s measure used the same zero to ten-month window to measure college enrollment after high school, Oregon’s rate would likely be slightly lower.

Other Comments:

This measure presents an estimate of how many high school graduates continue their education in a postsecondary institution immediately or soon after high school.

We define this concept in the following terms:

(Number of high school graduates enrolled in college within 16 months of graduation)

divided by

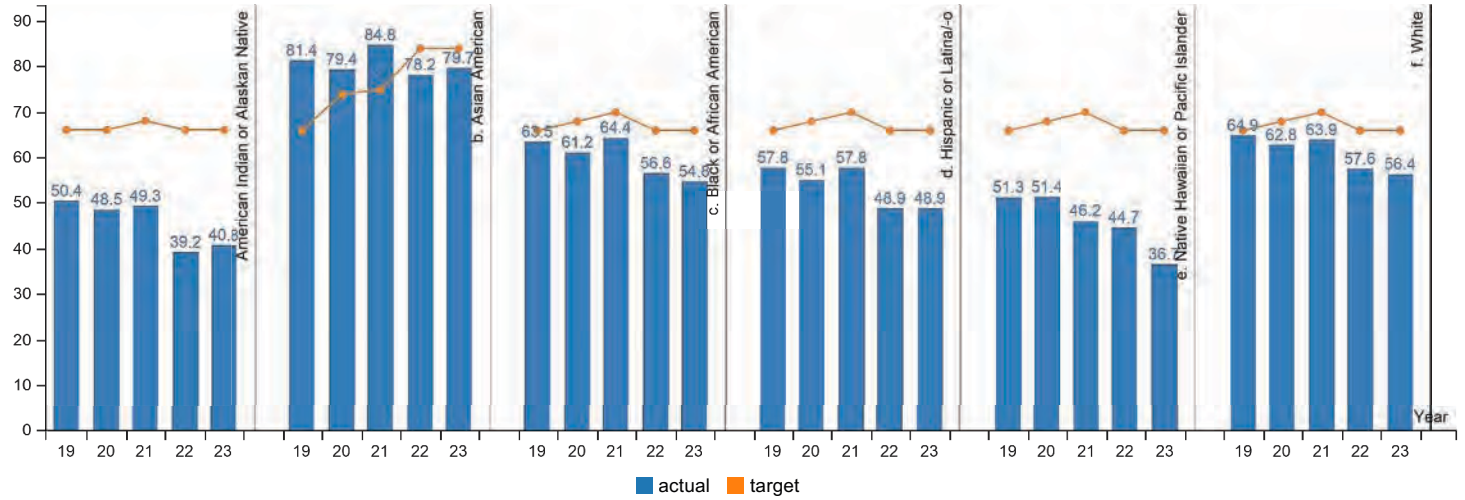
(Number of students in high school 4-year graduating class)

NOTE: “High school graduates” includes all students who received a regular four-year diploma, a modified four-year diploma, or a GED within four years of high school.

Limitations of this definition/data limitations are:

The measure uses a 16-month window after high school graduation during which graduating seniors can enroll in college to be included in the measure. This contrasts with the federal definition, which uses a zero- to ten-month window (enrollment in October for those graduating from high school between January and October of the same year). This makes national comparisons less precise than if the measures were the same. The measure uses a slightly different definition of high school graduates than the federal definition. The federal definition is a self-reported measure based on self-reported answers to a question asking whether respondents graduated from high school. It is not clear how respondents who received a modified four-year diploma or a GED within that zero-to-ten-month window answered this question.

KPM #2	Racial/Ethnic Differences Among Oregon High School Graduates Attending College - Percentage of Oregon students enrolled in college within 16 months of their 4-year high school cohort graduation date, disaggregated by race/ethnicity
	Data Collection Period: Jan 01 - Jan 01



Report Year	2019	2020	2021	2022	2023
American Indian or Alaskan Native					
Actual	50.40%	48.50%	49.30%	39.20%	40.80%
Target	66%	66%	68%	66%	66%
b. Asian American					
Actual	81.40%	79.40%	84.80%	78.20%	79.70%
Target	66%	74%	75%	84%	84%
c. Black or African American					
Actual	63.50%	61.20%	64.40%	56.60%	54.80%
Target	66%	68%	70%	66%	66%
d. Hispanic or Latina/-o					
Actual	57.80%	55.10%	57.80%	48.90%	48.90%
Target	66%	68%	70%	66%	66%
e. Native Hawaiian or Pacific Islander					
Actual	51.30%	51.40%	46.20%	44.70%	36.70%
Target	66%	68%	70%	66%	66%
f. White					
Actual	64.90%	62.80%	63.90%	57.60%	56.40%
Target	66%	68%	70%	66%	66%

How Are We Doing

The percentage of Oregon high school graduating seniors who enroll in college within 16 months of graduation varies substantially by race/ethnicity. For the graduation class of 2020-21, the college-going rate ranges from a high of 79.7 percent for Asian American students to a low of 36.7 percent for Native Hawaiian/Pacific Islander and 40.8 percent for Native American/Alaska Native students. Multi-racial students have the second highest college-going rate (59.24 percent), followed by White students (56.4 percent), Black/African American students (54.8 percent) and Hispanic or Latina/o students (48.9 percent).

As shown below, Oregon is below the national average in college-going rates of Asian American, African American, Latino/a/x/Hispanic, and White students in this most recent year. This is a shift from prior to the pandemic, when the college-going rate in Oregon was above the national average for Asian American students and close to the national average for African American/Black students.

	Asian American	Black/African American	Hispanic	Anglo White
Oregon, 16 months	79.7	54.8	48.9	56.4
National, 10 months	85.2	59.2	58.6	62.3

Source for national data: National Center for Education Statistics, https://nces.ed.gov/programs/digest/d22/tables/dt22_302.20.asp

Factors Affecting Results

College costs, the availability of need-based financial aid, geographic proximity of postsecondary institutions, state and regional economic outlooks and job markets, the aspirations of high school graduates and Oregon's young adults, and racial/ethnic disparities in any of these categories affect college enrollment rates.

Other Comments:

This measure presents an estimate of how many high school graduates continue their education in a postsecondary institution immediately or soon after high school.

We define this concept in the following terms:

(Number of high school graduates enrolled in college within 16 months of graduation)

divided by

(Number of students in high school 4-year graduating class)

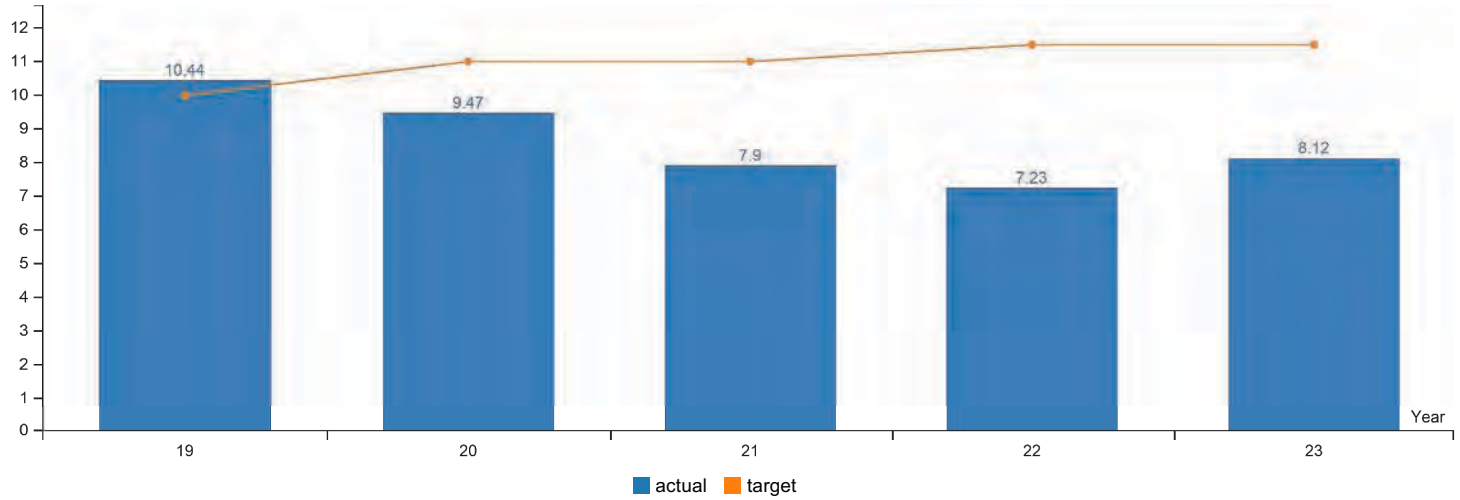
NOTE: “High school graduates” includes all students who received a regular four-year diploma, a modified four-year diploma, or a GED within four years of high school.

Limitations of this definition/data limitations are:

The measure uses a 16-month window after high school graduation during which graduating seniors can enroll in college to be included in the measure. This contrasts with the federal definition, which uses a zero- to ten-month window (enrollment in October for those graduating from high school between January and October of the same year). This makes national comparisons less precise than if the measures were the same. The measure uses a slightly different definition of high school graduates than the federal definition. The federal definition is a self-reported measure based on self-reported answers to a question asking whether respondents graduated from high school. It is not clear how respondents who received a modified four-year diploma or a GED within that zero-to-ten-month window answered this question.

KPM #3	College Credits Earned by K-12 Students - Amount of postsecondary credit per graduate awarded to K-12 students.
	Data Collection Period: Sep 01 - Aug 31

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
College Credits Earned by K-12 Students					
Actual	10.44	9.47	7.90	7.23	8.12
Target	10	11	11	11.50	11.50

How Are We Doing

In 2021-22, K-12 students earned an estimated average of 8.12 college credits per high school graduate. After the decline in the number of K-12 students enrolling and passing college classes during the COVID-19 pandemic, students earned more college credits on average in 2021-22 than in the previous year.

Factors Affecting Results

Data availability, availability of, access to, and financing of programs allowing high school students to earn college credits at a minimal or no cost, academic preparation, Internet access during the pandemic, availability of support for remote learning.

Other Comments:

This measure identifies the college credit earned by students in kindergarten through twelfth grade. It is an indicator of the “leg up” that students have entering postsecondary education. Students who have completed six to nine credits have an advantage in completing postsecondary education and training. This measure is a calculation that represents the number of college credits awarded to K-12 students, per high school graduate, in one academic year.

We define this concept in the following terms:

(Sum of credits earned by K-12 students in community colleges and universities)

divided by

(Number of students in high school 4-year graduating class)

- Credits included in the calculation of the numerator include credits earned by:
  - Students reported by community colleges as participating in the Dual Credit Program
  - Students reported by community colleges as participating in the Expanded Options Program
  - Students reported by universities as enrolled in Dual Credit courses.

- "Dual Credit" is defined as awarding secondary and postsecondary credit for a course offered in a high school during regular school hours, as determined by local school board and community college board policy. Dual Credit courses include both lower division collegiate courses and career/technical preparation courses. Dual Credit courses are designed to help high school students' progress through postsecondary education by eliminating duplication of course work.

- "Expanded Options Program" allows high school students to take courses at Oregon community colleges and universities to earn concurrent high school and college credits. If accepted into the program, the student's sponsoring high school covers the cost of tuition and fees.

- Postsecondary credits earned by students described above were totaled for the academic year. In community colleges, all credits earned by these students were included in the calculation, including credits in courses open to general student population and not exclusively to students participating in Accelerated Learning programs.

- Only credits from courses that were completed successfully were included in the calculation. Successful completion is defined as a course completion with a grade 'C- 'or better, or with a grade 'Pass' in Pass/No Pass courses.

- The denominator is the number of students in high school 4-year graduating class as reported by the Oregon Department of Education. In addition to students receiving a regular high school diploma, the graduating class includes those who received a modified diploma and those who earned their diplomas but had not yet received them.

Limitations of this definition/data limitations are:

- The numerator and denominator in this calculation do not represent the same student cohort. The numerator includes credits earned by high school seniors, juniors, sophomores, freshmen, and possibly younger students in a single academic year. The denominator includes the count of graduating high school seniors.

- The calculation does not include high school students who took college classes and earned college credits independently, without being formally enrolled in Accelerated Learning programs due to difficulties in identifying such students in the available data sets.

- Credits earned by 'fifth year seniors' (high school students enrolled in high school for the fifth year after completing HS graduation requirements to earn college credits at no charge) are not included in the calculation of the numerator. This is because the denominator includes students graduating after 4 years.

- The calculation does not include potential credits that can be awarded by postsecondary institutions to students for successful completion of AP and IB courses.

Given these limitations, results suggest:

The number of college credits earned by K-12 students, per high school graduate, increased during 2010-11 through 2015-16 academic years from 6.80 credits in 2010-11 to 10.56 credits in 2015-16. The number of average college credits declined slightly in 2016-17 through 2018-19. The decline in the average number of college credits is accompanied and possibly explained by the decline in the number of high school student enrolled in college credit in community colleges. These students comprise the majority of high school students enrolled in college courses. As the same time, the number of high school students enrolling in college credits in universities was on the rise.

In 2019-20 and 2020-21, the average number of credits, as well as the number of students taking college classes declined sharply both in universities and community colleges due to the COVID-19 pandemic. During the pandemic students, instructors, and postsecondary and K-12 leaders faced new challenges. They included navigating remote learning modalities of instruction, securing technology resources, following school closure and re-opening policies, facing physical and mental health challenges, and other factors.

In 2021-22, public universities and community colleges started to recover after deep enrollment declines. More K-12 students enrolled in college classes than the previous year. They also earned more colleges credits on average. The modest comeback may represent a turning point after the disruption of the pandemic, although the enrollment and the average number of college credits are still well below pre-pandemic levels.

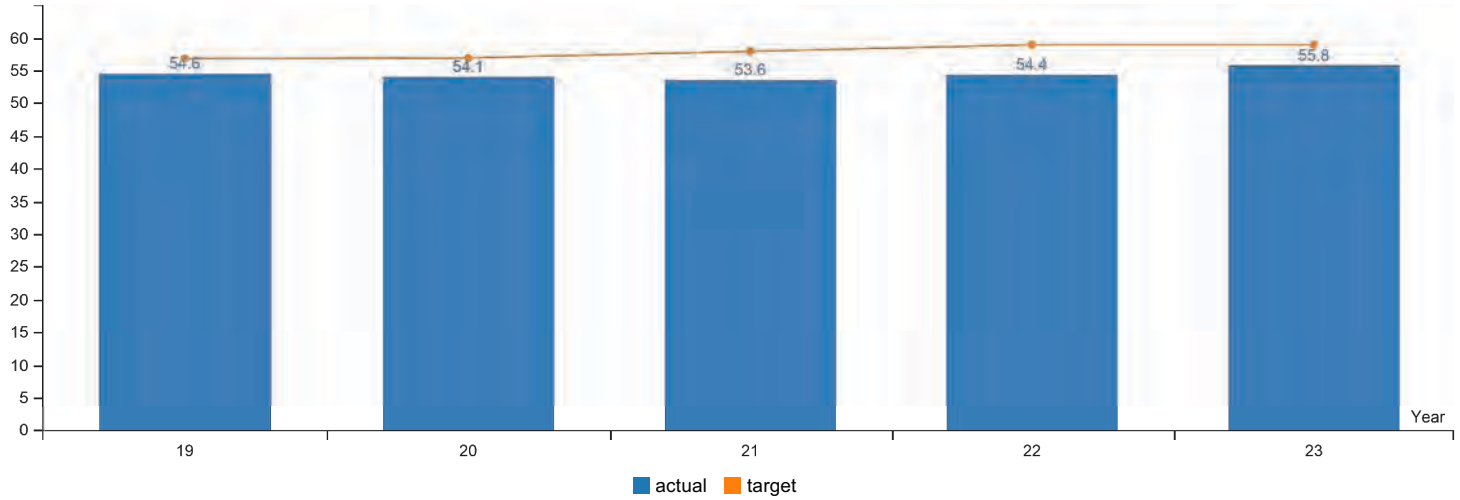
Report Year	**2019**	**2020**	**2021**	**2022**	**2023**
Data Year	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**
Count of K-12 students who earned credit (with a C- or better) at community colleges	33,820	31,356	27,370	20,725	25,113
Count of K-12 students who earned credit (with a C- or better) at universities	9,518	9,558	8,068	7,801	8,751

Improvements to this measure would come from:

The current calculation provides an approximation of the number of credits earned by each high school graduating cohort over their K-12 career. A better measure would result from calculating the number of credits earned by students in a high school graduating cohort. Such measure would require collaboration and data sharing between the Higher Education Coordinating Commission and the Oregon Department of Education.

KPM #4	Oregon Educational Attainment - Percent of young Oregon adults with post secondary degree or certificate
	Data Collection Period: Jan 01 - Jan 01

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Oregon Educational Attainment					
Actual	54.60%	54.10%	53.60%	54.40%	55.80%
Target	56.90%	57%	58%	59%	59%

How Are We Doing

We estimate that the percentage of Oregon adults age 25 to 34 in 2021 who have a postsecondary degree or certificate is 55.8 percent. The attainment rate rose very slightly in the most recent year, by less than a percentage point but has remained generally flat for the last five years.

Attainment by level of education is shown below for the most recent year and for previous years. The percentage of young adults with a degree or certificate beyond high school was 50 percent in 2012 and rose for the next few years before remaining at about 54 percent from 2016 forward until rising in the most recent year. In particular, the percentage of the population with a bachelor's degree rose slightly from 36.0 percent in 2020 to 38.0 percent in 2021, while the percentage estimated to have an associate degree or career certificate fell from 18.4 percent in 2020 to 17.8 percent in 2021. We note that the percentage of the young adult population with some college and no credential remained relatively stable, at 18.4 percent in 2021, compared to 18.8 percent the year before. The percentage with a high school diploma or equivalent was also stable, at 19.0 percent (19.1 percent in 2020). Notably, the data for this measure come from the American Community Survey, fielded every year in all states by the U.S. Census Bureau. Though a reliable survey, some fluctuation from year to year may be attributable to sampling.

Regardless, continued progress—and progress at a faster rate—will be necessary to meet the state's goal of 80 percent of the young adult population with a postsecondary degree or certificate.

	2017	2018	2019	2020	2021
Bachelor's degree or more	36.7%	35.3%	35.1%	36.0%	38.0%

Associate degree or certificate	17.9%	18.9%	18.5%	18.4%	17.8%
Some college	18.5%	19.7%	18.8%	18.8%	18.4%
High school diploma or equivalent	18.7%	17.9%	20.4%	19.1%	19.0%
Less than high school	8.2%	8.2%	7.2%	6.8%	6.8%

Factors Affecting Results

The amount of educational attainment among Oregon young adults reflects both the attainment of Oregon youth moving into adulthood and the migration of young adults into the state. These data do not allow for disaggregating how much of the increase in attainment is the result of in-migration.

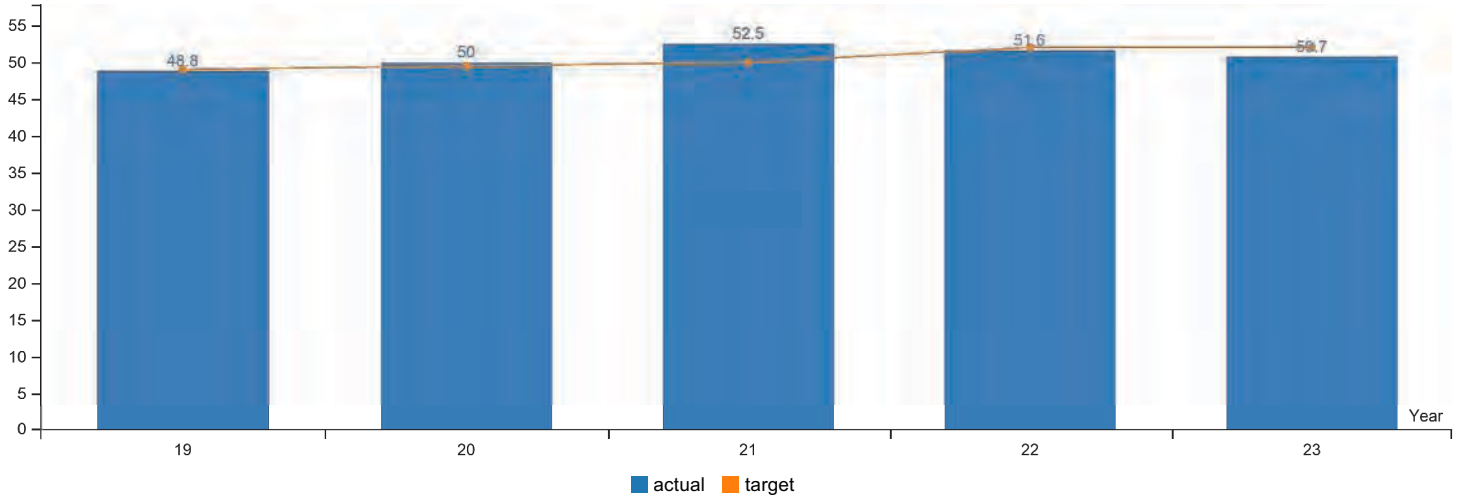
Other Comments:

This estimate comes from U.S. Census Bureau data drawn from the annual American Community Survey (ACS), one-year estimates. Year-to-year variation in the survey sample can affect the results. For the 2020 year, data come from the ACS five-year estimates, as the Census Bureau does not release one-year estimates.

The data presented here are further calculated to incorporate an estimate of certificate attainment, based on estimates of certificate rates put forth by the Census Bureau using Survey of Income and Program Participation data (https://www.census.gov/prod/2014pubs/p70-138.pdf) and a Lumina Foundation survey from the University of Chicago's NORC survey group (http://strongernation.luminafoundation.org/report/2017/#page/narrative).

KPM #5	Community College Completion and Transfer Rate - Percentage of community college students who complete an associate degree or certificate or who transfer to the university system within three years.
	Data Collection Period: Jan 01 - Jan 01

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Community College Completion and Transfer Rate					
Actual	48.80%	50%	52.50%	51.60%	50.70%
Target	49%	49.50%	50%	52%	52%

How Are We Doing

Out of all credential-seeking students who were new to Oregon community colleges in the fall of 2018, 50.7 percent either earned an associate degree or certificate, or enrolled at a 4-year institution (nationwide) within four years. After steadily rising for years prior to the pandemic, the rate has fallen slightly during the last two years, but remains around 51 percent.

Factors Affecting Results

Tuition and fees, availability of financial aid, academic preparation, non-academic circumstances (work, family, health), student services, academic guidance and understanding of pathways to completion, personal goals, data availability and calculation methodology.

Other Comments:

This measure enables the HECC and its partner community colleges to assess whether the likelihood of completing community college is improving over time. The measure is similar to outcome measures in the national community college Voluntary Framework of Accountability (VFA) that Oregon community colleges have begun to adopt. Unlike the measure in VFA, this metric only includes transfer to a 4-year institution when examining transfer rates.

We define this concept in the following terms:

(Number of community college students identified as completers within four years)

divided by

(Number of students in the entering credential-seeking cohort of fall 2016)

- For the purposes of the KPM, completers include students who earned an associate degree or certificate and students who did not earned an award, but enrolled in a 4-year institution within four years.
- For the purposes of the KPM, the Credential-Seeking cohort is defined similarly to the Credential-Seeking Cohort of the Volunteer Framework of Accountability (VFA).

  It includes students who were new to the institution (community college) in the fall of 2016 or preceding summer term; AND were not enrolled in dual credit courses or reported as an accelerated learning student; AND attempted a credit course in the fall of 2016; AND earned a minimum of 18 quarter credits in the first two years or earned an award requiring less than 18 quarter credits.

- Students may be enrolled full-time or part-time.
- Students in the cohort are new to the institution in the fall of 2016, but not necessarily new to postsecondary education.
- The completed 18 quarter credits are inclusive of all college-level coursework AND developmental coursework.
- The completed 18 quarter credits must be earned at a community college between the fall of 2016 and summer of 2020; they do not include credits for prior learning or college credits earned before graduating from high school.
- A student is considered to have transferred if there is any evidence of enrollment at a 4-year institution after the last enrollment of the community college and before the end of the four-year tracking period. For this KPM, enrollment records were obtained through a data match with the National Student Clearinghouse (public and private 4-year institutions) and the Oregon Public University database.

Limitations of this definition are:

- This KPM uses student behavior (credit accrual) to define “credential-seeking” due to inconsistency and unreliability of a student’s self-report of their intentions to complete a credential. While this method captures more students who eventually earned an award, it may also exclude some students who planned to earn a credential but were unsuccessful in earning 18 quarter credits in 2 years, thus potentially inflating the completion rate.
- Records of enrollment at 4-year institutions obtained through the National Student Clearinghouse (NSC) may include non-credit enrollment.

Given these limitations, results suggest:

Out of all students in the fall of 2018 credential-seeking cohort, 35.2% earned an associate degree or certificate within four years. For another 15.6% of the students in the cohort there is evidence of enrollment at a 4-year institution. In total, 50.7% of the cohort either earned an award or enrolled at a 4-year institution. The overall completion rate has been declining for the last 2 years. The decline is likely connected to the COVID-19 pandemic. During the pandemic many college campuses shut down, and students adopted to virtual learning with various degrees of success. Availability of guidance, internet connection and technology, financial resources, and physical and mental health were factors affecting students’ persistence during the pandemic. The remaining 49.3% of students in the 2018 cohort were either still enrolled at the community college at the end of the four-year tracking period or left the community college with or without college credits.

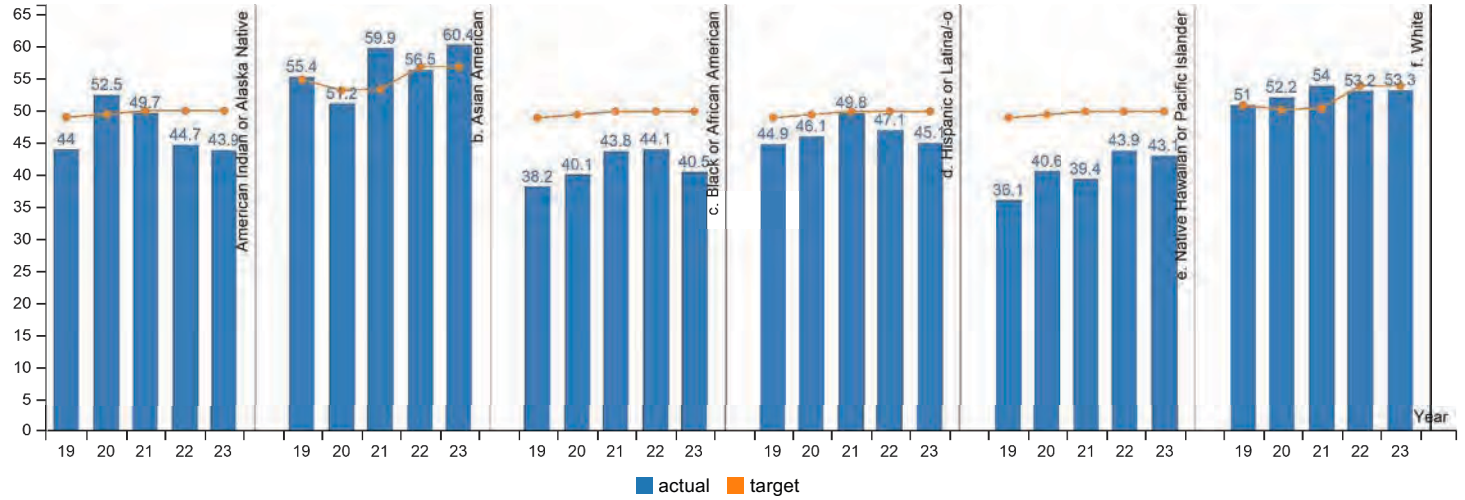
Report Year	**2019**	**2020**	**2021**	**2022**	**2023**
Cohort Year	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**
Associate degree	27.3%	28.6%	29.8%	30.2%	29.4%
Certificate	6.2%	6.1%	6.2%	5.7%	5.8%

Total awards	33.5%	34.7%	36.0%	35.9%	35.2%
No award, transfer	15.2%	15.3%	16.5%	15.7%	15.6%
Total award or transfer*	48.8%	50.0%	52.5%	51.6%	50.7%

*Note: Totals may not sum due to rounding

Improvements to this measure would come from:

KPM #6	Racial/Ethnic Differences for Community College Completion and Transfer Rate - Percentage of community college students who complete an associate degree or certificate or who transfer to university system within three years by race/ethnicity.
	Data Collection Period: Jan 01 - Jan 01



Report Year	2019	2020	2021	2022	2023
American Indian or Alaska Native					
Actual	44%	52.50%	49.70%	44.70%	43.90%
Target	49%	49.50%	50%	50%	50%
b. Asian American					
Actual	55.40%	51.20%	59.90%	56.50%	60.40%
Target	55%	53.30%	53.50%	57%	57%
c. Black or African American					
Actual	38.20%	40.10%	43.80%	44.10%	40.50%
Target	49%	49.50%	50%	50%	50%
d. Hispanic or Latina/-o					
Actual	44.90%	46.10%	49.80%	47.10%	45.10%
Target	49%	49.50%	50%	50%	50%
e. Native Hawaiian or Pacific Islander					
Actual	36.10%	40.60%	39.40%	43.90%	43.10%
Target	49%	49.50%	50%	50%	50%
f. White					
Actual	51%	52.20%	54%	53.20%	53.30%
Target	51%	50.30%	50.50%	54%	54%

How Are We Doing

There are significant differences in the completion and transfer rates of the six racial/ethnic groups examined in this measure. Total award and transfer rates range from 40.5% for Black or African American students to 60.4% for Asian students in the fall 2018 credential-seeking cohort. The overall completion and transfer rate for the fall 2018 credential-seeking cohort is 50.7% within four years.

Factors Affecting Results

Cultural sensitivity of programs, availability of student services and guidance, availability of bilingual services, tuition and fees, availability of financial aid, academic preparation, non-academic circumstances (work, family, health), personal goals and cultural influences, data availability and calculation methodology.

Other Comments:

This measure enables the HECC and its partner community colleges to assess whether the likelihood of completing community college is improving over time. KPM 6 tracks these completion rates by race/ethnicity to evaluate progress in equity in postsecondary education.

We define this concept in the following terms:

(Number of community college students identified as completers within four years)

divided by

(Number of students in the entering credential-seeking cohort of fall 2016)

- For the purposes of the KPM, completers include students who earned an associate degree or certificate and students who did not earned an award, but enrolled in a 4-year institution within four years.
- For the purposes of the KPM, the Credential-Seeking cohort is defined similarly to the Credential-Seeking Cohort of the Volunteer Framework of Accountability (VFA).

  It includes students who were new to the institution (community college) in the fall of 2016 or preceding summer term; AND were not enrolled in dual credit courses or reported as an accelerated learning student; AND attempted a credit course in the fall of 2016; AND earned a minimum of 18 quarter credits in the first two years or earned an award requiring less than 18 quarter credits.

- Students may be enrolled full-time or part-time.
- Students in the cohort are new to the institution in the fall of 2016, but not necessarily new to postsecondary education.
- The completed 18 quarter credits are inclusive of all college-level coursework AND developmental coursework.
- The completed 18 quarter credits must be earned at a community college between fall of 2016 and summer of 2020; they do not include credits for prior learning or college credits earned before graduating from high school.
- A student is considered to have transferred if there is any evidence of enrollment at a 4-year institution after the last enrollment of the community college and before the end of the four-year tracking period. For this KPM, enrollment records were obtained through a data match with the National Student Clearinghouse (public and private 4-year institutions) and the Oregon Public University database.

Limitations of this definition are:

- This KPM uses student behavior (credit accrual) to define “credential-seeking” due to inconsistency and unreliability of a student’s self-report of their intentions to complete a credential. While this method captures more students who eventually earned an award, it may also exclude some students who planned to earn a credential but were unsuccessful in earning 18 quarter credits in 2 years, thus potentially inflating the completion rate.
- Records of enrollment at 4-year institutions obtained through the National Student Clearinghouse (NSC) may include non-credit enrollment.

Given these limitations, results suggest:

The completion and transfer rates of Asian American and White students exceed the overall statewide completion and transfer rate of the fall 2018 cohort. The completion and transfer rates of Native

American or Alaska Native, Black/African American students, Native Hawaiian/Pacific Islander students, as well as Hispanic students are below the state average of 50.7%. All racial/ethnic groups except for the Asian and White groups have experienced a decline in the completion and transfer rates in comparison with the prior year cohort. All groups except for the Asian group earned awards and transferred at a lower rate than before the COVID-19 pandemic.

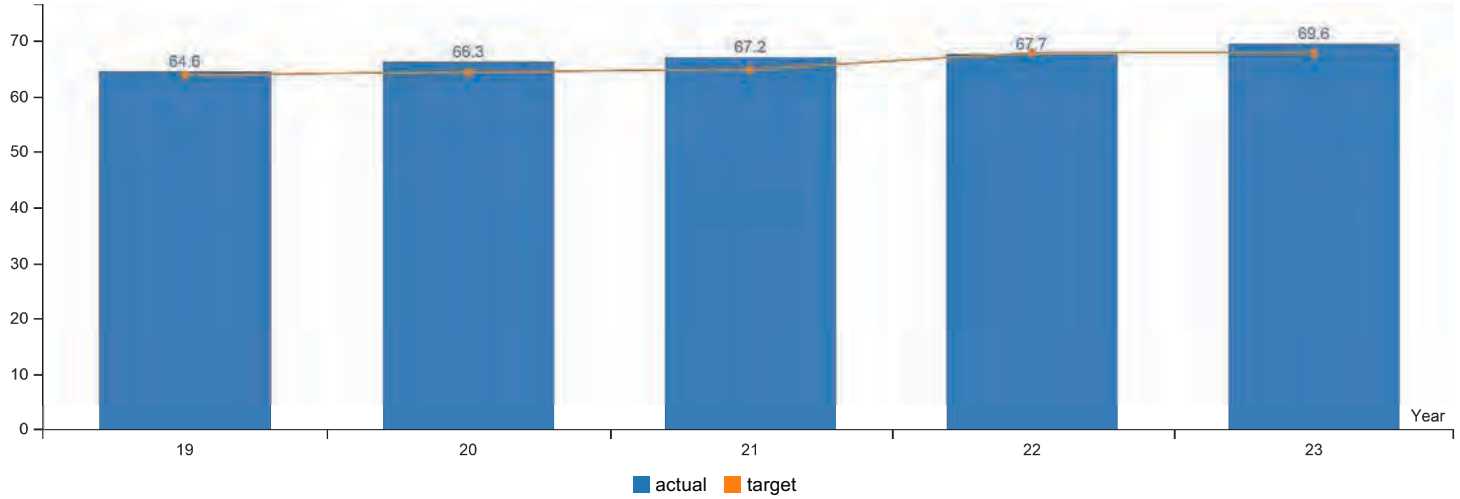
Community college award rates (without transfer rates) follow the same pattern. White and Asian racial groups' award rates exceed the state average of 35.2%, while other racial/ethnic groups' award rates are below the state average. Native Hawaiian/Pacific Islander and Black/African American students' award rates are the lowest attainment rates of associate degrees and certificates among the six racial/ethnic groups at 26.5% and 26.4% respectively.

An examination of transfer rates (without an award at a community college) shows that Asian American students have the highest transfer rate to 4-year institutions at 22.8% within 4 years. Native Hawaiian/Pacific Islander students have the second highest transfer rate at 16.7% within 4 years. For this KPM a student is considered to have transferred if there is any evidence of enrollment at a 4-year institution without consideration of the type, length, or outcome of enrollment at the 4-year institution, or possible "reverse transfer" later. Thus, these rates may also be an indicator of the degree of "swirling", or non-linear student pathway, which may or may not lead to a credential.

	Fall 2018 Cohort				
	Associate degree	**Certificate only**	**Total awards**	**No award, transfer**	**Total awards and transfer**
Native American or Alaska Native	24.6%	6.4%	31.0%	12.9%	43.9%
Asian American	31.6%	5.9%	37.6%	22.8%	60.4%
Black or African American	21.5%	4.9%	26.4%	14.1%	40.5%
Hispanic or Latina/o	27.4%	5.3%	32.7%	12.4%	45.1%
Native Hawaiian or Pacific Islander	19.6%	6.9%	26.5%	16.7%	43.1%
White	31.6%	5.5%	37.1%	16.2%	53.3%
Multi-racial	30.0%	3.2%	33.2%	15.5%	48.7%

KPM #7	Public University Graduation Rate - Percentage of public university college students who complete a bachelor's degree within 6 years.
	Data Collection Period: Sep 01 - Aug 31

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Public University Graduation Rate					
Actual	64.60%	66.30%	67.20%	67.70%	69.60%
Target	64%	64.50%	65%	68%	68%

How Are We Doing

University graduation rates have increased every year for the last six years and have consistently met or exceeded our targets. The overall public university graduation rate topped 67% for the first time with the 2014 cohort of entering students and nearly met the aggressive target of 68% with the 2015 cohort. In the most recent year, with the 2016 cohort, graduation rates have continued to rise, despite the pandemic, reaching a new high of 69.6%.

Historically, Oregon resident students tended to have slightly higher 6-year graduation rates than their nonresident counterparts by about 3-4 percentage points. That gap had narrowed somewhat, but in the most recent year, with the nonresident rate dipping a bit and the resident rate continuting it's growth, Oregon residents now complete at a rate that is nearly 6 percentage points higher than that of their nonresident counterparts.

Cohort Year	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Actual	64.5%	64.7%	65.4%	63.6%	63.7%

Factors Affecting Results

A number of factors influence student retention and completion, including adequate academic preparation for college, essential support services (e.g., freshmen orientation and engagement programs, tutoring, academic advising, early warning programs, faculty and peer mentors), financial issues, and personal and family events.

Other Comments:

This measure presents the percentage of first-time, full-time resident Oregon public university students starting in a given Fall term and graduating from an Oregon public university within six years.

We define this concept in the following terms:

(Number of students in the cohort who graduate within six years)

divided by

(Total number of students enrolled in the Fall entering freshman cohort)

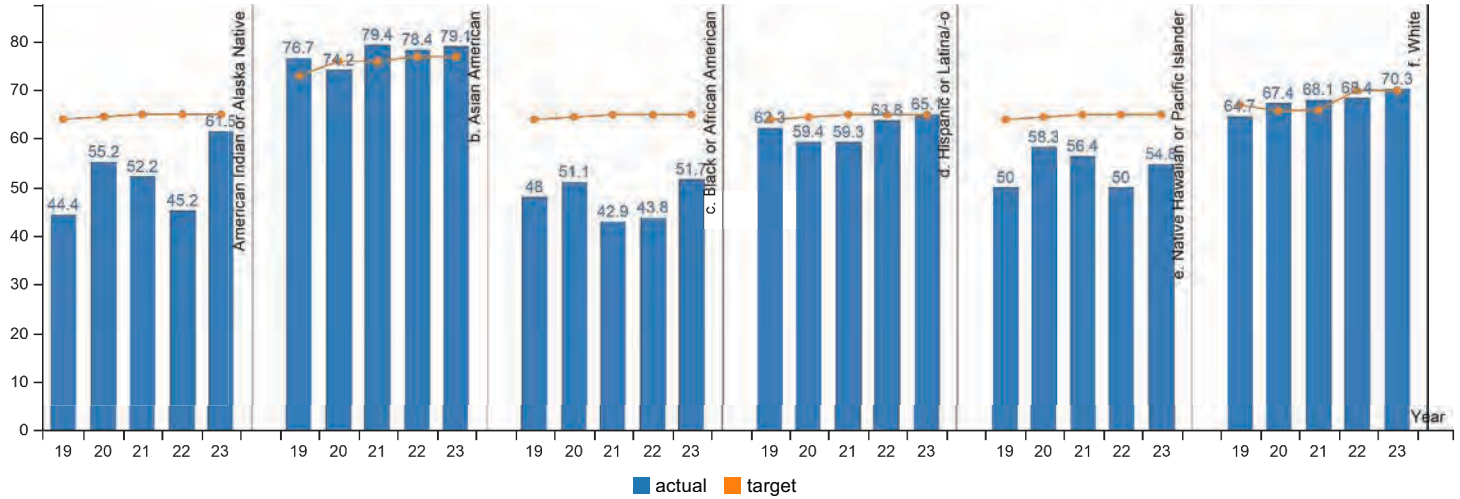
- This metric is based on the IPEDS definition for the Fall entering freshman cohort. This restricts the cohort to first-time, full-time freshmen.
- This is a rate that counts inter-institutional transfers as graduating. In other words, the student does not need to graduate at the same university that they entered as a freshman. If they transfer to and graduate from any one of the Oregon public universities they are included in the count of graduates.
- Although this metric is framed as a six-year graduation rate. It could more accurately be described as the percentage of students graduating within 150% of normal time. For those pursuing a bachelor's degree this is, indeed, six years. However, Oregon public universities do award a small number of associate degrees as well. For students receiving an associate degree, they are included in the numerator only if they graduate within 3 years (150% of normal time for an associate degree).

Limitations of this definition/data limitations are:

Given these limitations, results suggest:

Improvements to this measure would come from:

KPM #8	Racial/Ethnic Differences for Public University Graduation Rate - Percentage of public university students who complete a bachelor’s degree within 6 years, by race/ethnicity.
	Data Collection Period: Jan 01 - Jan 01



Report Year	2019	2020	2021	2022	2023
American Indian or Alaska Native					
Actual	44.40%	55.20%	52.20%	45.20%	61.50%
Target	64%	64.50%	65%	65%	65%
b. Asian American					
Actual	76.70%	74.20%	79.40%	78.40%	79.10%
Target	73%	76%	76%	77%	77%
c. Black or African American					
Actual	48%	51.10%	42.90%	43.80%	51.70%
Target	64%	64.50%	65%	65%	65%
d. Hispanic or Latina/-o					
Actual	62.30%	59.40%	59.30%	63.80%	65.10%
Target	64%	64.50%	65%	65%	65%
e. Native Hawaiian or Pacific Islander					
Actual	50%	58.30%	56.40%	50%	54.80%
Target	64%	64.50%	65%	65%	65%
f. White					
Actual	64.70%	67.40%	68.10%	68.40%	70.30%
Target	67%	65.80%	66%	70%	70%

How Are We Doing

There are significant differences in graduation rates between the various racial/ethnic subcategories ranging from a high of 79.1% to a low of 51.7%. Asian American and White students consistently graduate at the highest rates, with Asian Americans topping 70% for many years now, and the White demographic eclipsing this mark for the first time with the Fall 2016 cohort. For the first time in at least a decade, every group showed an increase over the previous year. And, although, some groups may have been rebounding a bit from lower-than-normal rates in the most recent years, it is still notable that the average across all groups reached an all-time high of 63.8%.

As with the overall graduation rate, even when broken down by racial/ethnic categories, Oregon resident students have tended to have slightly higher 6-year graduation rates than their nonresident counterparts. There is much more variance among these numbers, but in general, this seems to hold true, and even moreso in the most recent year. See the table below for detail.

Racial/Ethnic Group	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Native American or Alaska Native	40.0%	50.0%	44.0%	60.0%	40.9%
Asian American	65.9%	70.7%	64.5%	73.0%	68.0%
Black or African American	52.1%	50.0%	51.2%	50.4%	46.5%
Hispanic or Latina/o	61.4%	60.7%	63.5%	62.0%	56.5%
Native Hawaiian or Pacific Islander	32.8%	43.2%	40.7%	56.1%	37.3%
White	67.4%	66.3%	66.7%	65.4%	66.1%
Multi-racial	61.2%	63.8%	63.8%	63.5%	60.1%

Factors Affecting Results

A number of factors influence student retention and completion, including adequate academic preparation for college, essential support services (e.g., freshmen orientation and engagement programs, tutoring, academic advising, early warning programs, faculty and peer mentors), financial issues, and personal and family events.

Other Comments:

This measure presents the percentage of first-time, full-time resident Oregon public university students starting in a given Fall term and graduating from an Oregon public university within six years.

We define this concept in the following terms:

(Number of students in the cohort who graduate within six years)

divided by

(Total number of students enrolled in the Fall entering freshman cohort)

- This metric is based on the IPEDS definition for the Fall entering freshman cohort. This restricts the cohort to first-time, full-time freshmen.
- This is a rate that counts inter-institutional transfers as graduating. In other words, the student does not need to graduate at the same university that they entered as a freshman. If they transfer to and graduate from any one of the Oregon public universities they are included in the count of graduates.
- Although this metric is framed as a six-year graduation rate. It could more accurately be described as the percentage of students graduating within 150% of normal time. For those pursuing a bachelor's degree this is, indeed, six years. However, Oregon public universities do award a small number of associate degrees as well. For students receiving an associate degree, they are included in the numerator only if they graduate within 3 years (150% of normal time for an associate degree).

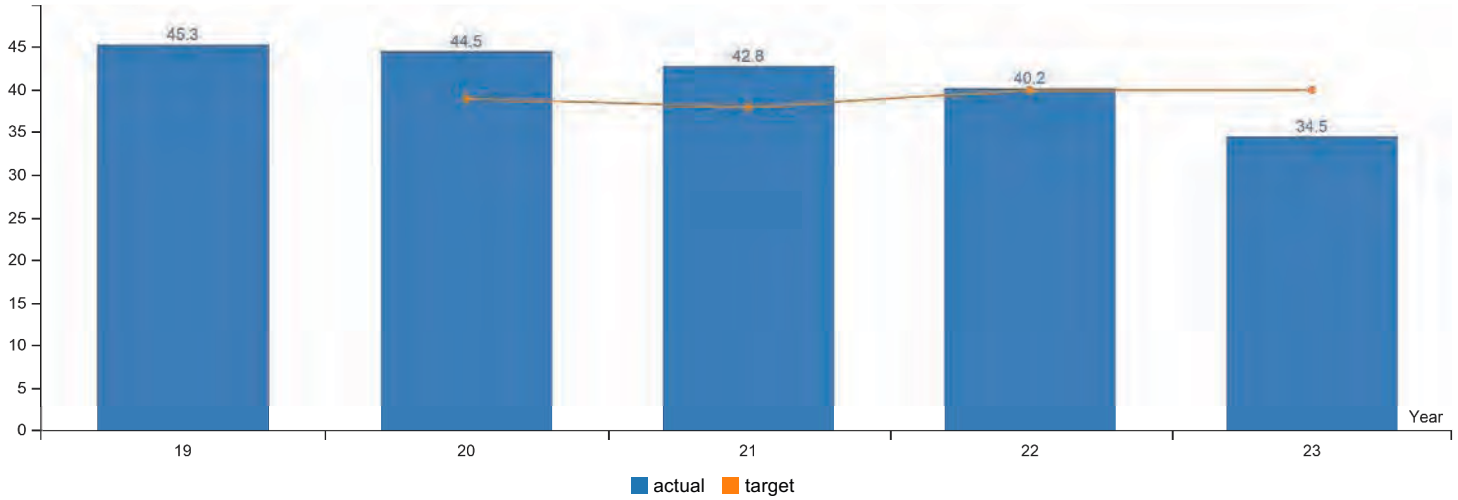
Limitations of this definition/data limitations are:

Given these limitations, results suggest:

Improvements to this measure would come from:

KPM #9	Percentage of resident enrolled students who are incurring unaffordable costs - Percentage of resident enrolled students who are incurring unaffordable costs adjusted with institutional aid.
	Data Collection Period: Jan 01 - Jan 01

** Upward Trend = negative result*



Report Year	2019	2020	2021	2022	2023
Percentage of resident enrolled students who are incurring unaffordable costs adjusted with institutional aid.					
Actual	45.30%	44.50%	42.80%	40.20%	34.50%
Target		39%	38%	40%	40%

How Are We Doing

The percentage of students incurring unaffordable costs continues to decrease for the third year in a row. After 5 years in the range of 44% - 45%, in 2019-20, the percentage started to drop and has now nearly reached our target of 40%. In the most recent year, 2021-22, the rate fell further, to 34.5%, more than five percentage points beyond the target.

This fairly dramatic improvement in Affordability deserved a more in-depth analysis and the HECC's Office of Researcha and Data produced a research brief, "Recent Improvements in College and University Affordability", exploring this. A summary of the findings follows:

"Through a combination of expanded financial aid, reduced enrollment, and stable tuition, more Oregon students at public colleges and universities had resources to cover the cost of attendance in the last two years than at any time in recent history. Though some of the reasons were related to the pandemic, affordability is likely to keep improvingin the coming yearsbecause of significant increases in Oregonfinancial aidprograms, including a historic increase in the Oregon Opportunity Grant, the new Oregon Tribal Student Grant, and more."

For more detail, see the full research brief expalining the decline here:

https://www.oregon.gov/highered/research/Documents/Reports/Affordability%20Brief%202023.pdf

Factors Affecting Results

General factors affecting this metric include state support and expanded costs of providing education.

Other Comments:

This measure presents a calculation of the percentage of resident undergraduates enrolled at public higher education institutions (excluding OHSU) who incurred unaffordable total cost of attendance during the academic year while accounting for any grant aid that they received.

We define this concept in the following terms:

- "Unaffordable Costs Adjusted with Institutional Aid" – A total cost of attendance that exceeds the student's expected family contribution (EFC) plus their grant aid plus their earnings from a reasonable amount of work (the student's share). We used OSAC's method of estimating a student's share which is calculated as 90% of the minimum wage times 15 hours per week times 48 weeks. For 2020-21 this figure was $7,800.
- "Resident Undergraduate" is restricted to resident admitted undergraduates at the universities and is restricted to students who attempted at least one credit at the community colleges. The entire population is restricted to only those students who filled out a Free Application for Federal Student Aid (FAFSA).

Limitations of this definition/data limitations are:

Due to data limitations, this definition ignores scholarship awards and excludes all students who did not fill out a FAFSA. In addition, calculating total cost of attendance for each student requires some broad assumptions to be made, given the data sources that are available.

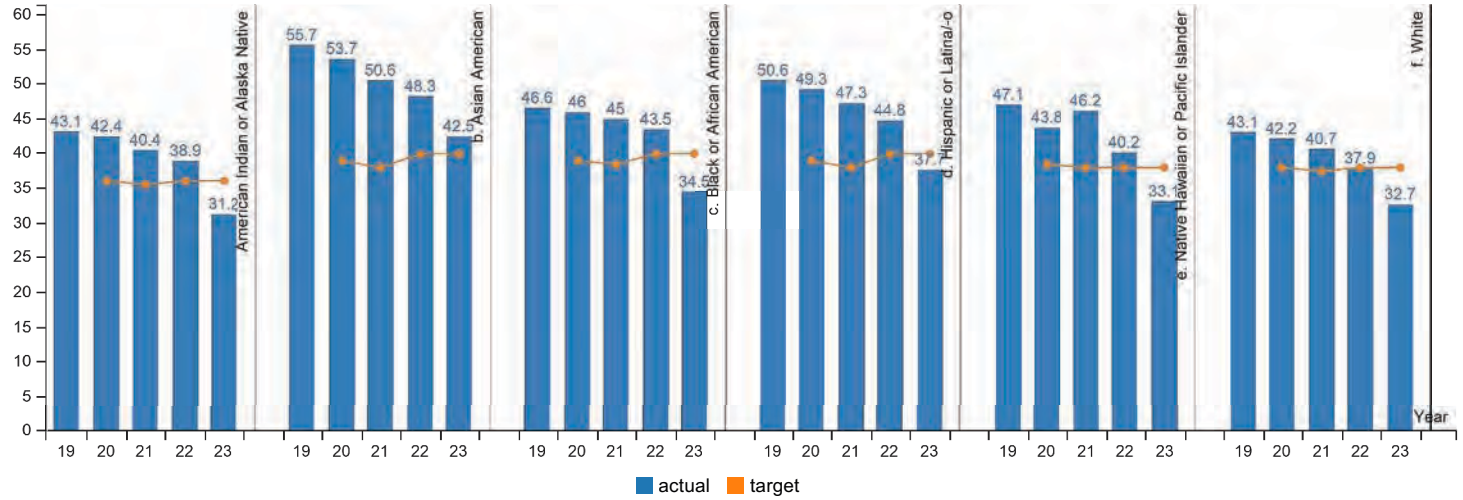
Given these limitations, results suggest:

Even given these limitations, the results suggest that a significant percentage of Oregon students will need to take on debt to go to college.

Improvements to this measure would come from:

There could be some benefit in breaking this measure out by university and community college students.

KPM #10	Racial/Ethnic Differences in Percentage of Resident Students incurring Unaffordable Costs - Percentage of resident enrolled students who are incurring unaffordable costs adjusted with institutional aid, by race/ethnicity.
	Data Collection Period: Jan 01 - Jan 01



Report Year	2019	2020	2021	2022	2023
American Indian or Alaska Native					
Actual	43.10%	42.40%	40.40%	38.90%	31.20%
Target		36%	35.50%	36%	36%
b. Asian American					
Actual	55.70%	53.70%	50.60%	48.30%	42.50%
Target		39%	38%	40%	40%
c. Black or African American					
Actual	46.60%	46%	45%	43.50%	34.50%
Target		39%	38.50%	40%	40%
d. Hispanic or Latina/-o					
Actual	50.60%	49.30%	47.30%	44.80%	37.70%
Target		39%	38%	40%	40%
e. Native Hawaiian or Pacific Islander					
Actual	47.10%	43.80%	46.20%	40.20%	33.10%
Target		38.50%	38%	38%	38%
f. White					
Actual	43.10%	42.20%	40.70%	37.90%	32.70%
Target		38%	37.50%	38%	38%

How Are We Doing

In 2021-22, for the third time since we started tracking affordability (and the second year in a row), every one of the six racial/ethnic groups saw decreases in the percentage of students facing unaffordable costs. Even more impressively, five out of the six groups have now surpassed our affordability targets, many by a significant margin.

This fairly dramatic improvement in Affordability deserved a more in-depth analysis and the HECC's Office of Researcha and Data produced a research brief, "Recent Improvements in College and University Affordability", exploring this. A summary of the findings follows:

"Through a combination of expanded financial aid, reduced enrollment, and stable tuition, more Oregon students at public colleges and universities had resources to cover the cost of attendance in the last two years than at any time in recent history. Though some of the reasons were related to the pandemic, affordability is likely to keep improvingin the coming yearsbecause of significant increases in Oregonfinancial aidprograms, including a historic increase in the Oregon Opportunity Grant, the new Oregon Tribal Student Grant, and more."

For more detail, see the full research brief expalining the decline here:

https://www.oregon.gov/highered/research/Documents/Reports/Affordability%20Brief%202023.pdf

Factors Affecting Results

General factors affecting this metric include state support and expanded costs of providing education.

Other Comments:

This measure presents a calculation of the percentage of resident undergraduates enrolled at public higher education institutions (excluding OHSU) who incurred unaffordable total cost of attendance during the academic year while accounting for any grant aid that they received.

We define this concept in the following terms:

- "Unaffordable Costs Adjusted with Institutional Aid" – A total cost of attendance that exceeds the student's expected family contribution (EFC) plus their grant aid plus their earnings from a reasonable amount of work (the student's share). We used OSAC's method of estimating a student's share which is calculated as 90% of the minimum wage times 15 hours per week times 48 weeks. For 2020-21 this figure was $7,800.
- "Resident Undergraduate" is restricted to resident admitted undergraduates at the universities and is restricted to students who attempted at least one credit at the community colleges. The entire population is restricted to only those students who filled out a Free Application for Federal Student Aid (FAFSA).

Limitations of this definition/data limitations are:

Due to data limitations, this definition ignores scholarship awards and excludes all students who did not fill out a FAFSA. In addition, calculating total cost of attendance for each student requires some broad assumptions to be made, given the data sources that are available.

Given these limitations, results suggest:

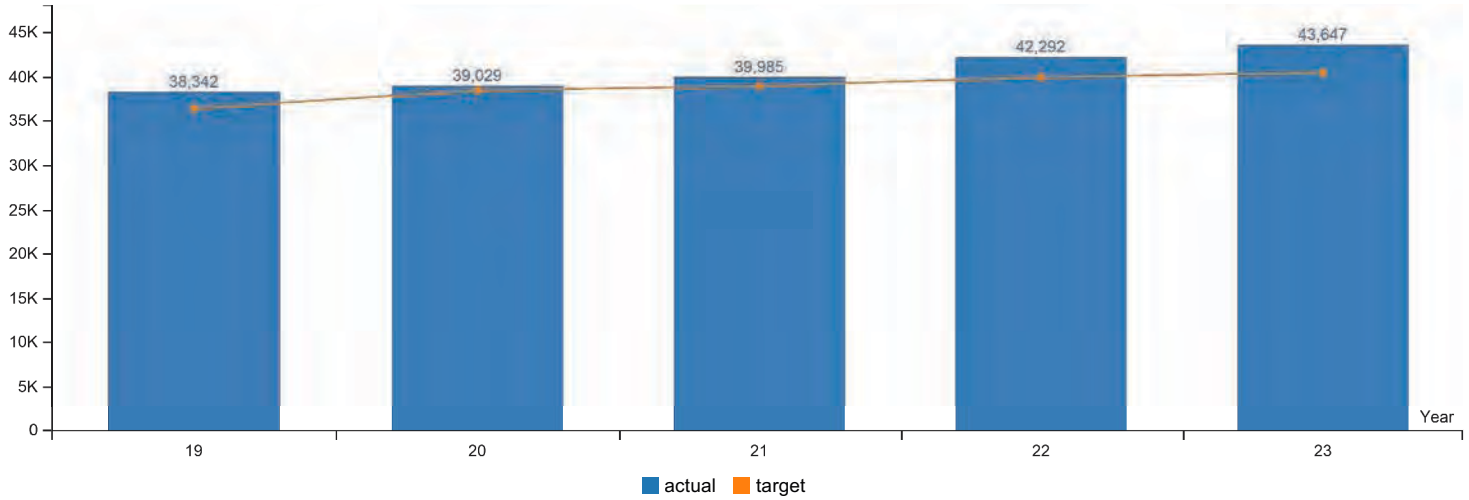
Even given these limitations, the results suggest that a significant percentage of Oregon students will need to take on debt to go to college.

Improvements to this measure would come from:

There could be some benefit in breaking this measure out by university and community college students.

KPM #11	Earnings of Community College Completers - Median earnings of community college completers five years after completion.
	Data Collection Period: Jan 01 - Jan 01

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Five years after completion					
Actual	$38,342.00	$39,029.00	$39,985.00	$42,292.00	$43,647.00
Target	$36,460.00	$38,500.00	$39,000.00	$40,000.00	$40,500.00

How Are We Doing

The data show that the median wage of the 2015-16 community college award recipients was $43,647 five years after the year of the award. This continues an upward trend over the last several years and exceeds this year's target for this measure.

Factors Affecting Results

Labor market, inflation, career advising, wage data availability all affect the earnings of completers.

Other Comments:

This measure is a calculation of the median annual wage of community college completers (certificate or associate degree holders) 5 years after completion.

We define this concept in the following terms:

- "Community college completers" are defined as individuals who were awarded a career/technical certificate, Oregon Transfer Module (OTM) certificate or an associate degree in 2013-14.

- The information on community college completers was matched with Unemployment Insurance wage data provided by the Oregon Employment Department. The metric includes annualized wages from July 2019-June 2020.

Limitations of this definition/data limitations are:

- A wage match was possible if:

a. A valid social security number was available for the community college award recipient. Valid social security numbers were available for 97% of the 2013-14 Oregon community college completers; AND
b. A wage record for the social security number was found in the Unemployment Insurance database of the Oregon Employment Department for quarter 3 of 2019, quarter 4 of 2019, quarter 1 of 2020, or quarter 2 of 2020. Wage data are not available for graduates who are working in other states or countries, who are self-employed, employed by the federal government or unemployed. A wage match was found for 70% of community college completers with a valid social security number (67% of all completers).

- The measure does not claim that the 2013-14 certificates and associate degrees represent the highest education attainment of these individuals. It is possible that some of the award recipients received other educational awards prior to 2013-14, and some continued their education in the years following the 2013-14 award and received additional awards prior to the wage match year.

Given these limitations, results suggest:

The limitations described above suggest that the group may include individuals who attained bachelor's and graduate degrees prior to the wage match year. However, the overall wage change over time, as well as a comparison with the wage data for Oregon public universities' graduates remain valuable tools in identifying how educational attainment influences individual economic outcomes.

The median earnings of community college award recipients increased in comparison with the last year's data. The earnings of associate degree holders surpassed the earning of certificate/OTM holders 5 years after graduation ($44,545 vs $41,425, median annual).

A comparison of data from KPM 11 (earnings of community college completers) and KPM 13 (earnings of bachelor's degree completers) shows that more advanced credential holders earned higher wages 5 years after the award:

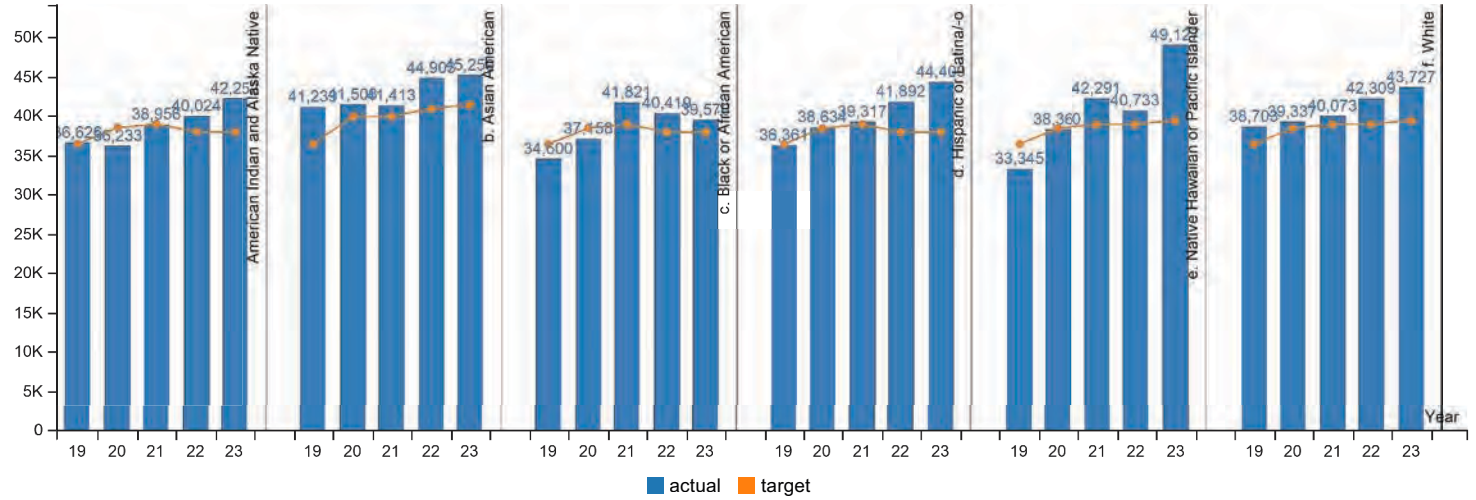
Wage year	**2021**	**July 2021 - June 2022**	**July 2021 - June 2022**
KPM	**n/a**	**KPM 11**	**KPM 13**
Credential attained	**High school diploma or equivalent***	**Community college certificates/OTM and associate degrees**	**Bachelor's degree**
Median earnings	$33,545	$43,647	$53,440

*Data source: 2017-2021 American Community Survey 5-year Estimates, 2021

https://data.census.gov/table/ACSST5Y2021.S2001?q=S2001&g=040XX00US41&y=2021

Improvements to this measure would come from:

KPM #12	Racial/Ethnic Differences in Earnings of Community College Completers - Median earnings of community college completers, five years after completion, by race/ethnicity.
	Data Collection Period: Jan 01 - Jan 01



Report Year	2019	2020	2021	2022	2023
American Indian and Alaska Native					
Actual	$36,626.00	$36,233.00	$38,956.00	$40,024.00	$42,252.00
Target	$36,460.00	$38,500.00	$39,000.00	$38,000.00	$38,000.00
b. Asian American					
Actual	$41,239.00	$41,508.00	$41,413.00	$44,903.00	$45,259.00
Target	$36,460.00	$40,000.00	$40,000.00	$41,000.00	$41,500.00
c. Black or African American					
Actual	$34,600.00	$37,158.00	$41,821.00	$40,419.00	$39,570.00
Target	$36,460.00	$38,500.00	$39,000.00	$38,000.00	$38,000.00
d. Hispanic or Latina/-o					
Actual	$36,361.00	$38,634.00	$39,317.00	$41,892.00	$44,409.00
Target	$36,460.00	$38,500.00	$39,000.00	$38,000.00	$38,000.00
e. Native Hawaiian or Pacific Islander					
Actual	$33,345.00	$38,360.00	$42,291.00	$40,733.00	$49,127.00
Target	$36,460.00	$38,500.00	$39,000.00	$39,000.00	$39,500.00
f. White					
Actual	$38,703.00	$39,337.00	$40,073.00	$42,309.00	$43,727.00
Target	$36,460.00	$38,500.00	$39,000.00	$39,000.00	$39,500.00

How Are We Doing

There are differences between the median earnings of the six racial/ethnic groups of community college award recipients. Native Hawaiian/Pacific Islander and Asian American graduates had the highest median earnings 5 years after the award at $49,127 and $45,259 respectively. Black or African American graduates had the lowest median earnings at $39,570.

Factors Affecting Results

Academic preparation; availability of culturally sensitive career advising and education guidance; occupation or industry; other societal and socio-economic factors.

Other Comments:

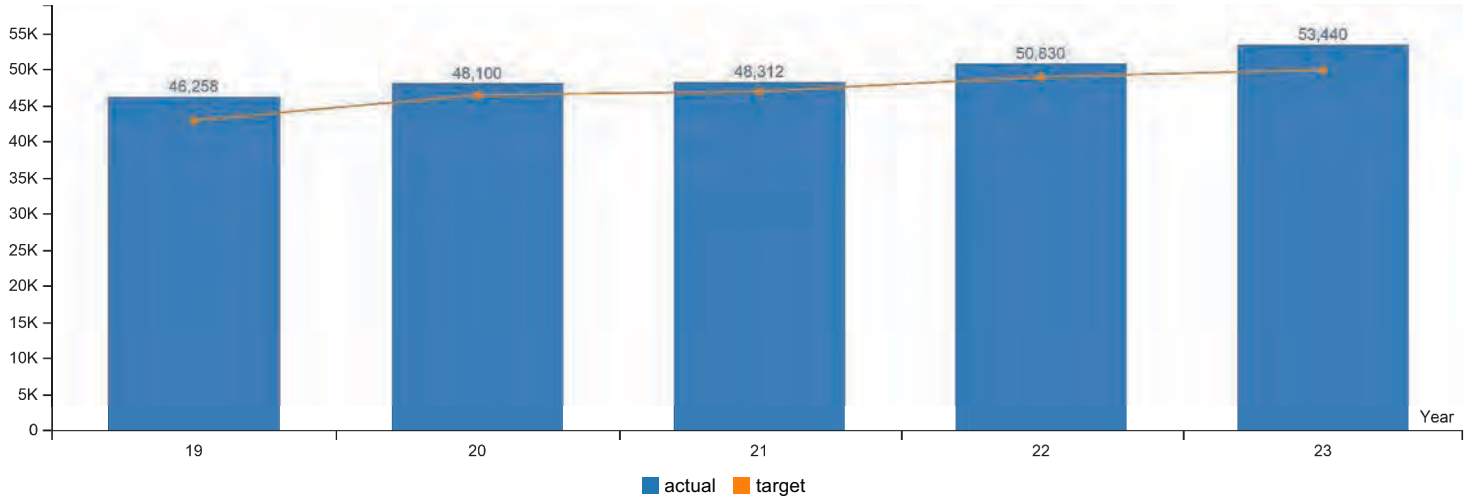
This measure expands the KPM 11 by calculating it for separate racial/ethnic groups. It thus provides information about both the value of a community college degree or certificate and about how that value might vary for different racial/ethnic groups. It is an indicator of both return on investment and equity.

A comparison with the earnings of bachelor's degree recipients at Oregon public universities (KPM 14) demonstrates that education is key to upward mobility and higher earnings for all racial/ethnic groups. Earnings of university graduates are typically higher than earnings of community college graduates five years after the award. One exception to this rule are the earning of Native Hawaiian or Pacific Islander students in the 2015-16 graduation cohort. However, the earnings of 2015-16 community college graduates of this racial/ethnic group are significantly higher than those of previous cohorts and may be an outlier caused by the small number of students in this group. The data show that there are significant differences between the median earnings among the six racial/ethnic group examined in this measure.

Award year	**2015-16**	**2015-16**
KPM	**KPM 12**	**KPM 14**
Credentials attained	**All community college awards (associate degrees and certificates)**	**Bachelor's degree**
Native American or Alaska Native	$42,252	$51,758
Asian American	$45,259	$56,762
Black or African American	$39,570	$51,407
Hispanic or Latina/o	$44,409	$52,790
Native Hawaiian or Pacific Islander	$49,127	$48,083
White	$43,727	$53,237
Multi-racial	$40,361	$52,911

KPM #13	Earnings of bachelor's degree completers - Median earnings of graduates with bachelor's degrees five years after completion
	Data Collection Period: Jan 01 - Jan 01

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
Earnings of bachelor degree completers					
Actual	$46,258.00	$48,100.00	$48,312.00	$50,830.00	$53,440.00
Target	$42,997.00	$46,500.00	$47,000.00	$49,000.00	$50,000.00

How Are We Doing

The data show that the median wage of the 2015-16 bachelor's degree recipients was $53,440 five years after the year of the award. This amount exceeds this year's target for this measure.

Factors Affecting Results

Labor market, inflation, career advising, wage data availability all affect the earnings of completers.

Other Comments:

This measure is a calculation of the median annual wage of bachelor's degree recipients at Oregon public universities 5 years after the award.

We define this concept in the following terms:

- "Bachelor's degree completers" are defined as individuals who were awarded a baccalaureate degree by an Oregon public university during the 2014-15 academic year.
- The information on university completers was matched with Unemployment Insurance wage data provided by the Oregon Employment Department. The metric includes annualized wages from July 2020-June 2021.

Limitations of this definition/data limitations are:

- A wage match was possible if:

a. A valid social security number was available for the bachelor's degree recipient. Valid social security numbers were available for 95% of 2014-15 Oregon public university graduates; AND
b. A wage record for the social security number was found in the Unemployment Insurance database of the Oregon Employment Department for quarter 3 of 2020, quarter 4 of 2020, quarter 1 of 2021, or quarter 2 of 2021. Wage data are not available for graduates who are working in other states or countries, who are self-employed, employed by the federal government or unemployed. A wage match was found for 54% of bachelor's degree completers with a valid social security number (51% of all graduates).

- The measure does not claim that the 2014-15 bachelor's degrees represent the highest education attainment of these individuals. It is possible that some of the bachelor's degree completers received other educational awards prior to 2014-15, and some continued their education in the years following the 2014-15 award and received additional awards prior to the wage match year.

Given these limitations, results suggest:

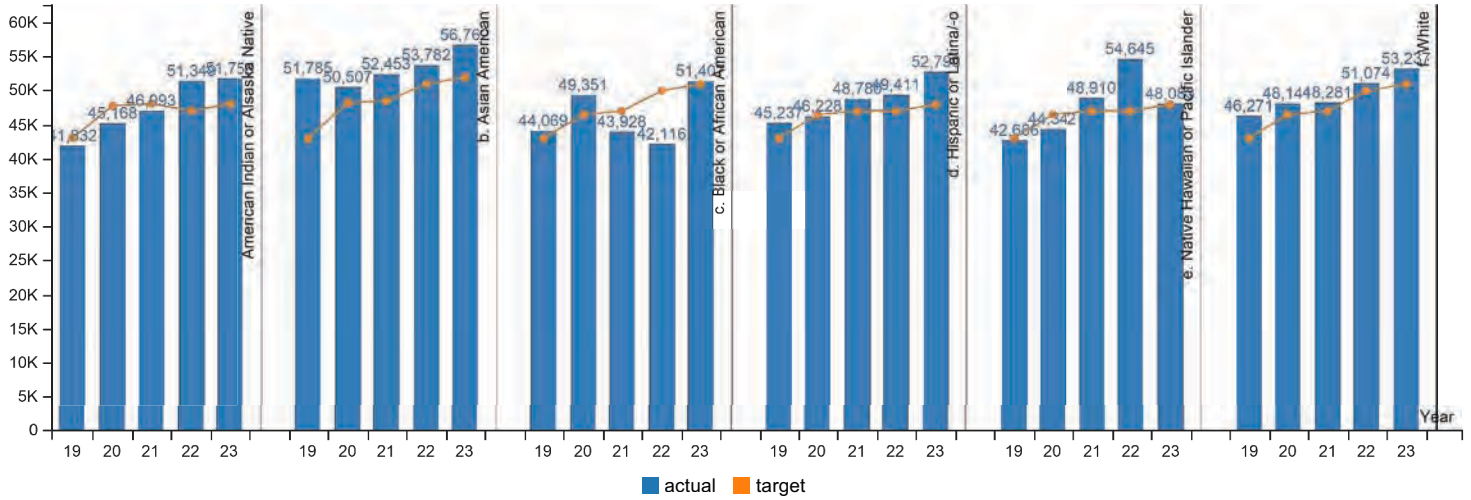
The median earnings of bachelor's degree recipients increased in comparison with the last year's data. A comparison of data from KPM 11 (earnings of community college completers) and KPM 13 (earnings of bachelor's degree completers) shows that more advanced credential holders earned higher wages 5 years after the award:

Wage year	**2021**	**July 2021 - June 2022**	**July 2021 - June 2022**
KPM	**n/a**	**KPM 11**	**KPM 13**
Credential attained	**High school diploma or equivalent***	**Community college certificates/OTM and associate degrees**	**Bachelor's degree**
Median earnings	$33,545	$43,647	$53,440

*Data source: 2017-2021 American Community Survey 5-year Estimates, 2021

https://data.census.gov/table/ACSST5Y2021.S2001?q=S2001&g=040XX00US41&y=2021

KPM #14	Racial/Ethnic Differences in Earnings of Bachelor's Degree Completers - Median earnings of graduates with bachelor's degrees, five years after completion, by race/ethnicity.
	Data Collection Period: Jan 01 - Jan 01



Report Year	2019	2020	2021	2022	2023
American Indian or Alsaska Native					
Actual	$41,832.00	$45,168.00	$46,993.00	$51,349.00	$51,758.00
Target	$42,997.00	$47,750.00	$48,000.00	$47,000.00	$48,000.00
b. Asian American					
Actual	$51,785.00	$50,507.00	$52,453.00	$53,782.00	$56,762.00
Target	$42,997.00	$48,250.00	$48,500.00	$51,000.00	$52,000.00
c. Black or African American					
Actual	$44,069.00	$49,351.00	$43,928.00	$42,116.00	$51,407.00
Target	$42,997.00	$46,500.00	$47,000.00	$50,000.00	$51,000.00
d. Hispanic or Latina/-o					
Actual	$45,237.00	$46,228.00	$48,780.00	$49,411.00	$52,790.00
Target	$42,997.00	$46,500.00	$47,000.00	$47,000.00	$48,000.00
e. Native Hawaiian or Pacific Islander					
Actual	$42,686.00	$44,342.00	$48,910.00	$54,645.00	$48,083.00
Target	$42,997.00	$46,500.00	$47,000.00	$47,000.00	$48,000.00
f. White					
Actual	$46,271.00	$48,141.00	$48,281.00	$51,074.00	$53,237.00
Target	$42,997.00	$46,500.00	$47,000.00	$50,000.00	$51,000.00

How Are We Doing

As with the overall median wage for 2015-16 bachelor's degree recipients, the median wages for each ethnic group have also exceeded the year's targets. Although five of the six racial/ethnic groups experienced an increase in median earnings, there are still significant differences between the groups.

However, the most recent year's data suggest some closing of the gap. The difference between the highest median wage ($56,762 for the Asian American group) and the lowest ($48,083 for the Native Hawaiian/Pacific Islander group) was $8,679, a 16.6% difference over the average median wage across all groups. This is the second lowest percentage difference of the last six years.

Factors Affecting Results

Academic preparation; availability of culturally sensitive career advising and education guidance; occupation or industry; other societal and socio-economic factors.

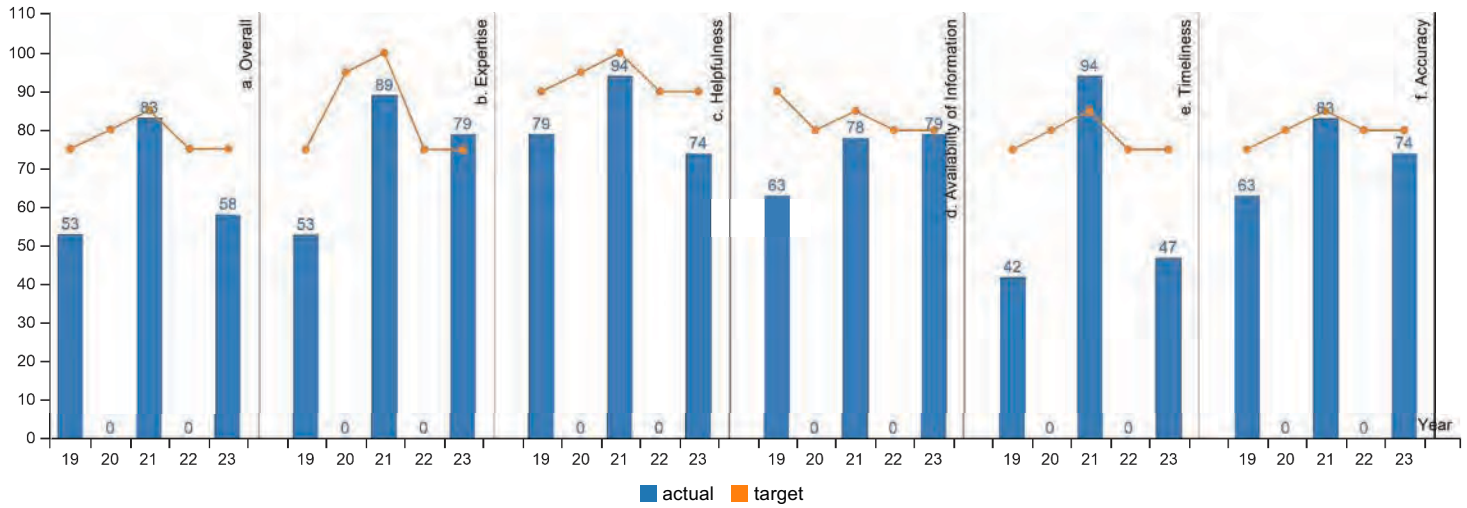
Other Comments:

This measure expands the KPM 13 by calculating it for separate racial/ethnic groups. It thus provides information about both the value of a community college degree or certificate and about how that value might vary for different racial/ethnic groups. It is an indicator of both return on investment and equity.

A comparison with the earnings of Oregon community college award recipients (KPM 12) demonstrates that education is key to upward mobility and higher earnings for all racial/ethnic groups. However, the data show that there are significant differences in between the median earnings among the six racial/ethnic group examined in this measure.

Award year	**2015-16**	**2015-16**
KPM	**KPM 12**	**KPM 14**
Credentials attained	**All community college awards (associate degrees and certificates)**	**Bachelor's degree**
Native American or Alaska Native	$42,252	$51,758
Asian American	$45,259	$56,762
Black or African American	$39,570	$51,407
Hispanic or Latina/o	$44,409	$52,790
Native Hawaiian or Pacific Islander	$49,127	$48,083
White	$43,727	$53,237
Multi-racial	$40,361	$52,911

KPM #15	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
	Data Collection Period: Jan 01 - Jan 01



Report Year	2019	2020	2021	2022	2023
a. Overall					
Actual	53%		83%		58%
Target	75%	80%	85%	75%	75%
b. Expertise					
Actual	53%		89%		79%
Target	75%	95%	100%	75%	75%
c. Helpfulness					
Actual	79%		94%		74%
Target	90%	95%	100%	90%	90%
d. Availability of Information					
Actual	63%		78%		79%
Target	90%	80%	85%	80%	80%
e. Timeliness					
Actual	42%		94%		47%
Target	75%	80%	85%	75%	75%
f. Accuracy					
Actual	63%		83%		74%
Target	75%	80%	85%	80%	80%

How Are We Doing

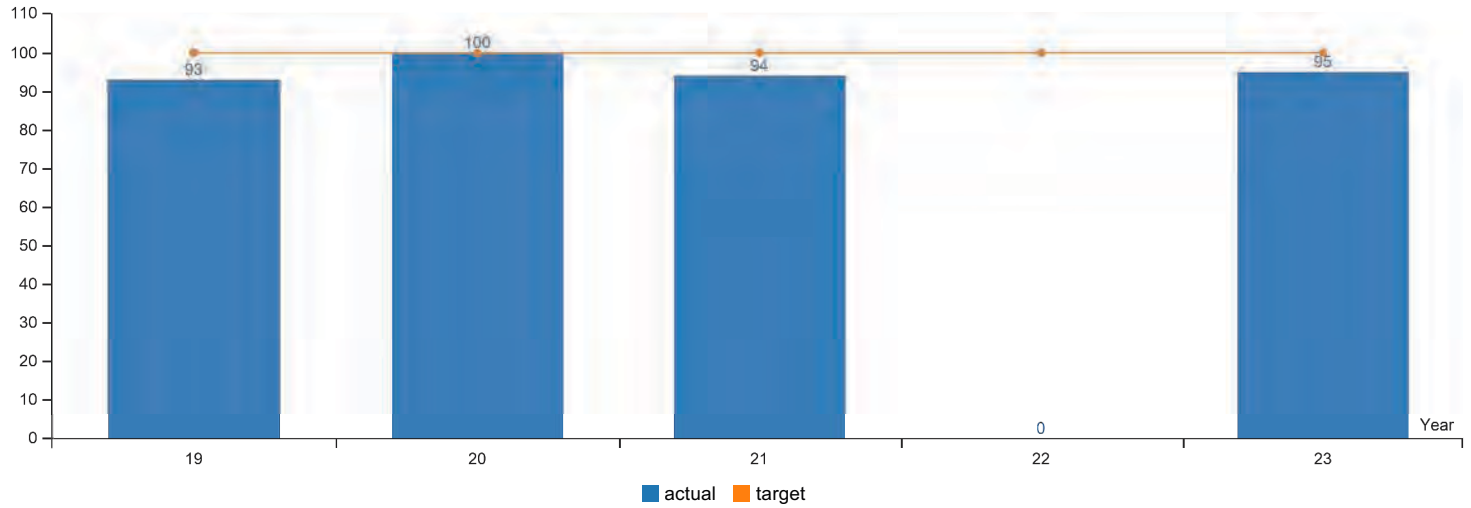
The Oregon Department of Administrative Services defines the measures of customer service with the six questions below. We defined and surveyed a list of stakeholders on these questions from a wide range of external stakeholders, including postsecondary institutions, other government agencies, and non-governmental organizations. The stakeholder list was defined as those groups or organizations to which the HECC provides some level of technical or customer support. At least three representatives of each group were sent the survey. Selections were reviewed and replaced if necessary to ensure a mix of institutional partners (i.e., to avoid over-representation of particular universities or community colleges). In particular, the list included: public university and community college financial/budgetary staff, public university and community college faculty and program staff, public university and community college institutional research staff, local workforce investment board partners, private postsecondary schools, private degree-granting institutions, staff at related government agencies, and external non-governmental organization staff.

Factors Affecting Results

In addition to the work of agency staff, the sample of individuals surveyed, the sample of individuals responding, and the timing of the survey all may affect the results.

KPM #16	Commission Best Practices - Percent of total best practices met by the Commission.
	Data Collection Period: Sep 01 - Sep 30

** Upward Trend = positive result*



Report Year	2019	2020	2021	2022	2023
BEST PRACTICES					
Actual	93%	100%	94%		95%
Target	100%	100%	100%	100%	100%

How Are We Doing

This KPM examines the percentage of commission best practices met by the HECC Commission. DAS defines this as the percentage of Board members or Commissioners who agreed or strongly agreed that they and the Commission followed best practices. As in prior years, we defined these best practices with 24 rated questions and an open-ended question for additional comments.

Across all questions, 95% of responding Commissioners agreed or strongly agreed that they followed the 24 best practices identified here. This is consistent with earlier results.

The rated questions had possible answers of:

- strongly agree (5 points)
- agree (4 points)
- neutral (3 points)
- disagree (2 points)
- strongly disagree (1 point)

The mean response across all questions was 4.5 out of 5, or midway between “strongly agree” and “agree.”

The questions are:

As an Individual Commissioner:

Q1: I am able to devote the time and energy necessary to actively participate in Commission meetings.

100% agreed or strongly agreed; mean response 4.5

Q2: The amount of time expected of commissioners to prepare and participate in Commission meetings is reasonable.

80% agreed or strongly agreed; mean response 4.25

Q3: The amount of time expected of commissioners outside of Commission meetings is reasonable.

100% agreed or strongly agreed; mean response 4.5

Q4: The Commission is effectively utilizing my skills and expertise.

80% agreed or strongly agreed; mean response 4.25

Q5: I can speak candidly at Commission meetings.

100% agreed or strongly agreed; mean response 4.75

Q6: I can participate in subcommittee meetings in which I am not a subcommittee member.

100% agreed or strongly agreed; mean response 4.75

Q7: Serving on this Commission is satisfying.

100% agreed or strongly agreed; mean response 4.75

As a Commission:

Q8: The Commission as a whole has a clear understanding of its role and responsibilities.

100% agreed or strongly agreed; mean response 4.5

Q9: The Commission understands and respects the distinction between its responsibilities and those of management.

100% agreed or strongly agreed; mean response 4.5

Q10: Commissioners actively participate in discussions

100% agreed or strongly agreed; mean response 4.5

Q11: The Commission has diversity of representation (e.g., gender, ethnicity, age, vocation, etc.).

80% agreed or strongly agreed; mean response 4.0

Q12: Commissioners listen to and value each other's comments.

100% agreed or strongly agreed; mean response 4.75

Q13: The leadership of the Commission is effective.

100% agreed or strongly agreed; mean response 4.75

Q14: Public comment during the public comment section of the meeting and during action items is a valuable opportunity to gather input.

100% agreed or strongly agreed; mean response 4.5

Q15: The Commission ... Provides insight and guidance to the HECC's strategic direction.

100% agreed or strongly agreed; mean response 4.5

Q16: The Commission ... Ensures the agency's fiscal integrity by monitoring the agency's financial policies and operating performance and by submitting the agency's biennial budgets.

100% agreed or strongly agreed; mean response 4.25

Q17: The Commission ... Assesses the performance of the Executive Director on an annual basis

100% agreed or strongly agreed; mean response 4.75

Q18: The Commission ... Follows the highest standards of fiduciary duty and avoids conflict of interest in decision-making

100% agreed or strongly agreed; mean response 4.5

Q19: The Commission ... Operates in a transparent and open fashion.

100% agreed or strongly agreed; mean response 4.5

Q20: Commission meetings... Have agendas and materials that are distributed far enough in advance to give them adequate consideration.

80% agreed or strongly agreed; mean response 4.25

Q21: Commission meetings... Rely on written and presentation materials that provide the right type and amount of information and are clearly written.

100% agreed or strongly agreed; mean response 4.75

Q22: Commission meetings... Cover the right combination of information-sharing, discussion, decision-making, and board education.

100% agreed or strongly agreed; mean response 4.5

Q23: Commission meetings... Allow enough time for the exchange of ideas and thoughtful deliberation.

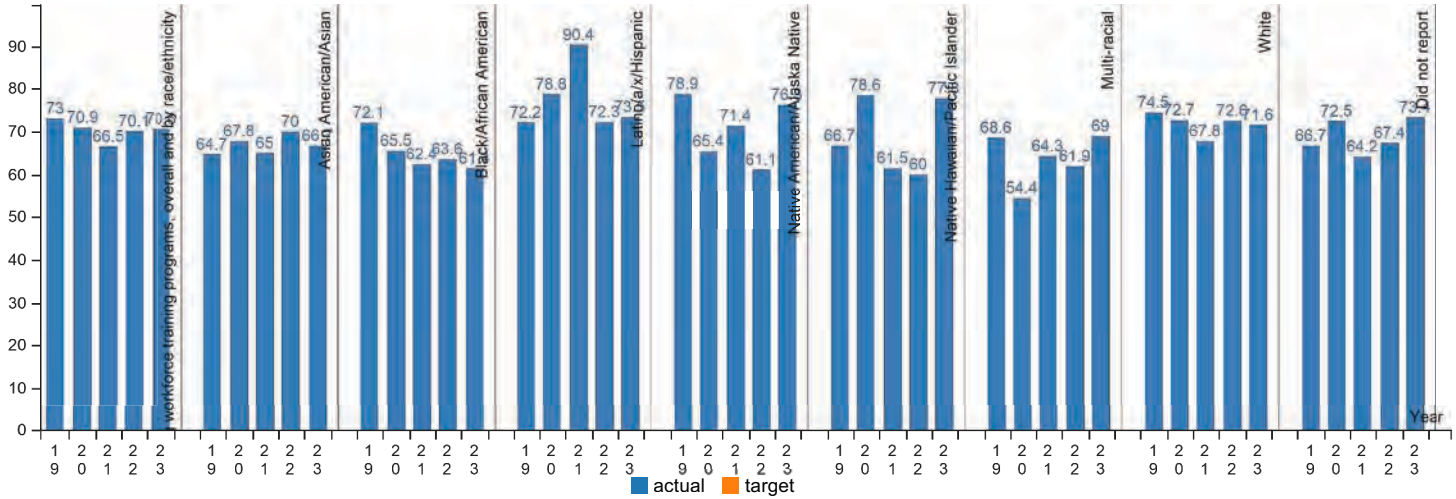
80% agreed or strongly agreed; mean response 4.5

Q24: Commission meetings... Strike the right balance between long-range, strategic matters and routine matters of oversight.

80% agreed or strongly agreed; mean response 4.5

Factors Affecting Results

KPM #17	Employment Rate - Employment rate of participants completing workforce training programs, overall and by race/ethnicity
	Data Collection Period: Jul 01 - Jun 30



Report Year	2019	2020	2021	2022	2023
EMPLOYMENT RATE – Employment rate of participants completing workforce training programs, overall and by race/ethnicity					
Actual	73%	70.900%	66.500%	70.100%	70.600%
Target					
Asian American/Asian					
Actual	64.700%	67.800%	65%	70%	66.700%
Target					
Black/African American					
Actual	72.100%	65.500%	62.400%	63.600%	61.400%
Target					
Latino/a/x/Hispanic					
Actual	72.200%	78.800%	90.400%	72.300%	73.500%
Target					
Native American/Alaska Native					
Actual	78.900%	65.400%	71.400%	61.100%	76.300%
Target					
Native Hawaiian/Pacific Islander					
Actual	66.700%	78.600%	61.500%	60%	77.800%
Target					
Multi-racial					
Actual	68.600%	54.400%	64.300%	61.900%	69%

Report Year	2019	2020	2021	2022	2023
Target					
White					
Actual	74.500%	72.700%	67.800%	72.600%	71.600%
Target					
Did not report					
Actual	66.700%	72.500%	64.200%	67.400%	73.400%
Target					

How Are We Doing

Factors Affecting Results

Other Comments:

Limitations of this definition/data limitations are:

- A wage match was possible if:

a. A valid social security number was available for the workforce training recipient; AND
b. A wage record for the social security number was found in the Unemployment Insurance database of the Oregon Employment Department. Wage data are not available for graduates who are working in other states or countries, who are self-employed, employed by the federal government or unemployed.

Given these limitations, results suggest:

Trainees are benefitting from a recovering economy after high unemployment during COVID.

Improvements to this measure would come from:

Additional efforts to gather SSNs from alternative databases.

Audit Response Report

AUDIT RESPONSE REPORT

The following information is provided on the status of implementation of action plans in response to Secretary of State Audits Division audit findings and recommendations for reports issued since February 2022. In addition, the Audits Division is currently performing audit work for their annual audit of the State of Oregon's financial statements with the objective/scope 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 being performed at the agency for the year ending June 30, 2024, will, in part, allow the auditor to achieve this objective.

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
FY21 Statewide Single Audit Report 2022-18 **Schedule of Prior Year Findings**	July 2022	Finding 2019-006: Improve Year-End Closing Process. Recommendation: Management develop and implement procedures to prevent, detect, and correct errors in the year-end accrual processes.	HECC has hired a new lead accountant with significant SARS and SFMA knowledge and experience. Since her hire, HECC has begun to perform monthly reviews of all transactions so that we may detect and correct errors as they occur. This biennium, all prior months have been reviewed prior to accounting month close and issues that have been detected have been researched, corrected, and documented. The Lead Accountant has also created a desk manual that is substantially complete and is guiding the work of all HECC accountants. HECC will continue to update the manual as new policies and procedures are approved and implemented. As of January 30, 2020, all actions have been completed. Update: The desk manual is substantially complete and is guiding the work of all HECC accountants. HECC will continue to update the manual as new policies and procedures are approved and implemented. Anticipated completion date: June 30, 2021.	Corrective Action Taken

AUDIT RESPONSE REPORT

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
FY22 Statewide Single Audit Report 2023-21	July 2023	Finding 2022-060: Strengthen controls to ensure expenditures are not obligated beyond the period of performance. Recommendation: Management review and revise controls to ensure expenditures are only obligated during the period of performance federally mandated dates.	Management agrees with this recommendation. The three errors pertaining to those expenditures that were outside the period of performance, were due to a change in personnel and trying to balance out the 2018 grant, after the fact. The HECC have addressed these issues by ensuring that all new accountants are fully trained in a timely manner. Also, HECC has implemented training for all current accounting staff in identifying what is an allowable cost within the period of performance. This training also included a review of proper close-out procedures for all grants.	Anticipated Completion Date: June 30, 2023

AUDIT RESPONSE REPORT

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
FY22 Statewide Single Audit Report 2023-21	July 2023	Finding 2022-061: FFATA reports were not prepared or submitted. Recommendation: Management implement controls to timely prepare and submit the monthly FFATA reports as required by federal regulations. The department should also work with the federal awarding agency to determine what actions it should take for older reports not submitted.	Management agrees with this recommendation. According to the findings, the HECC didn't submit any subaward information to the FSRS during fiscal year 2022. Furthermore, the agency had not submitted any subaward information to FSRS since 2017. The HECC acknowledges these findings are correct. Due to these findings, HECC has implemented procedures to ensure timely entry into the FFATA Subaward Reporting System (FSRS) of all awards that equal or exceed $30,000. In addition, HECC has granted FSRS access to several high-level accountants to ensure that there is always staff on hand to make these entries. The procedures include a checkbox on the cover page of every agreement that delineates when a FSRS entry is required.	Anticipated Completion Date: May 31, 2023

AUDIT RESPONSE REPORT

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
FY22 Statewide Single Audit Report 2023-21	July 2023	Finding 2022-062: Improve controls over payroll. Recommendation: Management ensure timesheets are timely reviewed and positions descriptions are completed and retained.	Management agrees with this recommendation. To improve controls over payroll, the HECC and the State of Oregon switched its payroll system from the old Legacy Oregon State Payroll Application (OSPA – Epay) to the new Workday Payroll as of December 1, 2022. The HECC has since created reminder emails to all Management Staff to submit their respective employees' timesheets in a timely manner. In addition, the new Workday Payroll does not have a feature that automatically locks an employee's timesheet and auto-approves a timesheet. Each Manager must now manually approve a timesheet for any employee that enters specific time codes for particular grants or use of funds. To address the finding regarding unsigned position descriptions (PDs), the HECC has since ensured that all of the identified PDs have been signed. HECC's Human Resources Unit (HR) has created a new process going forward requiring all managers to sign the PD at the time of the offer letter and HECC HR to collect the signature from the employee on their first day when HR meets with them. HECC HR (continued on next page)	Anticipated Completion Date: August 31, 2023

			also has reviewed all of its existing employees' position description in this process to ensure all positions descriptions are signed.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
FY23 Statewide Single Audit Report 2024-14 **Schedule of Prior Year Findings**	April 2024	Finding 2022-060: Strengthen controls to ensure expenditures are not obligated beyond the period of performance. Recommendation: Management review and revise controls to ensure expenditures are only obligated during the period of performance federally mandated dates.	Management agrees with this recommendation. The three errors pertaining to those expenditures that were outside the period of performance, were due to a change in personnel and trying to balance out the 2018 grant, after the fact. The HECC have addressed these issues by ensuring that all new accountants are fully trained in a timely manner. Also, HECC has implemented training for all current accounting staff in identifying what is an allowable cost within the period of performance. This training also included a review of proper close-out procedures for all grants.	Corrective Action Taken

AUDIT RESPONSE REPORT

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
FY23 Statewide Single Audit Report 2024-14 **Schedule of Prior Year Findings**	April 2024	Finding 2022-061: FFATA reports were not prepared or submitted. Recommendation: Management implement controls to timely prepare and submit the monthly FFATA reports as required by federal regulations. The department should also work with the federal awarding agency to determine what actions it should take for older reports not submitted.	The HECC has implemented procedures to ensure timely entry into the FFATA Subaward Reporting System (FSRS) of all awards that equal or exceed $30,000. HECC completed these procedures as of May 2023, but hadn't started the new process of submitting subaward to FSRS until February 2024. Because the HECC didn't get its FFATA submitted until February 2024, they need to change our "completed action" to "partial corrective action" for this finding. There were no reports to submit, nevertheless, the HECC had documented zero subawards. The HECC going forward, has in its procedures to record in an activity log to document in the event when there are zero subawards to submit to FSRS.	Partial Corrective Action Taken

AUDIT RESPONSE REPORT

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
FY23 Statewide Single Audit Report 2024-14 **Schedule of Prior Year Findings**	April 2024	Finding 2022-062: Improve controls over payroll. Recommendation: Management ensure timesheets are timely reviewed and positions descriptions are completed and retained.	The HECC didn't anticipate the new Workday Payroll System has features that allowed automatic authorization. There were two HECC employees' timesheets that had mass authorization from January 2023-June 2023. Therefore, need to change its "completed action" to partial corrective action' for unapproved payroll timesheets. HECC acknowledges this and will be working with Management staff to ensure timesheets are reviewed and approved by management staff and not let it process by the workday payroll system automatically.	Partial Corrective Action Taken

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 1: To increase community college accountability and student and college success, we recommend the Governor's Office and the Legislature: Help HECC and the colleges make the improvements noted below. Provide clear support, statutory language when needed, and necessary staff and funding at HECC and the colleges to help drive system improvement.	HECC Management Agrees. Unusually for Oregon state agencies, HECC is restricted to exercising only the powers, duties, and functions that have explicitly been granted to it by law. HECC's authorities may be found throughout ORS 350.075, the final section of which reads: *(8) (a) The Higher Education Coordinating Commission may exercise only powers, duties and functions expressly granted by the Legislative Assembly. Except as otherwise expressly provided by law, all other authorities reside at the institutional level with the respective boards of the post-secondary institutions.* *(b) The commission has implied and direct authority to implement the powers, duties and functions expressly granted to the commission by the Legislative Assembly.* *(c) Notwithstanding paragraph (b) of this subsection, the commission may not exercise any authority, express or implied, statutorily provided to a governing board of a public university listed in ORS 352.002 or a community college operated under ORS chapter 341.* (continued on next page)	Ongoing

			This statute has been interpreted by both the Oregon Department of Justice and Oregon's seventeen community colleges to limit our agency's primary role to that of a coordinating commission. As such, no matter how much the HECC supports the Secretary of State's recommendations to improve community college outcomes and sustainability, implementing the recommendations is at present a shared responsibility of the HECC, local community college boards, community college staff, accrediting institutions, and the Oregon Student Success Center. In addition, the HECC possesses neither the dedicated staff nor the financial resources to implement the recommendations alone. To implement the more robust system of supports recommended in this audit would likely require expanding the HECC's authority, either by adding to its enumerated authorities, amending or repealing the limiting language in ORS 350.075 (8), or both. Additionally, implementing this more robust system would likely require expanding HECC's capacity. As the audit notes, for example, the State of Washington's governing board for community colleges employs 239 staff, whereas Oregon employs just 20 staff focused (continued on next page)	

			on community college programs. Washington has five policy research analysts and a 13-member data services team, whereas Oregon has approximately 1.25 FTE dedicated to community college data and reporting.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 2a: To increase student success, student support and college sustainability, we recommend HECC work with state leaders and stakeholders to substantially upgrade the community college system's transparency and use of data for improvement: Publish student success metrics by college and statewide in an easily analyzable form, such as downloadable spreadsheets or online dashboards. Starting with metrics currently collected, include completion and transfer rates and rates for early student progress indicators. Report results by race/ethnicity and other available demographics.	HECC management agrees with this recommendation. We note that HECC already provides much of this information through its annual Statewide Higher Education Snapshot reports. Raw data is also available in an online, searchable format through the HECC Datamart if researchers wish to explore different research questions. In 2023, HECC will explore the potential for reporting additional early indicators of student success. We will also post the data online in spreadsheet form.	Recommendation Implemented

AUDIT RESPONSE REPORT

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 2b: To increase student success, student support and college sustainability, we recommend HECC work with state leaders and stakeholders to substantially upgrade the community college system's transparency and use of data for improvement: Work with the colleges to establish agreed-upon core student success metrics, both early indicators and outcomes, and a consistent method for calculating them. Use them to report to the public and Legislature on college and statewide performance, identify successful programs, and evaluate strategic initiatives, including initiatives led by the Oregon Student Success Center.	HECC management partially agrees with this recommendation. With respect to outcomes metrics, the HECC already publishes and provides to the colleges agreed-upon measures. These both include and build on measures of the Voluntary Framework of Accountability (VFA) that the colleges and HECC to use starting in 2015. As a result of that collaboration, HECC compiles and submits VFA data on the colleges' behalf. While the VFA website publishes those results already, the HECC could likewise publish college-by-college reports that would perhaps provide a more useful illustration of the data for the Oregon public and decision-makers. With respect to early indicator metrics, HECC regularly reports retention rates based on the VFA cohort, and VFA reports early indicators for each college. HECC agrees that additional reporting on additional early indicators could be useful for colleges and the State. (continued on next page)	Recommendation Implemented

			While the HECC could evaluate Oregon Student Success Center (OSSC) initiatives, we lack the authority to compel OSSC to provide HECC its data or respond to HECC findings. OSSC itself evaluates programmatic outcomes at colleges; it would be important to distinguish HECC's evaluation of OSSC efforts from OSSC's own evaluations of the institutions.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 2c: To increase student success, student support and college sustainability, we recommend HECC work with state leaders and stakeholders to substantially upgrade the community college system's transparency and use of data for improvement: Benchmark statewide outcomes and early indicators against national results on HECC's website and in reports to the Legislature. Develop Key Performance Measures for early indicators.	HECC management partially agrees with this recommendation. We agree that early indicators of student success are useful, and we report retention rates for credential-seeking students annually. We also agree that expanded benchmarking and reporting on early indicators of student success would provide colleges with information they could use to support student success further. HECC Management disagrees with the recommendation to incorporate these measures into the agency's legislatively adopted Key Performance Measures (KPMs). HECC already has 45% more KPMs than the Oregon Department of Education (ODE), a much larger organization running more (continued on next page)	Recommendation Implemented

			statewide programs. Moreover, early and intermediate indicators are less appropriate for KPMs than measures of completion. We also note there is no nationally accepted standard for early indicators of student success in community colleges. The Legislative Fiscal Office and the Budget and Management Division of the Department of Administrative Services recommend KPMs be few in number, identify performance targets to be achieved during a two-year budget cycle, address comparable information, and use standard terminology and definitions.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines **Report 2022-35**	December 2022	Recommendation 2d: To increase student success, student support and college sustainability, we recommend HECC work with state leaders and stakeholders to substantially upgrade the community college system's transparency and use of data for improvement: Consolidate statewide data collection. Reduce duplicative requests and collection of unused data. Clarify data definitions. Assist the Legislature with matching data requests to existing data (continued on next page)	HECC management partially agrees with this recommendation. While we understand community colleges have limited staff and they often feel like they receive duplicative requests, we believe this is largely from requests originating from multiple sources outside of HECC, such as the Oregon Student Success Center, accreditation agencies, and other researchers. We have no control over other organizations and cannot impact or consolidate requests they choose to (continued on next page)	Recommendation Implemented

		whenever possible. Align efforts with college accreditation requirements.	make. HECC can commit to streamlining our data collection requests and already limit the data we collect by performing periodic data maintenance. Without additional staff, however, current reporting will need to be paused to complete this work. Though not the main source of data submissions for the colleges, we do expect to begin significant work on data definitions as we begin to implement HECC's new IT Modernization Project. We will solicit input from the colleges on these definitions as we determine what data we need to continue to collect from community colleges related to financial aid and the Eligible Training Provider List. And, we will continue to make the Legislature, as well as other partners, aware of available data whenever we have the opportunity to do so.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 2e: To increase student success, student support and college sustainability, we recommend HECC work with state leaders and stakeholders to substantially upgrade the community college system's transparency and use of data for improvement: (continued on next page)	HECC management agrees. HECC has submitted a 2023-25 Policy Option Package entitled Comprehensive Data and Reporting to build research and data capacity for the HECC. This package was scoped to provide state-level staff to perform ongoing reporting needs. (continued on next page)	Recommendation Implemented

		Analyze staffing needs at HECC and community colleges and request staff needed to support in-depth research, analysis, and public reporting.	The investment is not dedicated to community colleges, but would have a positive impact on measuring affordability, equity goals, and increasing access to interactive data. While we support the recommendation for the Legislature to make additional investment in the staffing levels at community colleges, HECC does not have the authority to dedicate where additional investment should or will be spent. HECC allocates state funding to the community colleges, but colleges have the sole authority to determine the number and types of staff they employ with those funds.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 3: If performance-based funding is adopted, develop a detailed plan to maximize and track systemic benefits and minimize and track potential negative results. If performance funding is not pursued, substantially increase strategic funds to improve student success and equity and publicly track results of those efforts.	HECC management partially agrees. If the HECC decides to include outcome (or performance) metrics within its formula for allocating state funding to community colleges, it will make every effort to maximize benefits and minimize negative results. We will track the results and report to the Commission on both intended and unintended consequences of the decision. If there are any unintended consequences, we will bring those back to the Commission for discussion (continued on next page)	Recommendation Implemented

			and potential corrective action. We do not anticipate increasing the size of the strategic fund without consultation with the colleges. Allocating a larger share of the Community College Support Fund to the strategic fund would not increase overall funding; instead, it could have a hydraulic effect by reducing funding for basic operational needs, thus potentially affecting sustainability goals for both the system and for individual colleges alike.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines **Report 2022-35**	December 2022	Recommendation 4: Evaluate the sufficiency and effectiveness of statewide and college-specific student support programs and academic advising. Include metrics such as funding, academic advisor caseloads, students served by program, estimates of eligible students not served, and individual program impacts on student success. Report results biennially to the Legislature and public, identifying programs that work, service gaps, and sustainable options for closing them. Pursue legislative support or statutory language as needed. Align efforts with college accreditation requirements.	HECC management partially agrees with this recommendation. HECC does not currently possess information about community college staffing decisions or models, the authority to evaluate wraparound support services for programs that we do not fund directly, or data on student support services. These responsibilities fall to the boards and staff of locally governed community colleges. However, HECC does provide a limited amount of direct funding and have proposed several Policy Option Packages that support these types of services and commits to evaluating how well these student support programs achieve their stated goals.	Recommendation Partially Implemented

AUDIT RESPONSE REPORT

Audit Report	Date Issued	Finding/Recommendation	Agency Response/Corrective Actions	Status
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 5: Continue working with the Governor and Legislature to improve Oregon's financial aid efforts, including addressing inequitable distribution and gaps for part-time and older students.	HECC management agrees. HECC will continue to promote financial aid solutions that benefit students with the highest need. We will build on the positive changes we made to the Oregon Opportunity Grant last biennium and continue to advocate for permanent solutions that make education and training more affordable. Our Commission's two highest priorities when we submitted the HECC's Agency Request Budget were Policy Option Package 101, Oregon Tribal School Grant, and Policy Option Package 102, Oregon Opportunity Grant/Oregon Promise Grant Expansion Package. POP 101 seeks to continue a program that was established in 2022 that pays all college-related expenses—including tuition, housing, books, and other costs not covered by other grants—for eligible students who are enrolled members of Oregon's nine federally recognized tribes. This program will correct disparities caused by systemic barriers to access postsecondary education for Oregon's tribal students. POP 102 increases state financial aid Support to Oregon Opportunity Grant (continued on next page)	Recommendation Implemented

			and Oregon Promise students, provides tiered awards based on level of need, and removes barriers to nontraditional learners. This request would make significant gains in closing the affordability gap for most Oregonian and tiered awards would differentiate according to need for state assistance.	
Audit Report	**Date Issued**	**Finding/Recommendation**	**Agency Response/Corrective Actions**	**Status**
Oregon Must Improve Community College Performance, Student Support, and Sustainability Amid Persistent Enrollment Declines Report 2022-35	December 2022	Recommendation 6: Biennially analyze and report to the public and Legislature on community college sustainability systemwide and by college — including financial status, expense and tuition growth, enrollment trends and forecasts, and the status of shared services and other steps colleges are taking to improve sustainability. Identify best practices and funding needed to reach state goals. Pursue legislative support or statutory language as needed. Align efforts with college accreditation requirements.	HECC management partially agrees. Every two years, HECC's staff spends a large part of its Ways and Means presentation reporting trends in student tuition and fees, level of state investment, costs borne by students and their families, trends in operating costs, and describing various policies that could help to bridge the affordability gap. In addition, we make recommendations on the level of operating support funds required to maintain the current level of service at community colleges. We do not specifically address the fiscal health or financial sustainability of individual community colleges because under current law that is primarily the responsibility of the local boards. We provide this information for public universities, but only as a result of a budget note that directed us to report the information to the Legislature. (continued on next page)	Partially Implemented

			If the Legislature determines that HECC should undertake college-specific financial reporting and analysis, we would welcome this additional responsibility.	

Affirmative Action Report

AFFIRMATIVE ACTION PLAN (AAP) REPORT

Oregon Revised Statute 659A.012 – 659-015 requires agencies to carry out policy against discrimination in employment and agencies must budget resources to support agency affirmative action goals. As stated in our current plan, the HECC is committed to providing equal access to programs and services and fair and equal opportunities for employment. In administering its program, board and commission members and staff will not discriminate against any person who is a current or potential user of its services based on race, color, ancestry, gender, national origin, age, family or marital status, sexual orientation, political or religious affiliation, veteran status, physical or mental disability. Our agency statement below applies to all HECC staff and all matters relating to hiring, firing, promotion, benefits, compensation, and other terms and conditions of employment. The HECC strives to achieve equal employment opportunity and affirmative action objectives through the recruitment, employment, and advancement of a diverse workforce, including women, people of color, underrepresented, and the disabled. The agency's Succession Plan, DEIA Action Plan, Strategic Plan, and Wellness Plan are coordinated to support equity and the mission. The AAP report includes:

- An evaluation of all management personnel, and their effectiveness in achieving affirmative action objectives as a key consideration of their performance.
- Affirmative action objectives and agency performance of the current biennium and those for the following biennium.
- Information concerning its awards of construction, service and personal service contracts awarded to minority businesses.

Throughout our agency, we hold high expectations to contribute to the access, growth, and success of all individuals and those we are privileged to work alongside and serve. We seek out best practices in the support of equal opportunity employment and solicit the engagement of underutilized and historically underrepresented individuals and communities. Our goal for Diversity, Equity, Inclusion, and Accessibility is to operationalize it in our collective work together. These are not merely concepts visited periodically; it is forethought, not an afterthought. We have created tools and have set expectations on how to incorporate our equity considerations in our collective work. In addition, we are a learning organization that recognizes the importance of encouraging and supporting employees in learning related to their position, development, and state opportunities. We continually seek out learning opportunities to promote growth, development, knowledge, as well as employee engagement and health, safety, and wellness.

The current 23-25 HECC Affirmative Action (AA) and Equitable Workforce Agency Plan is posted on our website at: https://www.oregon.gov/highered/ -2023-2025 Affirmative Action and Equitable Workforce Plan PDF. The 2025-2027 draft AAP is due to the DAS Office of Cultural Change (OCC) on August 30, 2024. The DAS OCC reviews all executive branch state agencies draft plans from September 1st through October 31st, 2024, and provides feedback and comments. Agencies update the draft plan and submit the final 2025-2027 AAP in November 2024. The Governor's Recommended Budget is released on December 1, 2024. The final 25-27 approved plan will be posted to the agency's website and will be implemented by the agency for the biennium.

SUPERVISORY SPAN OF CONTROL REPORT

The Span of Control Report for 25-27 will be reported to Joint COmmittee on Ways and Means as required by ORS 291.227

In accordance with the requirements of ORS 291.227, Higher Education Coordinating Commission presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2023-2025 biennium.

Supervisory Ratio for the last quarter of 2021-2023 biennium

The agency Span of Control reported through DAS as of 03-15-2023 @ 12:00 pm reports the current ratio as 1:10.
The current agency max supervisory ratio is 1:7.

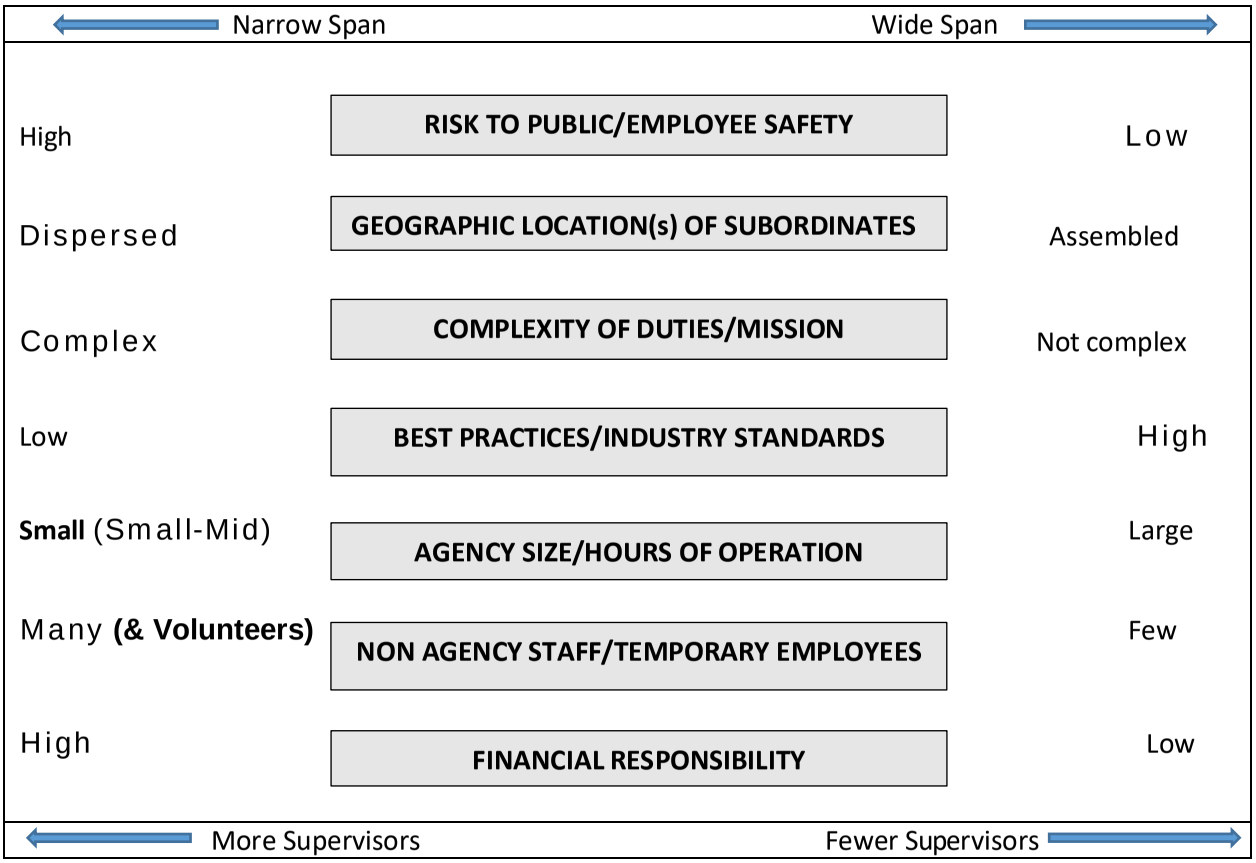
When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and b

The Agency actual supervisory ratio is calculated using the following calculation;

20	=	19	+	1	-	1
(Total supervisors)		(Employee in a supervisory role)		(Vacancies that if filled would perform a supervisory role)		(Agency head)
191	=	152	+	39		
(Total non-supervisors)		(Employee in a non-supervisory role)		(Vacancies that if filled would perform a non- supervisory role)		

The agency has a current actual supervisory ratio of-

1:10 (1:9.55)	=	191	/	20
(Actual span of control)		(Total non - Supervisors)		(Total Supervisors)



Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? NO – Not applicable

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

(Per Span of Control, DAS Policy 30.000.20: (Safety of the public or of state employees - If the work of the agency presents a high risk to the safety of the public or of state employees the span of control may narrow and may require more supervisors. Conversely a low risk to the safety of the public or of state employees may widen the span of control and may require fewer supervisors.)

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? YES

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

(Per Span of Control, DAS Policy 30.000.20: Geographical location of the agency's employees - A dispersed work force may narrow the span of control and may require more supervisors, while a geographically close workforce may widen the span of control and may require fewer supervisors.)

The HECC has two office locations, one in Salem and an office space in Portland. Also, the majority of staff work remote hybrid schedules from various locations on average of 3-4 days a week.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? YES

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

(Per Span of Control, DAS Policy 30.000.20: Complexity of the agency's duties - If the nature of the work is complex, the span of control may narrow and may require more supervisors. A less complex nature of work may widen the span of control and may require fewer supervisors.)

The HECC is responsible for a large and diverse set of post-secondary education and workforce activities in Oregon. The HECC is the primary state entity responsible for ensuring pathways to postsecondary education and workforce success for Oregonians statewide, and serves as a convener of the groups, partners, and institutions working across the public and private higher education arena.

The agency is comprised of eight (8) distinct offices led by Executive Director Ben Cannon and an executive team. The general management structure of each office is a Director and Deputy model, where the eight (8) offices have an Office Director and Office Deputy. To support the agency and staff needs in our eight (8) offices with staff majority working remotely as Hybrid staff, we need at least 20 supervisory managers. Since at least 2016, the base need was 17 supervisors for the agency. However, since this time permanent programs were added, such as DEI and additional workforce investment programs, the current base supervisor count is at least 20.

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? YES

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

(Per Span of Control, DAS Policy 30.000.20: Industry best practices and standards - An agency that can demonstrate there are industry best practices and standards that support a greater or lesser span of control may consider those industry best practices and standards when developing their maximum supervisory ratio.

Employees with repetitive job duties function well under a wide span of control. Employees with job duties that require high skill levels and complex functions are more suitable in a narrow span of control. Many of the HECC positions fall into the latter category with highly complex and sensitive education and workforce policy leadership roles. These positions are organized within the eight (8) offices of the agency with staff with the majority working remote hybrid schedules.

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio?

YES

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

(Per Span of Control, DAS Policy 30.000.20: A large agency or an agency with greater hours of operation may require a wider span of control and may require fewer supervisors while a smaller agency or an agency with fewer hours of operation may have a narrower the span of control and may require more supervisors)

Large agencies with many broad programs and multiple layers of supervisors, along with staff with repetitive job duties function well under a wide span of control. Smaller agencies with multiple small units, along with employees with job duties that require high skill levels and complex functions are more suitable in a narrow span of control. The HECC is a small-medium sized agency and many of the HECC positions fall into the latter category with highly complex and sensitive education and workforce policy leadership roles. These positions are organized within the eight (8) offices of the agency with staff with the majority working remotely and hybrid schedules.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio?

YES

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

(Per Span of Control, DAS Policy 30.000.20: (A) An agency with unique personnel needs including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees may consider those unique personnel needs when establishing the agency maximum supervisory ratio. (B) An agency with a greater number of unique personnel needs may require a narrower span of control with more supervisors while an agency with fewer unique personnel needs may have a wider the span of control and require fewer supervisors.)

Our agency supports over 100 multiple board and commission positions. Support is required for the board/commission positions and their meetings, including sub-committees and work groups. These are diverse policy making boards and commissions that require both high level policy analyst and program support, supervisor leadership and support, as well as office support.

Our current agency position count of 212 includes over 32 limited duration and temporary staff, we need to keep our base ratio at 1:7 to allow for fluctuations in the LD and temp positions and reductions. The 23-25 CSL agency position count is 157 (148.94 FTE) and the 23-25 GRB agency position count is 171 (163.33).

The agency supervisor count was initially 17 in 2016 to support the multiple small offices and teams to covering the core functions and programs. However, since this time permanent programs were added, such as DEI and additional workforce investment programs, the current base supervisor count is at least 20.

The current agency base supervisor count to support the 8 main offices will remain as 21 (20 not counting the agency head), **5+4+3+8+1=21**. We have **5** supervisors in the Executive Director's office (including the agency head and agency Deputy Director); **4** supervisors in the Office of Operations; **3** supervisors in the Office of Workforce Investments; **8** supervisors from 2 supervisors (one office director and one deputy) in four of our program offices – R&D, OSAC, CCWD, and APA; and **1** supervisor in the Post-secondary Finance & Capital.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? YES

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

(Per Span of Control, DAS Policy 30.000.20: Financial scope and responsibility of the agency - An agency with a high financial scope and responsibility may require a narrower span of control and more supervisors while an agency with a lower financial scope and responsibility may require a wider span of control and fewer supervisors.)

The HECC is a small-mid sized agency with a large budget with a wide range of diverse programs and complex and sensitive education and workforce policy leadership roles, along with full-scope agency-wide support positions including IT, Budget, Procurement, Accounting, Payroll, HR, Communications, DEI, Legislative, Audit, and R&D. The agency consists of multiple small units with many staff requiring high skill levels and complex function, including diverse grant and contract administration, which are more suitable in a narrow span of control.

HECC Budget Description	2021-23 LAB	2023-25 CSL	2023-25 GRB
Includes all special payments, personal services, services and supplies, and debt service funds for all HECC programs.	**$3.92 Billion Total** $2.66B GF $139.8M LF $967.1M OF $155.6M FF	**$3.32 Billion Total** $2.74B GF $125.9M LF $297.0M OF $160.3M FF	**$3.76 Billion Total** $2.49B GF $486.2M LF $628.3M OF $160.3M FF
		Change from LAB and CSL	***-4.4% from LAB*** ***+13.2% from CSL***

Based upon the described factors above the agency proposes to continue a Maximum Supervisory Ratio of 1:7.

Unions Requiring Notification SEIU (Special Agencies Coalition)

Date union notified: March 23, 2023

Submitted to Union by: Susie Hosie _____ **Date:** 3/23/2023

Susie Hosie, HECC HR Director

Signature Line _____ **Date** _____

Ben Cannon, HECC Executive Director

Signature Line Ramona Rodamaker _____ **Date** 23 March 2023

Ramona Rodamaker, HECC Executive Deputy Director

Signature Line _____ **Date** _____

Tom Riel, HECC Operations Director

BSU003A

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
002-00-00-00000	Degree Authorization/Private Career Schools	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	021	0	Phase-in	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	031	0	Standard Inflation	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	040	0	Mandated Caseload	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	050	0	Fundshifts	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	060	0	Technical Adjustments	Essential Packages
002-00-00-00000	Degree Authorization/Private Career Schools	070	0	Revenue Shortfalls	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	081	0	May 2024 Emergency Board	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	101	0	Modernization Project	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	102	0	Early Learning Professional Grants Funding	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	103	0	Oregon Teacher Scholars Program	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	105	0	Oregon Opportunity Grant Funding	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	106	0	Educator Administrator Scholarships Program	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	107	0	Public University Capital Projects	Policy Packages
002-00-00-00000	Degree Authorization/Private Career Schools	108	0	Community College Capital Projects	Policy Packages
041-00-00-00000	OSAC Office Operations	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
041-00-00-00000	OSAC Office Operations	021	0	Phase-in	Essential Packages
041-00-00-00000	OSAC Office Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages

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041-00-00-00000	OSAC Office Operations	050	0	Fundshifts	Essential Packages
041-00-00-00000	OSAC Office Operations	060	0	Technical Adjustments	Essential Packages
041-00-00-00000	OSAC Office Operations	070	0	Revenue Shortfalls	Policy Packages
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041-00-00-00000	OSAC Office Operations	107	0	Public University Capital Projects	Policy Packages
041-00-00-00000	OSAC Office Operations	108	0	Community College Capital Projects	Policy Packages
042-00-00-00000	OSAC Other Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
042-00-00-00000	OSAC Other Programs	021	0	Phase-in	Essential Packages
042-00-00-00000	OSAC Other Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
042-00-00-00000	OSAC Other Programs	031	0	Standard Inflation	Essential Packages
042-00-00-00000	OSAC Other Programs	032	0	Above Standard Inflation	Essential Packages
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042-00-00-00000	OSAC Other Programs	050	0	Fundshifts	Essential Packages
042-00-00-00000	OSAC Other Programs	060	0	Technical Adjustments	Essential Packages
042-00-00-00000	OSAC Other Programs	070	0	Revenue Shortfalls	Policy Packages
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042-00-00-00000	OSAC Other Programs	106	0	Educator Administrator Scholarships Program	Policy Packages
042-00-00-00000	OSAC Other Programs	107	0	Public University Capital Projects	Policy Packages
042-00-00-00000	OSAC Other Programs	108	0	Community College Capital Projects	Policy Packages
101-00-00-00000	HECC Operations	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
101-00-00-00000	HECC Operations	021	0	Phase-in	Essential Packages
101-00-00-00000	HECC Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages
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101-00-00-00000	HECC Operations	033	0	Exceptional Inflation	Essential Packages
101-00-00-00000	HECC Operations	040	0	Mandated Caseload	Essential Packages
101-00-00-00000	HECC Operations	050	0	Fundshifts	Essential Packages
101-00-00-00000	HECC Operations	060	0	Technical Adjustments	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
101-00-00-00000	HECC Operations	070	0	Revenue Shortfalls	Policy Packages
101-00-00-00000	HECC Operations	081	0	May 2024 Emergency Board	Policy Packages
101-00-00-00000	HECC Operations	101	0	Modernization Project	Policy Packages
101-00-00-00000	HECC Operations	102	0	Early Learning Professional Grants Funding	Policy Packages
101-00-00-00000	HECC Operations	103	0	Oregon Teacher Scholars Program	Policy Packages
101-00-00-00000	HECC Operations	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
101-00-00-00000	HECC Operations	105	0	Oregon Opportunity Grant Funding	Policy Packages
101-00-00-00000	HECC Operations	106	0	Educator Administrator Scholarships Program	Policy Packages
101-00-00-00000	HECC Operations	107	0	Public University Capital Projects	Policy Packages
101-00-00-00000	HECC Operations	108	0	Community College Capital Projects	Policy Packages
102-00-00-00000	Support to Community Colleges	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
102-00-00-00000	Support to Community Colleges	021	0	Phase-in	Essential Packages
102-00-00-00000	Support to Community Colleges	022	0	Phase-out Pgm & One-time Costs	Essential Packages
102-00-00-00000	Support to Community Colleges	031	0	Standard Inflation	Essential Packages
102-00-00-00000	Support to Community Colleges	032	0	Above Standard Inflation	Essential Packages
102-00-00-00000	Support to Community Colleges	033	0	Exceptional Inflation	Essential Packages
102-00-00-00000	Support to Community Colleges	040	0	Mandated Caseload	Essential Packages
102-00-00-00000	Support to Community Colleges	050	0	Fundshifts	Essential Packages
102-00-00-00000	Support to Community Colleges	060	0	Technical Adjustments	Essential Packages
102-00-00-00000	Support to Community Colleges	070	0	Revenue Shortfalls	Policy Packages
102-00-00-00000	Support to Community Colleges	081	0	May 2024 Emergency Board	Policy Packages
102-00-00-00000	Support to Community Colleges	101	0	Modernization Project	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
102-00-00-00000	Support to Community Colleges	102	0	Early Learning Professional Grants Funding	Policy Packages
102-00-00-00000	Support to Community Colleges	103	0	Oregon Teacher Scholars Program	Policy Packages
102-00-00-00000	Support to Community Colleges	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
102-00-00-00000	Support to Community Colleges	105	0	Oregon Opportunity Grant Funding	Policy Packages
102-00-00-00000	Support to Community Colleges	106	0	Educator Administrator Scholarships Program	Policy Packages
102-00-00-00000	Support to Community Colleges	107	0	Public University Capital Projects	Policy Packages
102-00-00-00000	Support to Community Colleges	108	0	Community College Capital Projects	Policy Packages
103-00-00-00000	Public University Ops & Student Support	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
103-00-00-00000	Public University Ops & Student Support	021	0	Phase-in	Essential Packages
103-00-00-00000	Public University Ops & Student Support	022	0	Phase-out Pgm & One-time Costs	Essential Packages
103-00-00-00000	Public University Ops & Student Support	031	0	Standard Inflation	Essential Packages
103-00-00-00000	Public University Ops & Student Support	032	0	Above Standard Inflation	Essential Packages
103-00-00-00000	Public University Ops & Student Support	033	0	Exceptional Inflation	Essential Packages
103-00-00-00000	Public University Ops & Student Support	040	0	Mandated Caseload	Essential Packages
103-00-00-00000	Public University Ops & Student Support	050	0	Fundshifts	Essential Packages
103-00-00-00000	Public University Ops & Student Support	060	0	Technical Adjustments	Essential Packages
103-00-00-00000	Public University Ops & Student Support	070	0	Revenue Shortfalls	Policy Packages
103-00-00-00000	Public University Ops & Student Support	081	0	May 2024 Emergency Board	Policy Packages
103-00-00-00000	Public University Ops & Student Support	101	0	Modernization Project	Policy Packages
103-00-00-00000	Public University Ops & Student Support	102	0	Early Learning Professional Grants Funding	Policy Packages
103-00-00-00000	Public University Ops & Student Support	103	0	Oregon Teacher Scholars Program	Policy Packages
103-00-00-00000	Public University Ops & Student Support	104	0	Future Ready Oregon ARPA Continuation	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
103-00-00-00000	Public University Ops & Student Support	105	0	Oregon Opportunity Grant Funding	Policy Packages
103-00-00-00000	Public University Ops & Student Support	106	0	Educator Administrator Scholarships Program	Policy Packages
103-00-00-00000	Public University Ops & Student Support	107	0	Public University Capital Projects	Policy Packages
103-00-00-00000	Public University Ops & Student Support	108	0	Community College Capital Projects	Policy Packages
104-00-00-00000	Public University State Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
104-00-00-00000	Public University State Programs	021	0	Phase-in	Essential Packages
104-00-00-00000	Public University State Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
104-00-00-00000	Public University State Programs	031	0	Standard Inflation	Essential Packages
104-00-00-00000	Public University State Programs	032	0	Above Standard Inflation	Essential Packages
104-00-00-00000	Public University State Programs	033	0	Exceptional Inflation	Essential Packages
104-00-00-00000	Public University State Programs	040	0	Mandated Caseload	Essential Packages
104-00-00-00000	Public University State Programs	050	0	Fundshifts	Essential Packages
104-00-00-00000	Public University State Programs	060	0	Technical Adjustments	Essential Packages
104-00-00-00000	Public University State Programs	070	0	Revenue Shortfalls	Policy Packages
104-00-00-00000	Public University State Programs	081	0	May 2024 Emergency Board	Policy Packages
104-00-00-00000	Public University State Programs	101	0	Modernization Project	Policy Packages
104-00-00-00000	Public University State Programs	102	0	Early Learning Professional Grants Funding	Policy Packages
104-00-00-00000	Public University State Programs	103	0	Oregon Teacher Scholars Program	Policy Packages
104-00-00-00000	Public University State Programs	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
104-00-00-00000	Public University State Programs	105	0	Oregon Opportunity Grant Funding	Policy Packages
104-00-00-00000	Public University State Programs	106	0	Educator Administrator Scholarships Program	Policy Packages
104-00-00-00000	Public University State Programs	107	0	Public University Capital Projects	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
104-00-00-00000	Public University State Programs	108	0	Community College Capital Projects	Policy Packages
105-00-00-00000	Agriculture Experiment Station	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
105-00-00-00000	Agriculture Experiment Station	021	0	Phase-in	Essential Packages
105-00-00-00000	Agriculture Experiment Station	022	0	Phase-out Pgm & One-time Costs	Essential Packages
105-00-00-00000	Agriculture Experiment Station	031	0	Standard Inflation	Essential Packages
105-00-00-00000	Agriculture Experiment Station	032	0	Above Standard Inflation	Essential Packages
105-00-00-00000	Agriculture Experiment Station	033	0	Exceptional Inflation	Essential Packages
105-00-00-00000	Agriculture Experiment Station	040	0	Mandated Caseload	Essential Packages
105-00-00-00000	Agriculture Experiment Station	050	0	Fundshifts	Essential Packages
105-00-00-00000	Agriculture Experiment Station	060	0	Technical Adjustments	Essential Packages
105-00-00-00000	Agriculture Experiment Station	070	0	Revenue Shortfalls	Policy Packages
105-00-00-00000	Agriculture Experiment Station	081	0	May 2024 Emergency Board	Policy Packages
105-00-00-00000	Agriculture Experiment Station	101	0	Modernization Project	Policy Packages
105-00-00-00000	Agriculture Experiment Station	102	0	Early Learning Professional Grants Funding	Policy Packages
105-00-00-00000	Agriculture Experiment Station	103	0	Oregon Teacher Scholars Program	Policy Packages
105-00-00-00000	Agriculture Experiment Station	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
105-00-00-00000	Agriculture Experiment Station	105	0	Oregon Opportunity Grant Funding	Policy Packages
105-00-00-00000	Agriculture Experiment Station	106	0	Educator Administrator Scholarships Program	Policy Packages
105-00-00-00000	Agriculture Experiment Station	107	0	Public University Capital Projects	Policy Packages
105-00-00-00000	Agriculture Experiment Station	108	0	Community College Capital Projects	Policy Packages
106-00-00-00000	Extension Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
106-00-00-00000	Extension Service	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
106-00-00-00000	Extension Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
106-00-00-00000	Extension Service	031	0	Standard Inflation	Essential Packages
106-00-00-00000	Extension Service	032	0	Above Standard Inflation	Essential Packages
106-00-00-00000	Extension Service	033	0	Exceptional Inflation	Essential Packages
106-00-00-00000	Extension Service	040	0	Mandated Caseload	Essential Packages
106-00-00-00000	Extension Service	050	0	Fundshifts	Essential Packages
106-00-00-00000	Extension Service	060	0	Technical Adjustments	Essential Packages
106-00-00-00000	Extension Service	070	0	Revenue Shortfalls	Policy Packages
106-00-00-00000	Extension Service	081	0	May 2024 Emergency Board	Policy Packages
106-00-00-00000	Extension Service	101	0	Modernization Project	Policy Packages
106-00-00-00000	Extension Service	102	0	Early Learning Professional Grants Funding	Policy Packages
106-00-00-00000	Extension Service	103	0	Oregon Teacher Scholars Program	Policy Packages
106-00-00-00000	Extension Service	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
106-00-00-00000	Extension Service	105	0	Oregon Opportunity Grant Funding	Policy Packages
106-00-00-00000	Extension Service	106	0	Educator Administrator Scholarships Program	Policy Packages
106-00-00-00000	Extension Service	107	0	Public University Capital Projects	Policy Packages
106-00-00-00000	Extension Service	108	0	Community College Capital Projects	Policy Packages
107-00-00-00000	Forest Research Laboratory	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
107-00-00-00000	Forest Research Laboratory	021	0	Phase-in	Essential Packages
107-00-00-00000	Forest Research Laboratory	022	0	Phase-out Pgm & One-time Costs	Essential Packages
107-00-00-00000	Forest Research Laboratory	031	0	Standard Inflation	Essential Packages
107-00-00-00000	Forest Research Laboratory	032	0	Above Standard Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
107-00-00-00000	Forest Research Laboratory	033	0	Exceptional Inflation	Essential Packages
107-00-00-00000	Forest Research Laboratory	040	0	Mandated Caseload	Essential Packages
107-00-00-00000	Forest Research Laboratory	050	0	Fundshifts	Essential Packages
107-00-00-00000	Forest Research Laboratory	060	0	Technical Adjustments	Essential Packages
107-00-00-00000	Forest Research Laboratory	070	0	Revenue Shortfalls	Policy Packages
107-00-00-00000	Forest Research Laboratory	081	0	May 2024 Emergency Board	Policy Packages
107-00-00-00000	Forest Research Laboratory	101	0	Modernization Project	Policy Packages
107-00-00-00000	Forest Research Laboratory	102	0	Early Learning Professional Grants Funding	Policy Packages
107-00-00-00000	Forest Research Laboratory	103	0	Oregon Teacher Scholars Program	Policy Packages
107-00-00-00000	Forest Research Laboratory	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
107-00-00-00000	Forest Research Laboratory	105	0	Oregon Opportunity Grant Funding	Policy Packages
107-00-00-00000	Forest Research Laboratory	106	0	Educator Administrator Scholarships Program	Policy Packages
107-00-00-00000	Forest Research Laboratory	107	0	Public University Capital Projects	Policy Packages
107-00-00-00000	Forest Research Laboratory	108	0	Community College Capital Projects	Policy Packages
108-00-00-00000	OHSU Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
108-00-00-00000	OHSU Programs	021	0	Phase-in	Essential Packages
108-00-00-00000	OHSU Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
108-00-00-00000	OHSU Programs	031	0	Standard Inflation	Essential Packages
108-00-00-00000	OHSU Programs	032	0	Above Standard Inflation	Essential Packages
108-00-00-00000	OHSU Programs	033	0	Exceptional Inflation	Essential Packages
108-00-00-00000	OHSU Programs	040	0	Mandated Caseload	Essential Packages
108-00-00-00000	OHSU Programs	050	0	Fundshifts	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
108-00-00-00000	OHSU Programs	060	0	Technical Adjustments	Essential Packages
108-00-00-00000	OHSU Programs	070	0	Revenue Shortfalls	Policy Packages
108-00-00-00000	OHSU Programs	081	0	May 2024 Emergency Board	Policy Packages
108-00-00-00000	OHSU Programs	101	0	Modernization Project	Policy Packages
108-00-00-00000	OHSU Programs	102	0	Early Learning Professional Grants Funding	Policy Packages
108-00-00-00000	OHSU Programs	103	0	Oregon Teacher Scholars Program	Policy Packages
108-00-00-00000	OHSU Programs	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
108-00-00-00000	OHSU Programs	105	0	Oregon Opportunity Grant Funding	Policy Packages
108-00-00-00000	OHSU Programs	106	0	Educator Administrator Scholarships Program	Policy Packages
108-00-00-00000	OHSU Programs	107	0	Public University Capital Projects	Policy Packages
108-00-00-00000	OHSU Programs	108	0	Community College Capital Projects	Policy Packages
109-00-00-00000	Student Assistance	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
109-00-00-00000	Student Assistance	021	0	Phase-in	Essential Packages
109-00-00-00000	Student Assistance	022	0	Phase-out Pgm & One-time Costs	Essential Packages
109-00-00-00000	Student Assistance	031	0	Standard Inflation	Essential Packages
109-00-00-00000	Student Assistance	032	0	Above Standard Inflation	Essential Packages
109-00-00-00000	Student Assistance	033	0	Exceptional Inflation	Essential Packages
109-00-00-00000	Student Assistance	040	0	Mandated Caseload	Essential Packages
109-00-00-00000	Student Assistance	050	0	Fundshifts	Essential Packages
109-00-00-00000	Student Assistance	060	0	Technical Adjustments	Essential Packages
109-00-00-00000	Student Assistance	070	0	Revenue Shortfalls	Policy Packages
109-00-00-00000	Student Assistance	081	0	May 2024 Emergency Board	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
109-00-00-00000	Student Assistance	101	0	Modernization Project	Policy Packages
109-00-00-00000	Student Assistance	102	0	Early Learning Professional Grants Funding	Policy Packages
109-00-00-00000	Student Assistance	103	0	Oregon Teacher Scholars Program	Policy Packages
109-00-00-00000	Student Assistance	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
109-00-00-00000	Student Assistance	105	0	Oregon Opportunity Grant Funding	Policy Packages
109-00-00-00000	Student Assistance	106	0	Educator Administrator Scholarships Program	Policy Packages
109-00-00-00000	Student Assistance	107	0	Public University Capital Projects	Policy Packages
109-00-00-00000	Student Assistance	108	0	Community College Capital Projects	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	021	0	Phase-in	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	022	0	Phase-out Pgm & One-time Costs	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	031	0	Standard Inflation	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	032	0	Above Standard Inflation	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	033	0	Exceptional Inflation	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	040	0	Mandated Caseload	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	050	0	Fundshifts	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	060	0	Technical Adjustments	Essential Packages
110-00-00-00000	Workforce and Other Special Payments	070	0	Revenue Shortfalls	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	081	0	May 2024 Emergency Board	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	101	0	Modernization Project	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	102	0	Early Learning Professional Grants Funding	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	103	0	Oregon Teacher Scholars Program	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
110-00-00-00000	Workforce and Other Special Payments	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	105	0	Oregon Opportunity Grant Funding	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	106	0	Educator Administrator Scholarships Program	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	107	0	Public University Capital Projects	Policy Packages
110-00-00-00000	Workforce and Other Special Payments	108	0	Community College Capital Projects	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	021	0	Phase-in	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	022	0	Phase-out Pgm & One-time Costs	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	031	0	Standard Inflation	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	032	0	Above Standard Inflation	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	033	0	Exceptional Inflation	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	040	0	Mandated Caseload	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	050	0	Fundshifts	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	060	0	Technical Adjustments	Essential Packages
111-00-00-00000	Oregon Youth Conservation Corps	070	0	Revenue Shortfalls	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	081	0	May 2024 Emergency Board	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	101	0	Modernization Project	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	102	0	Early Learning Professional Grants Funding	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	103	0	Oregon Teacher Scholars Program	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	105	0	Oregon Opportunity Grant Funding	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	106	0	Educator Administrator Scholarships Program	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
111-00-00-00000	Oregon Youth Conservation Corps	107	0	Public University Capital Projects	Policy Packages
111-00-00-00000	Oregon Youth Conservation Corps	108	0	Community College Capital Projects	Policy Packages
112-00-00-00000	Sports Lottery	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
112-00-00-00000	Sports Lottery	021	0	Phase-in	Essential Packages
112-00-00-00000	Sports Lottery	022	0	Phase-out Pgm & One-time Costs	Essential Packages
112-00-00-00000	Sports Lottery	031	0	Standard Inflation	Essential Packages
112-00-00-00000	Sports Lottery	032	0	Above Standard Inflation	Essential Packages
112-00-00-00000	Sports Lottery	033	0	Exceptional Inflation	Essential Packages
112-00-00-00000	Sports Lottery	040	0	Mandated Caseload	Essential Packages
112-00-00-00000	Sports Lottery	050	0	Fundshifts	Essential Packages
112-00-00-00000	Sports Lottery	060	0	Technical Adjustments	Essential Packages
112-00-00-00000	Sports Lottery	070	0	Revenue Shortfalls	Policy Packages
112-00-00-00000	Sports Lottery	081	0	May 2024 Emergency Board	Policy Packages
112-00-00-00000	Sports Lottery	101	0	Modernization Project	Policy Packages
112-00-00-00000	Sports Lottery	102	0	Early Learning Professional Grants Funding	Policy Packages
112-00-00-00000	Sports Lottery	103	0	Oregon Teacher Scholars Program	Policy Packages
112-00-00-00000	Sports Lottery	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
112-00-00-00000	Sports Lottery	105	0	Oregon Opportunity Grant Funding	Policy Packages
112-00-00-00000	Sports Lottery	106	0	Educator Administrator Scholarships Program	Policy Packages
112-00-00-00000	Sports Lottery	107	0	Public University Capital Projects	Policy Packages
112-00-00-00000	Sports Lottery	108	0	Community College Capital Projects	Policy Packages
113-00-00-00000	Public University Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
113-00-00-00000	Public University Debt Service	021	0	Phase-in	Essential Packages
113-00-00-00000	Public University Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
113-00-00-00000	Public University Debt Service	031	0	Standard Inflation	Essential Packages
113-00-00-00000	Public University Debt Service	032	0	Above Standard Inflation	Essential Packages
113-00-00-00000	Public University Debt Service	033	0	Exceptional Inflation	Essential Packages
113-00-00-00000	Public University Debt Service	040	0	Mandated Caseload	Essential Packages
113-00-00-00000	Public University Debt Service	050	0	Fundshifts	Essential Packages
113-00-00-00000	Public University Debt Service	060	0	Technical Adjustments	Essential Packages
113-00-00-00000	Public University Debt Service	070	0	Revenue Shortfalls	Policy Packages
113-00-00-00000	Public University Debt Service	081	0	May 2024 Emergency Board	Policy Packages
113-00-00-00000	Public University Debt Service	101	0	Modernization Project	Policy Packages
113-00-00-00000	Public University Debt Service	102	0	Early Learning Professional Grants Funding	Policy Packages
113-00-00-00000	Public University Debt Service	103	0	Oregon Teacher Scholars Program	Policy Packages
113-00-00-00000	Public University Debt Service	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
113-00-00-00000	Public University Debt Service	105	0	Oregon Opportunity Grant Funding	Policy Packages
113-00-00-00000	Public University Debt Service	106	0	Educator Administrator Scholarships Program	Policy Packages
113-00-00-00000	Public University Debt Service	107	0	Public University Capital Projects	Policy Packages
113-00-00-00000	Public University Debt Service	108	0	Community College Capital Projects	Policy Packages
114-00-00-00000	Community College Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
114-00-00-00000	Community College Debt Service	021	0	Phase-in	Essential Packages
114-00-00-00000	Community College Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
114-00-00-00000	Community College Debt Service	031	0	Standard Inflation	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
114-00-00-00000	Community College Debt Service	032	0	Above Standard Inflation	Essential Packages
114-00-00-00000	Community College Debt Service	033	0	Exceptional Inflation	Essential Packages
114-00-00-00000	Community College Debt Service	040	0	Mandated Caseload	Essential Packages
114-00-00-00000	Community College Debt Service	050	0	Fundshifts	Essential Packages
114-00-00-00000	Community College Debt Service	060	0	Technical Adjustments	Essential Packages
114-00-00-00000	Community College Debt Service	070	0	Revenue Shortfalls	Policy Packages
114-00-00-00000	Community College Debt Service	081	0	May 2024 Emergency Board	Policy Packages
114-00-00-00000	Community College Debt Service	101	0	Modernization Project	Policy Packages
114-00-00-00000	Community College Debt Service	102	0	Early Learning Professional Grants Funding	Policy Packages
114-00-00-00000	Community College Debt Service	103	0	Oregon Teacher Scholars Program	Policy Packages
114-00-00-00000	Community College Debt Service	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
114-00-00-00000	Community College Debt Service	105	0	Oregon Opportunity Grant Funding	Policy Packages
114-00-00-00000	Community College Debt Service	106	0	Educator Administrator Scholarships Program	Policy Packages
114-00-00-00000	Community College Debt Service	107	0	Public University Capital Projects	Policy Packages
114-00-00-00000	Community College Debt Service	108	0	Community College Capital Projects	Policy Packages
115-00-00-00000	OHSU Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
115-00-00-00000	OHSU Debt Service	021	0	Phase-in	Essential Packages
115-00-00-00000	OHSU Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
115-00-00-00000	OHSU Debt Service	031	0	Standard Inflation	Essential Packages
115-00-00-00000	OHSU Debt Service	032	0	Above Standard Inflation	Essential Packages
115-00-00-00000	OHSU Debt Service	033	0	Exceptional Inflation	Essential Packages
115-00-00-00000	OHSU Debt Service	040	0	Mandated Caseload	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
115-00-00-00000	OHSU Debt Service	050	0	Fundshifts	Essential Packages
115-00-00-00000	OHSU Debt Service	060	0	Technical Adjustments	Essential Packages
115-00-00-00000	OHSU Debt Service	070	0	Revenue Shortfalls	Policy Packages
115-00-00-00000	OHSU Debt Service	081	0	May 2024 Emergency Board	Policy Packages
115-00-00-00000	OHSU Debt Service	101	0	Modernization Project	Policy Packages
115-00-00-00000	OHSU Debt Service	102	0	Early Learning Professional Grants Funding	Policy Packages
115-00-00-00000	OHSU Debt Service	103	0	Oregon Teacher Scholars Program	Policy Packages
115-00-00-00000	OHSU Debt Service	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
115-00-00-00000	OHSU Debt Service	105	0	Oregon Opportunity Grant Funding	Policy Packages
115-00-00-00000	OHSU Debt Service	106	0	Educator Administrator Scholarships Program	Policy Packages
115-00-00-00000	OHSU Debt Service	107	0	Public University Capital Projects	Policy Packages
115-00-00-00000	OHSU Debt Service	108	0	Community College Capital Projects	Policy Packages
116-00-00-00000	Public University Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
116-00-00-00000	Public University Capital Construction	021	0	Phase-in	Essential Packages
116-00-00-00000	Public University Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
116-00-00-00000	Public University Capital Construction	031	0	Standard Inflation	Essential Packages
116-00-00-00000	Public University Capital Construction	032	0	Above Standard Inflation	Essential Packages
116-00-00-00000	Public University Capital Construction	033	0	Exceptional Inflation	Essential Packages
116-00-00-00000	Public University Capital Construction	040	0	Mandated Caseload	Essential Packages
116-00-00-00000	Public University Capital Construction	050	0	Fundshifts	Essential Packages
116-00-00-00000	Public University Capital Construction	060	0	Technical Adjustments	Essential Packages
116-00-00-00000	Public University Capital Construction	070	0	Revenue Shortfalls	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
116-00-00-00000	Public University Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
116-00-00-00000	Public University Capital Construction	101	0	Modernization Project	Policy Packages
116-00-00-00000	Public University Capital Construction	102	0	Early Learning Professional Grants Funding	Policy Packages
116-00-00-00000	Public University Capital Construction	103	0	Oregon Teacher Scholars Program	Policy Packages
116-00-00-00000	Public University Capital Construction	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
116-00-00-00000	Public University Capital Construction	105	0	Oregon Opportunity Grant Funding	Policy Packages
116-00-00-00000	Public University Capital Construction	106	0	Educator Administrator Scholarships Program	Policy Packages
116-00-00-00000	Public University Capital Construction	107	0	Public University Capital Projects	Policy Packages
116-00-00-00000	Public University Capital Construction	108	0	Community College Capital Projects	Policy Packages
117-00-00-00000	Community College Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
117-00-00-00000	Community College Capital Construction	021	0	Phase-in	Essential Packages
117-00-00-00000	Community College Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
117-00-00-00000	Community College Capital Construction	031	0	Standard Inflation	Essential Packages
117-00-00-00000	Community College Capital Construction	032	0	Above Standard Inflation	Essential Packages
117-00-00-00000	Community College Capital Construction	033	0	Exceptional Inflation	Essential Packages
117-00-00-00000	Community College Capital Construction	040	0	Mandated Caseload	Essential Packages
117-00-00-00000	Community College Capital Construction	050	0	Fundshifts	Essential Packages
117-00-00-00000	Community College Capital Construction	060	0	Technical Adjustments	Essential Packages
117-00-00-00000	Community College Capital Construction	070	0	Revenue Shortfalls	Policy Packages
117-00-00-00000	Community College Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
117-00-00-00000	Community College Capital Construction	101	0	Modernization Project	Policy Packages
117-00-00-00000	Community College Capital Construction	102	0	Early Learning Professional Grants Funding	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
117-00-00-00000	Community College Capital Construction	103	0	Oregon Teacher Scholars Program	Policy Packages
117-00-00-00000	Community College Capital Construction	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
117-00-00-00000	Community College Capital Construction	105	0	Oregon Opportunity Grant Funding	Policy Packages
117-00-00-00000	Community College Capital Construction	106	0	Educator Administrator Scholarships Program	Policy Packages
117-00-00-00000	Community College Capital Construction	107	0	Public University Capital Projects	Policy Packages
117-00-00-00000	Community College Capital Construction	108	0	Community College Capital Projects	Policy Packages
118-00-00-00000	OHSU Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
118-00-00-00000	OHSU Capital Construction	021	0	Phase-in	Essential Packages
118-00-00-00000	OHSU Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
118-00-00-00000	OHSU Capital Construction	031	0	Standard Inflation	Essential Packages
118-00-00-00000	OHSU Capital Construction	032	0	Above Standard Inflation	Essential Packages
118-00-00-00000	OHSU Capital Construction	033	0	Exceptional Inflation	Essential Packages
118-00-00-00000	OHSU Capital Construction	040	0	Mandated Caseload	Essential Packages
118-00-00-00000	OHSU Capital Construction	050	0	Fundshifts	Essential Packages
118-00-00-00000	OHSU Capital Construction	060	0	Technical Adjustments	Essential Packages
118-00-00-00000	OHSU Capital Construction	070	0	Revenue Shortfalls	Policy Packages
118-00-00-00000	OHSU Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
118-00-00-00000	OHSU Capital Construction	101	0	Modernization Project	Policy Packages
118-00-00-00000	OHSU Capital Construction	102	0	Early Learning Professional Grants Funding	Policy Packages
118-00-00-00000	OHSU Capital Construction	103	0	Oregon Teacher Scholars Program	Policy Packages
118-00-00-00000	OHSU Capital Construction	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
118-00-00-00000	OHSU Capital Construction	105	0	Oregon Opportunity Grant Funding	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
118-00-00-00000	OHSU Capital Construction	106	0	Educator Administrator Scholarships Program	Policy Packages
118-00-00-00000	OHSU Capital Construction	107	0	Public University Capital Projects	Policy Packages
118-00-00-00000	OHSU Capital Construction	108	0	Community College Capital Projects	Policy Packages
200-00-00-00000	Directors Office	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
200-00-00-00000	Directors Office	021	0	Phase-in	Essential Packages
200-00-00-00000	Directors Office	022	0	Phase-out Pgm & One-time Costs	Essential Packages
200-00-00-00000	Directors Office	031	0	Standard Inflation	Essential Packages
200-00-00-00000	Directors Office	032	0	Above Standard Inflation	Essential Packages
200-00-00-00000	Directors Office	033	0	Exceptional Inflation	Essential Packages
200-00-00-00000	Directors Office	040	0	Mandated Caseload	Essential Packages
200-00-00-00000	Directors Office	050	0	Fundshifts	Essential Packages
200-00-00-00000	Directors Office	060	0	Technical Adjustments	Essential Packages
200-00-00-00000	Directors Office	070	0	Revenue Shortfalls	Policy Packages
200-00-00-00000	Directors Office	081	0	May 2024 Emergency Board	Policy Packages
200-00-00-00000	Directors Office	101	0	Modernization Project	Policy Packages
200-00-00-00000	Directors Office	102	0	Early Learning Professional Grants Funding	Policy Packages
200-00-00-00000	Directors Office	103	0	Oregon Teacher Scholars Program	Policy Packages
200-00-00-00000	Directors Office	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
200-00-00-00000	Directors Office	105	0	Oregon Opportunity Grant Funding	Policy Packages
200-00-00-00000	Directors Office	106	0	Educator Administrator Scholarships Program	Policy Packages
200-00-00-00000	Directors Office	107	0	Public University Capital Projects	Policy Packages
200-00-00-00000	Directors Office	108	0	Community College Capital Projects	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
201-00-00-00000	Central Operations	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
201-00-00-00000	Central Operations	021	0	Phase-in	Essential Packages
201-00-00-00000	Central Operations	022	0	Phase-out Pgm & One-time Costs	Essential Packages
201-00-00-00000	Central Operations	031	0	Standard Inflation	Essential Packages
201-00-00-00000	Central Operations	032	0	Above Standard Inflation	Essential Packages
201-00-00-00000	Central Operations	033	0	Exceptional Inflation	Essential Packages
201-00-00-00000	Central Operations	040	0	Mandated Caseload	Essential Packages
201-00-00-00000	Central Operations	050	0	Fundshifts	Essential Packages
201-00-00-00000	Central Operations	060	0	Technical Adjustments	Essential Packages
201-00-00-00000	Central Operations	070	0	Revenue Shortfalls	Policy Packages
201-00-00-00000	Central Operations	081	0	May 2024 Emergency Board	Policy Packages
201-00-00-00000	Central Operations	101	0	Modernization Project	Policy Packages
201-00-00-00000	Central Operations	102	0	Early Learning Professional Grants Funding	Policy Packages
201-00-00-00000	Central Operations	103	0	Oregon Teacher Scholars Program	Policy Packages
201-00-00-00000	Central Operations	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
201-00-00-00000	Central Operations	105	0	Oregon Opportunity Grant Funding	Policy Packages
201-00-00-00000	Central Operations	106	0	Educator Administrator Scholarships Program	Policy Packages
201-00-00-00000	Central Operations	107	0	Public University Capital Projects	Policy Packages
201-00-00-00000	Central Operations	108	0	Community College Capital Projects	Policy Packages
202-00-00-00000	Research and Data	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
202-00-00-00000	Research and Data	021	0	Phase-in	Essential Packages
202-00-00-00000	Research and Data	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
202-00-00-00000	Research and Data	031	0	Standard Inflation	Essential Packages
202-00-00-00000	Research and Data	032	0	Above Standard Inflation	Essential Packages
202-00-00-00000	Research and Data	033	0	Exceptional Inflation	Essential Packages
202-00-00-00000	Research and Data	040	0	Mandated Caseload	Essential Packages
202-00-00-00000	Research and Data	050	0	Fundshifts	Essential Packages
202-00-00-00000	Research and Data	060	0	Technical Adjustments	Essential Packages
202-00-00-00000	Research and Data	070	0	Revenue Shortfalls	Policy Packages
202-00-00-00000	Research and Data	081	0	May 2024 Emergency Board	Policy Packages
202-00-00-00000	Research and Data	101	0	Modernization Project	Policy Packages
202-00-00-00000	Research and Data	102	0	Early Learning Professional Grants Funding	Policy Packages
202-00-00-00000	Research and Data	103	0	Oregon Teacher Scholars Program	Policy Packages
202-00-00-00000	Research and Data	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
202-00-00-00000	Research and Data	105	0	Oregon Opportunity Grant Funding	Policy Packages
202-00-00-00000	Research and Data	106	0	Educator Administrator Scholarships Program	Policy Packages
202-00-00-00000	Research and Data	107	0	Public University Capital Projects	Policy Packages
202-00-00-00000	Research and Data	108	0	Community College Capital Projects	Policy Packages
203-00-00-00000	Academic Policy and Authorization	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
203-00-00-00000	Academic Policy and Authorization	021	0	Phase-in	Essential Packages
203-00-00-00000	Academic Policy and Authorization	022	0	Phase-out Pgm & One-time Costs	Essential Packages
203-00-00-00000	Academic Policy and Authorization	031	0	Standard Inflation	Essential Packages
203-00-00-00000	Academic Policy and Authorization	032	0	Above Standard Inflation	Essential Packages
203-00-00-00000	Academic Policy and Authorization	033	0	Exceptional Inflation	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
203-00-00-00000	Academic Policy and Authorization	040	0	Mandated Caseload	Essential Packages
203-00-00-00000	Academic Policy and Authorization	050	0	Fundshifts	Essential Packages
203-00-00-00000	Academic Policy and Authorization	060	0	Technical Adjustments	Essential Packages
203-00-00-00000	Academic Policy and Authorization	070	0	Revenue Shortfalls	Policy Packages
203-00-00-00000	Academic Policy and Authorization	081	0	May 2024 Emergency Board	Policy Packages
203-00-00-00000	Academic Policy and Authorization	101	0	Modernization Project	Policy Packages
203-00-00-00000	Academic Policy and Authorization	102	0	Early Learning Professional Grants Funding	Policy Packages
203-00-00-00000	Academic Policy and Authorization	103	0	Oregon Teacher Scholars Program	Policy Packages
203-00-00-00000	Academic Policy and Authorization	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
203-00-00-00000	Academic Policy and Authorization	105	0	Oregon Opportunity Grant Funding	Policy Packages
203-00-00-00000	Academic Policy and Authorization	106	0	Educator Administrator Scholarships Program	Policy Packages
203-00-00-00000	Academic Policy and Authorization	107	0	Public University Capital Projects	Policy Packages
203-00-00-00000	Academic Policy and Authorization	108	0	Community College Capital Projects	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	021	0	Phase-in	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	022	0	Phase-out Pgm & One-time Costs	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	031	0	Standard Inflation	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	032	0	Above Standard Inflation	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	033	0	Exceptional Inflation	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	040	0	Mandated Caseload	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	050	0	Fundshifts	Essential Packages
204-00-00-00000	Post-Secondary Finance and Capital	060	0	Technical Adjustments	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
204-00-00-00000	Post-Secondary Finance and Capital	070	0	Revenue Shortfalls	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	081	0	May 2024 Emergency Board	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	101	0	Modernization Project	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	102	0	Early Learning Professional Grants Funding	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	103	0	Oregon Teacher Scholars Program	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	105	0	Oregon Opportunity Grant Funding	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	106	0	Educator Administrator Scholarships Program	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	107	0	Public University Capital Projects	Policy Packages
204-00-00-00000	Post-Secondary Finance and Capital	108	0	Community College Capital Projects	Policy Packages
205-00-00-00000	Community Colleges	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
205-00-00-00000	Community Colleges	021	0	Phase-in	Essential Packages
205-00-00-00000	Community Colleges	022	0	Phase-out Pgm & One-time Costs	Essential Packages
205-00-00-00000	Community Colleges	031	0	Standard Inflation	Essential Packages
205-00-00-00000	Community Colleges	032	0	Above Standard Inflation	Essential Packages
205-00-00-00000	Community Colleges	033	0	Exceptional Inflation	Essential Packages
205-00-00-00000	Community Colleges	040	0	Mandated Caseload	Essential Packages
205-00-00-00000	Community Colleges	050	0	Fundshifts	Essential Packages
205-00-00-00000	Community Colleges	060	0	Technical Adjustments	Essential Packages
205-00-00-00000	Community Colleges	070	0	Revenue Shortfalls	Policy Packages
205-00-00-00000	Community Colleges	081	0	May 2024 Emergency Board	Policy Packages
205-00-00-00000	Community Colleges	101	0	Modernization Project	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
205-00-00-00000	Community Colleges	102	0	Early Learning Professional Grants Funding	Policy Packages
205-00-00-00000	Community Colleges	103	0	Oregon Teacher Scholars Program	Policy Packages
205-00-00-00000	Community Colleges	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
205-00-00-00000	Community Colleges	105	0	Oregon Opportunity Grant Funding	Policy Packages
205-00-00-00000	Community Colleges	106	0	Educator Administrator Scholarships Program	Policy Packages
205-00-00-00000	Community Colleges	107	0	Public University Capital Projects	Policy Packages
205-00-00-00000	Community Colleges	108	0	Community College Capital Projects	Policy Packages
206-00-00-00000	Workforce Investments	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
206-00-00-00000	Workforce Investments	021	0	Phase-in	Essential Packages
206-00-00-00000	Workforce Investments	022	0	Phase-out Pgm & One-time Costs	Essential Packages
206-00-00-00000	Workforce Investments	031	0	Standard Inflation	Essential Packages
206-00-00-00000	Workforce Investments	032	0	Above Standard Inflation	Essential Packages
206-00-00-00000	Workforce Investments	033	0	Exceptional Inflation	Essential Packages
206-00-00-00000	Workforce Investments	040	0	Mandated Caseload	Essential Packages
206-00-00-00000	Workforce Investments	050	0	Fundshifts	Essential Packages
206-00-00-00000	Workforce Investments	060	0	Technical Adjustments	Essential Packages
206-00-00-00000	Workforce Investments	070	0	Revenue Shortfalls	Policy Packages
206-00-00-00000	Workforce Investments	081	0	May 2024 Emergency Board	Policy Packages
206-00-00-00000	Workforce Investments	101	0	Modernization Project	Policy Packages
206-00-00-00000	Workforce Investments	102	0	Early Learning Professional Grants Funding	Policy Packages
206-00-00-00000	Workforce Investments	103	0	Oregon Teacher Scholars Program	Policy Packages
206-00-00-00000	Workforce Investments	104	0	Future Ready Oregon ARPA Continuation	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
206-00-00-00000	Workforce Investments	105	0	Oregon Opportunity Grant Funding	Policy Packages
206-00-00-00000	Workforce Investments	106	0	Educator Administrator Scholarships Program	Policy Packages
206-00-00-00000	Workforce Investments	107	0	Public University Capital Projects	Policy Packages
206-00-00-00000	Workforce Investments	108	0	Community College Capital Projects	Policy Packages
207-00-00-00000	OSAC	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
207-00-00-00000	OSAC	021	0	Phase-in	Essential Packages
207-00-00-00000	OSAC	022	0	Phase-out Pgm & One-time Costs	Essential Packages
207-00-00-00000	OSAC	031	0	Standard Inflation	Essential Packages
207-00-00-00000	OSAC	032	0	Above Standard Inflation	Essential Packages
207-00-00-00000	OSAC	033	0	Exceptional Inflation	Essential Packages
207-00-00-00000	OSAC	040	0	Mandated Caseload	Essential Packages
207-00-00-00000	OSAC	050	0	Fundshifts	Essential Packages
207-00-00-00000	OSAC	060	0	Technical Adjustments	Essential Packages
207-00-00-00000	OSAC	070	0	Revenue Shortfalls	Policy Packages
207-00-00-00000	OSAC	081	0	May 2024 Emergency Board	Policy Packages
207-00-00-00000	OSAC	101	0	Modernization Project	Policy Packages
207-00-00-00000	OSAC	102	0	Early Learning Professional Grants Funding	Policy Packages
207-00-00-00000	OSAC	103	0	Oregon Teacher Scholars Program	Policy Packages
207-00-00-00000	OSAC	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
207-00-00-00000	OSAC	105	0	Oregon Opportunity Grant Funding	Policy Packages
207-00-00-00000	OSAC	106	0	Educator Administrator Scholarships Program	Policy Packages
207-00-00-00000	OSAC	107	0	Public University Capital Projects	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
207-00-00-00000	OSAC	108	0	Community College Capital Projects	Policy Packages
208-00-00-00000	Support to Community Colleges	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
208-00-00-00000	Support to Community Colleges	021	0	Phase-in	Essential Packages
208-00-00-00000	Support to Community Colleges	022	0	Phase-out Pgm & One-time Costs	Essential Packages
208-00-00-00000	Support to Community Colleges	031	0	Standard Inflation	Essential Packages
208-00-00-00000	Support to Community Colleges	032	0	Above Standard Inflation	Essential Packages
208-00-00-00000	Support to Community Colleges	033	0	Exceptional Inflation	Essential Packages
208-00-00-00000	Support to Community Colleges	040	0	Mandated Caseload	Essential Packages
208-00-00-00000	Support to Community Colleges	050	0	Fundshifts	Essential Packages
208-00-00-00000	Support to Community Colleges	060	0	Technical Adjustments	Essential Packages
208-00-00-00000	Support to Community Colleges	070	0	Revenue Shortfalls	Policy Packages
208-00-00-00000	Support to Community Colleges	081	0	May 2024 Emergency Board	Policy Packages
208-00-00-00000	Support to Community Colleges	101	0	Modernization Project	Policy Packages
208-00-00-00000	Support to Community Colleges	102	0	Early Learning Professional Grants Funding	Policy Packages
208-00-00-00000	Support to Community Colleges	103	0	Oregon Teacher Scholars Program	Policy Packages
208-00-00-00000	Support to Community Colleges	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
208-00-00-00000	Support to Community Colleges	105	0	Oregon Opportunity Grant Funding	Policy Packages
208-00-00-00000	Support to Community Colleges	106	0	Educator Administrator Scholarships Program	Policy Packages
208-00-00-00000	Support to Community Colleges	107	0	Public University Capital Projects	Policy Packages
208-00-00-00000	Support to Community Colleges	108	0	Community College Capital Projects	Policy Packages
209-00-00-00000	Public University Ops & Student Support	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
209-00-00-00000	Public University Ops & Student Support	021	0	Phase-in	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
209-00-00-00000	Public University Ops & Student Support	022	0	Phase-out Pgm & One-time Costs	Essential Packages
209-00-00-00000	Public University Ops & Student Support	031	0	Standard Inflation	Essential Packages
209-00-00-00000	Public University Ops & Student Support	032	0	Above Standard Inflation	Essential Packages
209-00-00-00000	Public University Ops & Student Support	033	0	Exceptional Inflation	Essential Packages
209-00-00-00000	Public University Ops & Student Support	040	0	Mandated Caseload	Essential Packages
209-00-00-00000	Public University Ops & Student Support	050	0	Fundshifts	Essential Packages
209-00-00-00000	Public University Ops & Student Support	060	0	Technical Adjustments	Essential Packages
209-00-00-00000	Public University Ops & Student Support	070	0	Revenue Shortfalls	Policy Packages
209-00-00-00000	Public University Ops & Student Support	081	0	May 2024 Emergency Board	Policy Packages
209-00-00-00000	Public University Ops & Student Support	101	0	Modernization Project	Policy Packages
209-00-00-00000	Public University Ops & Student Support	102	0	Early Learning Professional Grants Funding	Policy Packages
209-00-00-00000	Public University Ops & Student Support	103	0	Oregon Teacher Scholars Program	Policy Packages
209-00-00-00000	Public University Ops & Student Support	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
209-00-00-00000	Public University Ops & Student Support	105	0	Oregon Opportunity Grant Funding	Policy Packages
209-00-00-00000	Public University Ops & Student Support	106	0	Educator Administrator Scholarships Program	Policy Packages
209-00-00-00000	Public University Ops & Student Support	107	0	Public University Capital Projects	Policy Packages
209-00-00-00000	Public University Ops & Student Support	108	0	Community College Capital Projects	Policy Packages
210-00-00-00000	Public University State Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
210-00-00-00000	Public University State Programs	021	0	Phase-in	Essential Packages
210-00-00-00000	Public University State Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
210-00-00-00000	Public University State Programs	031	0	Standard Inflation	Essential Packages
210-00-00-00000	Public University State Programs	032	0	Above Standard Inflation	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
210-00-00-00000	Public University State Programs	033	0	Exceptional Inflation	Essential Packages
210-00-00-00000	Public University State Programs	040	0	Mandated Caseload	Essential Packages
210-00-00-00000	Public University State Programs	050	0	Fundshifts	Essential Packages
210-00-00-00000	Public University State Programs	060	0	Technical Adjustments	Essential Packages
210-00-00-00000	Public University State Programs	070	0	Revenue Shortfalls	Policy Packages
210-00-00-00000	Public University State Programs	081	0	May 2024 Emergency Board	Policy Packages
210-00-00-00000	Public University State Programs	101	0	Modernization Project	Policy Packages
210-00-00-00000	Public University State Programs	102	0	Early Learning Professional Grants Funding	Policy Packages
210-00-00-00000	Public University State Programs	103	0	Oregon Teacher Scholars Program	Policy Packages
210-00-00-00000	Public University State Programs	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
210-00-00-00000	Public University State Programs	105	0	Oregon Opportunity Grant Funding	Policy Packages
210-00-00-00000	Public University State Programs	106	0	Educator Administrator Scholarships Program	Policy Packages
210-00-00-00000	Public University State Programs	107	0	Public University Capital Projects	Policy Packages
210-00-00-00000	Public University State Programs	108	0	Community College Capital Projects	Policy Packages
211-00-00-00000	Statewide Public Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
211-00-00-00000	Statewide Public Services	021	0	Phase-in	Essential Packages
211-00-00-00000	Statewide Public Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
211-00-00-00000	Statewide Public Services	031	0	Standard Inflation	Essential Packages
211-00-00-00000	Statewide Public Services	032	0	Above Standard Inflation	Essential Packages
211-00-00-00000	Statewide Public Services	033	0	Exceptional Inflation	Essential Packages
211-00-00-00000	Statewide Public Services	040	0	Mandated Caseload	Essential Packages
211-00-00-00000	Statewide Public Services	050	0	Fundshifts	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
211-00-00-00000	Statewide Public Services	060	0	Technical Adjustments	Essential Packages
211-00-00-00000	Statewide Public Services	070	0	Revenue Shortfalls	Policy Packages
211-00-00-00000	Statewide Public Services	081	0	May 2024 Emergency Board	Policy Packages
211-00-00-00000	Statewide Public Services	101	0	Modernization Project	Policy Packages
211-00-00-00000	Statewide Public Services	102	0	Early Learning Professional Grants Funding	Policy Packages
211-00-00-00000	Statewide Public Services	103	0	Oregon Teacher Scholars Program	Policy Packages
211-00-00-00000	Statewide Public Services	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
211-00-00-00000	Statewide Public Services	105	0	Oregon Opportunity Grant Funding	Policy Packages
211-00-00-00000	Statewide Public Services	106	0	Educator Administrator Scholarships Program	Policy Packages
211-00-00-00000	Statewide Public Services	107	0	Public University Capital Projects	Policy Packages
211-00-00-00000	Statewide Public Services	108	0	Community College Capital Projects	Policy Packages
212-00-00-00000	Sports Lottery	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
212-00-00-00000	Sports Lottery	021	0	Phase-in	Essential Packages
212-00-00-00000	Sports Lottery	022	0	Phase-out Pgm & One-time Costs	Essential Packages
212-00-00-00000	Sports Lottery	031	0	Standard Inflation	Essential Packages
212-00-00-00000	Sports Lottery	032	0	Above Standard Inflation	Essential Packages
212-00-00-00000	Sports Lottery	033	0	Exceptional Inflation	Essential Packages
212-00-00-00000	Sports Lottery	040	0	Mandated Caseload	Essential Packages
212-00-00-00000	Sports Lottery	050	0	Fundshifts	Essential Packages
212-00-00-00000	Sports Lottery	060	0	Technical Adjustments	Essential Packages
212-00-00-00000	Sports Lottery	070	0	Revenue Shortfalls	Policy Packages
212-00-00-00000	Sports Lottery	081	0	May 2024 Emergency Board	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
212-00-00-00000	Sports Lottery	101	0	Modernization Project	Policy Packages
212-00-00-00000	Sports Lottery	102	0	Early Learning Professional Grants Funding	Policy Packages
212-00-00-00000	Sports Lottery	103	0	Oregon Teacher Scholars Program	Policy Packages
212-00-00-00000	Sports Lottery	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
212-00-00-00000	Sports Lottery	105	0	Oregon Opportunity Grant Funding	Policy Packages
212-00-00-00000	Sports Lottery	106	0	Educator Administrator Scholarships Program	Policy Packages
212-00-00-00000	Sports Lottery	107	0	Public University Capital Projects	Policy Packages
212-00-00-00000	Sports Lottery	108	0	Community College Capital Projects	Policy Packages
213-00-00-00000	OHSU Programs	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
213-00-00-00000	OHSU Programs	021	0	Phase-in	Essential Packages
213-00-00-00000	OHSU Programs	022	0	Phase-out Pgm & One-time Costs	Essential Packages
213-00-00-00000	OHSU Programs	031	0	Standard Inflation	Essential Packages
213-00-00-00000	OHSU Programs	032	0	Above Standard Inflation	Essential Packages
213-00-00-00000	OHSU Programs	033	0	Exceptional Inflation	Essential Packages
213-00-00-00000	OHSU Programs	040	0	Mandated Caseload	Essential Packages
213-00-00-00000	OHSU Programs	050	0	Fundshifts	Essential Packages
213-00-00-00000	OHSU Programs	060	0	Technical Adjustments	Essential Packages
213-00-00-00000	OHSU Programs	070	0	Revenue Shortfalls	Policy Packages
213-00-00-00000	OHSU Programs	081	0	May 2024 Emergency Board	Policy Packages
213-00-00-00000	OHSU Programs	101	0	Modernization Project	Policy Packages
213-00-00-00000	OHSU Programs	102	0	Early Learning Professional Grants Funding	Policy Packages
213-00-00-00000	OHSU Programs	103	0	Oregon Teacher Scholars Program	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
213-00-00-00000	OHSU Programs	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
213-00-00-00000	OHSU Programs	105	0	Oregon Opportunity Grant Funding	Policy Packages
213-00-00-00000	OHSU Programs	106	0	Educator Administrator Scholarships Program	Policy Packages
213-00-00-00000	OHSU Programs	107	0	Public University Capital Projects	Policy Packages
213-00-00-00000	OHSU Programs	108	0	Community College Capital Projects	Policy Packages
214-00-00-00000	Public University Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
214-00-00-00000	Public University Debt Service	021	0	Phase-in	Essential Packages
214-00-00-00000	Public University Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
214-00-00-00000	Public University Debt Service	031	0	Standard Inflation	Essential Packages
214-00-00-00000	Public University Debt Service	032	0	Above Standard Inflation	Essential Packages
214-00-00-00000	Public University Debt Service	033	0	Exceptional Inflation	Essential Packages
214-00-00-00000	Public University Debt Service	040	0	Mandated Caseload	Essential Packages
214-00-00-00000	Public University Debt Service	050	0	Fundshifts	Essential Packages
214-00-00-00000	Public University Debt Service	060	0	Technical Adjustments	Essential Packages
214-00-00-00000	Public University Debt Service	070	0	Revenue Shortfalls	Policy Packages
214-00-00-00000	Public University Debt Service	081	0	May 2024 Emergency Board	Policy Packages
214-00-00-00000	Public University Debt Service	101	0	Modernization Project	Policy Packages
214-00-00-00000	Public University Debt Service	102	0	Early Learning Professional Grants Funding	Policy Packages
214-00-00-00000	Public University Debt Service	103	0	Oregon Teacher Scholars Program	Policy Packages
214-00-00-00000	Public University Debt Service	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
214-00-00-00000	Public University Debt Service	105	0	Oregon Opportunity Grant Funding	Policy Packages
214-00-00-00000	Public University Debt Service	106	0	Educator Administrator Scholarships Program	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
214-00-00-00000	Public University Debt Service	107	0	Public University Capital Projects	Policy Packages
214-00-00-00000	Public University Debt Service	108	0	Community College Capital Projects	Policy Packages
215-00-00-00000	Community College Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
215-00-00-00000	Community College Debt Service	021	0	Phase-in	Essential Packages
215-00-00-00000	Community College Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
215-00-00-00000	Community College Debt Service	031	0	Standard Inflation	Essential Packages
215-00-00-00000	Community College Debt Service	032	0	Above Standard Inflation	Essential Packages
215-00-00-00000	Community College Debt Service	033	0	Exceptional Inflation	Essential Packages
215-00-00-00000	Community College Debt Service	040	0	Mandated Caseload	Essential Packages
215-00-00-00000	Community College Debt Service	050	0	Fundshifts	Essential Packages
215-00-00-00000	Community College Debt Service	060	0	Technical Adjustments	Essential Packages
215-00-00-00000	Community College Debt Service	070	0	Revenue Shortfalls	Policy Packages
215-00-00-00000	Community College Debt Service	081	0	May 2024 Emergency Board	Policy Packages
215-00-00-00000	Community College Debt Service	101	0	Modernization Project	Policy Packages
215-00-00-00000	Community College Debt Service	102	0	Early Learning Professional Grants Funding	Policy Packages
215-00-00-00000	Community College Debt Service	103	0	Oregon Teacher Scholars Program	Policy Packages
215-00-00-00000	Community College Debt Service	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
215-00-00-00000	Community College Debt Service	105	0	Oregon Opportunity Grant Funding	Policy Packages
215-00-00-00000	Community College Debt Service	106	0	Educator Administrator Scholarships Program	Policy Packages
215-00-00-00000	Community College Debt Service	107	0	Public University Capital Projects	Policy Packages
215-00-00-00000	Community College Debt Service	108	0	Community College Capital Projects	Policy Packages
216-00-00-00000	OHSU Debt Service	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
216-00-00-00000	OHSU Debt Service	021	0	Phase-in	Essential Packages
216-00-00-00000	OHSU Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
216-00-00-00000	OHSU Debt Service	031	0	Standard Inflation	Essential Packages
216-00-00-00000	OHSU Debt Service	032	0	Above Standard Inflation	Essential Packages
216-00-00-00000	OHSU Debt Service	033	0	Exceptional Inflation	Essential Packages
216-00-00-00000	OHSU Debt Service	040	0	Mandated Caseload	Essential Packages
216-00-00-00000	OHSU Debt Service	050	0	Fundshifts	Essential Packages
216-00-00-00000	OHSU Debt Service	060	0	Technical Adjustments	Essential Packages
216-00-00-00000	OHSU Debt Service	070	0	Revenue Shortfalls	Policy Packages
216-00-00-00000	OHSU Debt Service	081	0	May 2024 Emergency Board	Policy Packages
216-00-00-00000	OHSU Debt Service	101	0	Modernization Project	Policy Packages
216-00-00-00000	OHSU Debt Service	102	0	Early Learning Professional Grants Funding	Policy Packages
216-00-00-00000	OHSU Debt Service	103	0	Oregon Teacher Scholars Program	Policy Packages
216-00-00-00000	OHSU Debt Service	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
216-00-00-00000	OHSU Debt Service	105	0	Oregon Opportunity Grant Funding	Policy Packages
216-00-00-00000	OHSU Debt Service	106	0	Educator Administrator Scholarships Program	Policy Packages
216-00-00-00000	OHSU Debt Service	107	0	Public University Capital Projects	Policy Packages
216-00-00-00000	OHSU Debt Service	108	0	Community College Capital Projects	Policy Packages
217-00-00-00000	Public University Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
217-00-00-00000	Public University Capital Construction	021	0	Phase-in	Essential Packages
217-00-00-00000	Public University Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
217-00-00-00000	Public University Capital Construction	031	0	Standard Inflation	Essential Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
217-00-00-00000	Public University Capital Construction	032	0	Above Standard Inflation	Essential Packages
217-00-00-00000	Public University Capital Construction	033	0	Exceptional Inflation	Essential Packages
217-00-00-00000	Public University Capital Construction	040	0	Mandated Caseload	Essential Packages
217-00-00-00000	Public University Capital Construction	050	0	Fundshifts	Essential Packages
217-00-00-00000	Public University Capital Construction	060	0	Technical Adjustments	Essential Packages
217-00-00-00000	Public University Capital Construction	070	0	Revenue Shortfalls	Policy Packages
217-00-00-00000	Public University Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
217-00-00-00000	Public University Capital Construction	101	0	Modernization Project	Policy Packages
217-00-00-00000	Public University Capital Construction	102	0	Early Learning Professional Grants Funding	Policy Packages
217-00-00-00000	Public University Capital Construction	103	0	Oregon Teacher Scholars Program	Policy Packages
217-00-00-00000	Public University Capital Construction	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
217-00-00-00000	Public University Capital Construction	105	0	Oregon Opportunity Grant Funding	Policy Packages
217-00-00-00000	Public University Capital Construction	106	0	Educator Administrator Scholarships Program	Policy Packages
217-00-00-00000	Public University Capital Construction	107	0	Public University Capital Projects	Policy Packages
217-00-00-00000	Public University Capital Construction	108	0	Community College Capital Projects	Policy Packages
218-00-00-00000	Community College Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
218-00-00-00000	Community College Capital Construction	021	0	Phase-in	Essential Packages
218-00-00-00000	Community College Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
218-00-00-00000	Community College Capital Construction	031	0	Standard Inflation	Essential Packages
218-00-00-00000	Community College Capital Construction	032	0	Above Standard Inflation	Essential Packages
218-00-00-00000	Community College Capital Construction	033	0	Exceptional Inflation	Essential Packages
218-00-00-00000	Community College Capital Construction	040	0	Mandated Caseload	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
218-00-00-00000	Community College Capital Construction	050	0	Fundshifts	Essential Packages
218-00-00-00000	Community College Capital Construction	060	0	Technical Adjustments	Essential Packages
218-00-00-00000	Community College Capital Construction	070	0	Revenue Shortfalls	Policy Packages
218-00-00-00000	Community College Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
218-00-00-00000	Community College Capital Construction	101	0	Modernization Project	Policy Packages
218-00-00-00000	Community College Capital Construction	102	0	Early Learning Professional Grants Funding	Policy Packages
218-00-00-00000	Community College Capital Construction	103	0	Oregon Teacher Scholars Program	Policy Packages
218-00-00-00000	Community College Capital Construction	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
218-00-00-00000	Community College Capital Construction	105	0	Oregon Opportunity Grant Funding	Policy Packages
218-00-00-00000	Community College Capital Construction	106	0	Educator Administrator Scholarships Program	Policy Packages
218-00-00-00000	Community College Capital Construction	107	0	Public University Capital Projects	Policy Packages
218-00-00-00000	Community College Capital Construction	108	0	Community College Capital Projects	Policy Packages
219-00-00-00000	OHSU Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
219-00-00-00000	OHSU Capital Construction	021	0	Phase-in	Essential Packages
219-00-00-00000	OHSU Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
219-00-00-00000	OHSU Capital Construction	031	0	Standard Inflation	Essential Packages
219-00-00-00000	OHSU Capital Construction	032	0	Above Standard Inflation	Essential Packages
219-00-00-00000	OHSU Capital Construction	033	0	Exceptional Inflation	Essential Packages
219-00-00-00000	OHSU Capital Construction	040	0	Mandated Caseload	Essential Packages
219-00-00-00000	OHSU Capital Construction	050	0	Fundshifts	Essential Packages
219-00-00-00000	OHSU Capital Construction	060	0	Technical Adjustments	Essential Packages
219-00-00-00000	OHSU Capital Construction	070	0	Revenue Shortfalls	Policy Packages

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
219-00-00-00000	OHSU Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
219-00-00-00000	OHSU Capital Construction	101	0	Modernization Project	Policy Packages
219-00-00-00000	OHSU Capital Construction	102	0	Early Learning Professional Grants Funding	Policy Packages
219-00-00-00000	OHSU Capital Construction	103	0	Oregon Teacher Scholars Program	Policy Packages
219-00-00-00000	OHSU Capital Construction	104	0	Future Ready Oregon ARPA Continuation	Policy Packages
219-00-00-00000	OHSU Capital Construction	105	0	Oregon Opportunity Grant Funding	Policy Packages
219-00-00-00000	OHSU Capital Construction	106	0	Educator Administrator Scholarships Program	Policy Packages
219-00-00-00000	OHSU Capital Construction	107	0	Public University Capital Projects	Policy Packages
219-00-00-00000	OHSU Capital Construction	108	0	Community College Capital Projects	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

BSU004A

Policy Package List by Priority
2025-27 Biennium

Agency Number: 52500
BAM Analyst: Chase, Stacey
Budget Coordinator: Beck, Jennifer

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
			999-00-00-00000	Suspense
	081	May 2024 Emergency Board	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	081	May 2024 Emergency Board	102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	081	May 2024 Emergency Board	206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
			999-00-00-00000	Suspense
	101	Modernization Project	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	101	Modernization Project	106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	101	Modernization Project	210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
	102	Early Learning Professional Grants Funding	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	102	Early Learning Professional Grants Funding	111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	102	Early Learning Professional Grants Funding	215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
	103	Oregon Teacher Scholars Program	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	103	Oregon Teacher Scholars Program	116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	104	Future Ready Oregon ARPA Continuation	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	104	Future Ready Oregon ARPA Continuation	202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
	105	Oregon Opportunity Grant Funding	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	105	Oregon Opportunity Grant Funding	103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	105	Oregon Opportunity Grant Funding	207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
	106	Educator Administrator Scholarships Program	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	106	Educator Administrator Scholarships Program	108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	106	Educator Administrator Scholarships Program	212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
	107	Public University Capital Projects	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	107	Public University Capital Projects	113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction
			118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	107	Public University Capital Projects	217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction
	108	Community College Capital Projects	002-00-00-00000	Degree Authorization/Private Career Schools
			041-00-00-00000	OSAC Office Operations
			042-00-00-00000	OSAC Other Programs
			101-00-00-00000	HECC Operations
			102-00-00-00000	Support to Community Colleges
			103-00-00-00000	Public University Ops & Student Support
			104-00-00-00000	Public University State Programs
			105-00-00-00000	Agriculture Experiment Station
			106-00-00-00000	Extension Service
			107-00-00-00000	Forest Research Laboratory
			108-00-00-00000	OHSU Programs
			109-00-00-00000	Student Assistance
			110-00-00-00000	Workforce and Other Special Payments
			111-00-00-00000	Oregon Youth Conservation Corps
			112-00-00-00000	Sports Lottery
			113-00-00-00000	Public University Debt Service
			114-00-00-00000	Community College Debt Service
			115-00-00-00000	OHSU Debt Service
			116-00-00-00000	Public University Capital Construction
			117-00-00-00000	Community College Capital Construction

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	108	Community College Capital Projects	118-00-00-00000	OHSU Capital Construction
			200-00-00-00000	Directors Office
			201-00-00-00000	Central Operations
			202-00-00-00000	Research and Data
			203-00-00-00000	Academic Policy and Authorization
			204-00-00-00000	Post-Secondary Finance and Capital
			205-00-00-00000	Community Colleges
			206-00-00-00000	Workforce Investments
			207-00-00-00000	OSAC
			208-00-00-00000	Support to Community Colleges
			209-00-00-00000	Public University Ops & Student Support
			210-00-00-00000	Public University State Programs
			211-00-00-00000	Statewide Public Services
			212-00-00-00000	Sports Lottery
			213-00-00-00000	OHSU Programs
			214-00-00-00000	Public University Debt Service
			215-00-00-00000	Community College Debt Service
			216-00-00-00000	OHSU Debt Service
			217-00-00-00000	Public University Capital Construction
			218-00-00-00000	Community College Capital Construction
			219-00-00-00000	OHSU Capital Construction

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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	14,784,913	29,445,780	-	29,445,780	29,445,780	29,445,780
3200 Other Funds Non-Ltd	671,643	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	925,799	-	-	-	-	-
3400 Other Funds Ltd	36,124,819	12,241,631	-	12,241,631	66,700,542	66,700,542
3430 Other Funds Debt Svc Ltd	147,760	-	-	-	-	-
6200 Federal Funds Non-Ltd	34,565	-	-	-	-	-
6400 Federal Funds Ltd	1,223,260	-	-	-	-	-
All Funds	53,912,759	41,687,411	-	41,687,411	96,146,322	96,146,322
0030 Beginning Balance Adjustment						
4430 Lottery Funds Debt Svc Ltd	-	227,765	-	227,765	-	-
3400 Other Funds Ltd	-	129,194,678	-	129,194,678	17,730,110	17,730,110
All Funds	-	129,422,443	-	129,422,443	17,730,110	17,730,110
TOTAL BEGINNING BALANCE						
4400 Lottery Funds Ltd	14,784,913	29,445,780	-	29,445,780	29,445,780	29,445,780
4430 Lottery Funds Debt Svc Ltd	-	227,765	-	227,765	-	-
3200 Other Funds Non-Ltd	671,643	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	925,799	-	-	-	-	-
3400 Other Funds Ltd	36,124,819	141,436,309	-	141,436,309	84,430,652	84,430,652
3430 Other Funds Debt Svc Ltd	147,760	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6200 Federal Funds Non-Ltd	34,565	-	-	-	-	-
6400 Federal Funds Ltd	1,223,260	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$53,912,759**	**$171,109,854**	**-**	**$171,109,854**	**$113,876,432**	**$113,876,432**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,414,847,265	2,581,069,620	12,992,484	2,594,062,104	2,598,536,212	2,772,898,026
8030 General Fund Debt Svc	263,774,106	328,031,747	(19,132,465)	308,899,282	388,275,456	388,275,456
All Funds	2,678,621,371	2,909,101,367	(6,139,981)	2,902,961,386	2,986,811,668	3,161,173,482
LICENSES AND FEES						
0205 Business Lic and Fees						
3200 Other Funds Non-Ltd	196,590	-	-	-	-	-
3400 Other Funds Ltd	1,387,569	-	-	-	-	-
All Funds	1,584,159	-	-	-	-	-
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	-	506,457	-	506,457	517,666	507,375
TOTAL LICENSES AND FEES						
3200 Other Funds Non-Ltd	196,590	-	-	-	-	-
3400 Other Funds Ltd	1,387,569	506,457	-	506,457	517,666	507,375
TOTAL LICENSES AND FEES	**$1,584,159**	**$506,457**	**-**	**$506,457**	**$517,666**	**$507,375**

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
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	12,264,009	3,004,399	-	3,004,399	3,084,058	3,035,015
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,146,633	1,247,899	-	1,247,899	1,247,899	1,249,361
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	14,410,642	4,252,298	-	4,252,298	4,331,957	4,284,376
TOTAL CHARGES FOR SERVICES	**$14,410,642**	**$4,252,298**	**-**	**$4,252,298**	**$4,331,957**	**$4,284,376**
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	512,402,094	365,213,551	6,000,000	371,213,551	-	-
3230 Other Funds Debt Svc Non-Ltd	-	191,199,890	-	191,199,890	190,279,651	190,279,651
3400 Other Funds Ltd	6,319,103	5,000,000	115,000	5,115,000	5,115,000	5,000,000
3430 Other Funds Debt Svc Ltd	-	-	15,071,100	15,071,100	2,504,909	2,504,909
All Funds	518,721,197	561,413,441	21,186,100	582,599,541	197,899,560	197,784,560
INTEREST EARNINGS						
0605 Interest Income						
4430 Lottery Funds Debt Svc Ltd	364,554	-	-	-	-	-
3200 Other Funds Non-Ltd	49,827	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	72,471,244	-	-	-	-	-

DESCRIPTION	2021-23 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	2,561,232	82,512	-	82,512	82,512	82,512
3430 Other Funds Debt Svc Ltd	13,628,361	-	-	-	-	-
All Funds	89,075,218	82,512	-	82,512	82,512	82,512
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	26,624,794	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	18,625,942	16,367,388	-	16,367,388	16,452,773	17,786,663
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	1,322,820	-	1,322,820	1,322,820	1,322,820
TOTAL DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	18,625,942	17,690,208	-	17,690,208	17,775,593	19,109,483
TOTAL DONATIONS AND CONTRIBUTIONS	**$18,625,942**	**$17,690,208**	**-**	**$17,690,208**	**$17,775,593**	**$19,109,483**
LOAN REPAYMENT						
0925 Loan Repayments						
3230 Other Funds Debt Svc Non-Ltd	82,052,833	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	2,704,729	-	-	-	-	-
All Funds	84,757,562	-	-	-	-	-
OTHER						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
0975 Other Revenues						
3200 Other Funds Non-Ltd	-	206,000	394,000	600,000	600,000	600,000
3230 Other Funds Debt Svc Non-Ltd	7,716	3,441,830	-	3,441,830	3,317,168	3,317,168
3400 Other Funds Ltd	1,017,420	67,243,512	1,053,306	68,296,818	68,497,011	19,342,733
3430 Other Funds Debt Svc Ltd	-	7,818,219	4,061,585	11,879,804	1,298,457	1,298,457
All Funds	1,025,136	78,709,561	5,508,891	84,218,452	73,712,636	24,558,358
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6200 Federal Funds Non-Ltd	10,412,919	20,536,302	-	20,536,302	20,536,302	20,536,302
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
6400 Federal Funds Ltd	90,396,839	135,957,789	760,916	136,718,705	137,563,146	146,046,882
All Funds	104,817,910	160,502,244	760,916	161,263,160	161,998,448	170,482,184
TRANSFERS IN						
1010 Transfer In - Intrafund						
4430 Lottery Funds Debt Svc Ltd	348,585	-	-	-	-	-
3400 Other Funds Ltd	79,643	124,985,767	-	124,985,767	124,715,652	12,907,021
All Funds	428,228	124,985,767	-	124,985,767	124,715,652	12,907,021
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	823,313	-	-	-	-	-
1050 Transfer In Other						
8000 General Fund	-	-	126,000	126,000	126,000	126,000

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	-	11,062,366	-	11,062,366	11,102,790	11,556,832
All Funds	-	11,062,366	126,000	11,188,366	11,228,790	11,682,832
1060 Transfer from General Fund						
3400 Other Funds Ltd	22,900,000	14,900,000	-	14,900,000	14,900,000	13,644,243
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	2,477,627	2,846,298	-	2,846,298	2,707,885	2,928,382
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	99,566,597	148,468,022	19,337,234	167,805,256	156,275,577	155,069,601
4430 Lottery Funds Debt Svc Ltd	44,010,885	44,554,121	-	44,554,121	47,162,988	47,162,988
3230 Other Funds Debt Svc Non-Ltd	117,882	-	-	-	-	-
3400 Other Funds Ltd	123,136,812	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	30,866,883	7,328,750	-	7,328,750	-	-
All Funds	297,699,059	200,350,893	19,337,234	219,688,127	203,438,565	202,232,589
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	2,787,053	2,196,243	-	2,196,243	2,087,174	2,092,654
1170 Tsfr From Treasury, Or State						
3400 Other Funds Ltd	290,911	-	-	-	-	-
1291 Tsfr From Corrections, Dept of						
3430 Other Funds Debt Svc Ltd	700,279	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	22,059,520	6,293,247	6,100,000	12,393,247	12,736,381	12,913,764

DESCRIPTION	2021-23 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						
8000 General Fund	-	-	126,000	126,000	126,000	126,000
4400 Lottery Funds Ltd	99,566,597	148,468,022	19,337,234	167,805,256	156,275,577	155,069,601
4430 Lottery Funds Debt Svc Ltd	45,182,783	44,554,121	-	44,554,121	47,162,988	47,162,988
3230 Other Funds Debt Svc Non-Ltd	117,882	-	-	-	-	-
3400 Other Funds Ltd	173,731,566	162,283,921	6,100,000	168,383,921	168,249,882	56,042,896
3430 Other Funds Debt Svc Ltd	31,567,162	7,328,750	-	7,328,750	-	-
TOTAL TRANSFERS IN	**$350,165,990**	**$362,634,814**	**$25,563,234**	**$388,198,048**	**$371,814,447**	**$258,401,485**
REVENUES						
8000 General Fund	2,414,847,265	2,581,069,620	13,118,484	2,594,188,104	2,598,662,212	2,773,024,026
8030 General Fund Debt Svc	263,774,106	328,031,747	(19,132,465)	308,899,282	388,275,456	388,275,456
4400 Lottery Funds Ltd	99,566,597	148,468,022	19,337,234	167,805,256	156,275,577	155,069,601
4430 Lottery Funds Debt Svc Ltd	45,547,337	44,554,121	-	44,554,121	47,162,988	47,162,988
3020 Other Funds Cap Construct	512,402,094	365,213,551	6,000,000	371,213,551	-	-
3200 Other Funds Non-Ltd	246,417	206,000	394,000	600,000	600,000	600,000
3230 Other Funds Debt Svc Non-Ltd	154,649,675	194,641,720	-	194,641,720	193,596,819	193,596,819
3400 Other Funds Ltd	244,678,268	257,058,908	7,268,306	264,327,214	264,569,621	104,369,375
3430 Other Funds Debt Svc Ltd	47,900,252	15,146,969	19,132,685	34,279,654	3,803,366	3,803,366
6200 Federal Funds Non-Ltd	10,412,919	20,536,302	-	20,536,302	20,536,302	20,536,302
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000

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
6400 Federal Funds Ltd	90,396,839	135,957,789	760,916	136,718,705	137,563,146	146,046,882
TOTAL REVENUES	**$3,888,429,921**	**$4,094,892,902**	**$46,879,160**	**$4,141,772,062**	**$3,814,944,487**	**$3,836,383,815**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(79,643)	(124,985,767)	-	(124,985,767)	(12,907,021)	(12,907,021)
2040 Transfer Out Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	(823,313)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3430 Other Funds Debt Svc Ltd	(55,538)	-	-	-	-	-
2121 Tsfr To Governor, Office of the						
6400 Federal Funds Ltd	-	(270,000)	-	(270,000)	(200,000)	(200,000)
2291 Tsfr To Corrections, Dept of						
3430 Other Funds Debt Svc Ltd	(5,108)	-	-	-	-	-
TOTAL TRANSFERS OUT						
4430 Lottery Funds Debt Svc Ltd	(823,313)	-	-	-	-	-
3400 Other Funds Ltd	(79,643)	(124,985,767)	-	(124,985,767)	(12,907,021)	(12,907,021)
3430 Other Funds Debt Svc Ltd	(60,646)	-	-	-	-	-
6400 Federal Funds Ltd	-	(270,000)	-	(270,000)	(200,000)	(200,000)
TOTAL TRANSFERS OUT	**($963,602)**	**($125,255,767)**	**-**	**($125,255,767)**	**($13,107,021)**	**($13,107,021)**
AVAILABLE 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
8000 General Fund	2,414,847,265	2,581,069,620	13,118,484	2,594,188,104	2,598,662,212	2,773,024,026
8030 General Fund Debt Svc	263,774,106	328,031,747	(19,132,465)	308,899,282	388,275,456	388,275,456
4400 Lottery Funds Ltd	114,351,510	177,913,802	19,337,234	197,251,036	185,721,357	184,515,381
4430 Lottery Funds Debt Svc Ltd	44,724,024	44,781,886	-	44,781,886	47,162,988	47,162,988
3020 Other Funds Cap Construct	512,402,094	365,213,551	6,000,000	371,213,551	-	-
3200 Other Funds Non-Ltd	918,060	206,000	394,000	600,000	600,000	600,000
3230 Other Funds Debt Svc Non-Ltd	155,575,474	194,641,720	-	194,641,720	193,596,819	193,596,819
3400 Other Funds Ltd	280,723,444	273,509,450	7,268,306	280,777,756	336,093,252	175,893,006
3430 Other Funds Debt Svc Ltd	47,987,366	15,146,969	19,132,685	34,279,654	3,803,366	3,803,366
6200 Federal Funds Non-Ltd	10,447,484	20,536,302	-	20,536,302	20,536,302	20,536,302
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
6400 Federal Funds Ltd	91,620,099	135,687,789	760,916	136,448,705	137,363,146	145,846,882
TOTAL AVAILABLE REVENUES	**$3,941,379,078**	**$4,140,746,989**	**$46,879,160**	**$4,187,626,149**	**$3,915,713,898**	**$3,937,153,226**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	16,638,369	20,441,401	2,658,086	23,099,487	25,255,709	25,255,709
3400 Other Funds Ltd	4,777,221	7,867,562	1,004,754	8,872,316	7,199,004	7,199,004
6200 Federal Funds Non-Ltd	33,406	-	-	-	-	-

DESCRIPTION	2021-23 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	4,604,437	5,836,062	780,136	6,616,198	6,929,886	6,929,886
All Funds	26,053,433	34,145,025	4,442,976	38,588,001	39,384,599	39,384,599
3160 Temporary Appointments						
8000 General Fund	88,922	399,759	-	399,759	399,759	258,348
3400 Other Funds Ltd	88,309	2,578	-	2,578	2,578	2,686
6400 Federal Funds Ltd	16,364	5,706	-	5,706	5,706	5,947
All Funds	193,595	408,043	-	408,043	408,043	266,981
3170 Overtime Payments						
8000 General Fund	42,247	21,009	-	21,009	21,009	4,639
3400 Other Funds Ltd	17,688	997	-	997	997	1,037
6400 Federal Funds Ltd	3,621	909	-	909	909	949
All Funds	63,556	22,915	-	22,915	22,915	6,625
3180 Shift Differential						
8000 General Fund	474	-	-	-	-	-
3400 Other Funds Ltd	389	-	-	-	-	-
6400 Federal Funds Ltd	38	-	-	-	-	-
All Funds	901	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	145,193	60,801	-	60,801	60,801	55,093
3400 Other Funds Ltd	26,183	2,857	-	2,857	2,857	2,976
6200 Federal Funds Non-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
6400 Federal Funds Ltd	32,422	-	-	-	-	-
All Funds	203,804	63,658	-	63,658	63,658	58,069
TOTAL SALARIES & WAGES						
8000 General Fund	16,915,205	20,922,970	2,658,086	23,581,056	25,737,278	25,573,789
3400 Other Funds Ltd	4,909,790	7,873,994	1,004,754	8,878,748	7,205,436	7,205,703
6200 Federal Funds Non-Ltd	33,412	-	-	-	-	-
6400 Federal Funds Ltd	4,656,882	5,842,677	780,136	6,622,813	6,936,501	6,936,782
TOTAL SALARIES & WAGES	**$26,515,289**	**$34,639,641**	**$4,442,976**	**$39,082,617**	**$39,879,215**	**$39,716,274**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,851	5,984	26	6,010	8,134	8,134
3400 Other Funds Ltd	1,648	2,290	22	2,312	2,296	2,296
6200 Federal Funds Non-Ltd	9	-	-	-	-	-
6400 Federal Funds Ltd	(3,234)	1,579	-	1,579	2,152	2,152
All Funds	1,274	9,853	48	9,901	12,582	12,582
3220 Public Employees' Retire Cont						
8000 General Fund	2,938,960	3,675,963	15,870	3,691,833	5,328,894	5,324,248
3400 Other Funds Ltd	864,002	1,410,563	10,504	1,421,067	1,515,478	1,515,511
6200 Federal Funds Non-Ltd	7,118	-	-	-	-	-
6400 Federal Funds Ltd	841,997	1,018,894	-	1,018,894	1,426,434	1,426,441

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	4,652,077	6,105,420	26,374	6,131,794	8,270,806	8,266,200
3221 Pension Obligation Bond						
8000 General Fund	902,668	932,061	85,093	1,017,154	1,017,154	993,614
3400 Other Funds Ltd	259,085	282,946	107,168	390,114	390,114	282,460
6200 Federal Funds Non-Ltd	1,869	-	-	-	-	-
6400 Federal Funds Ltd	245,052	308,508	(19,220)	289,288	289,288	271,522
All Funds	1,408,674	1,523,515	173,041	1,696,556	1,696,556	1,547,596
3230 Social Security Taxes						
8000 General Fund	1,262,090	1,571,528	6,775	1,578,303	1,938,389	1,925,884
3400 Other Funds Ltd	369,628	598,393	4,484	602,877	547,069	547,089
6200 Federal Funds Non-Ltd	2,485	-	-	-	-	-
6400 Federal Funds Ltd	351,190	442,716	-	442,716	525,774	525,792
All Funds	1,985,393	2,612,637	11,259	2,623,896	3,011,232	2,998,765
3240 Unemployment Assessments						
8000 General Fund	(361)	-	-	-	-	-
3400 Other Funds Ltd	4,760	-	-	-	-	-
All Funds	4,399	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	23,690	77,929	354	78,283	99,341	99,251
3400 Other Funds Ltd	6,771	31,013	234	31,247	28,543	28,543
6200 Federal Funds Non-Ltd	28	-	-	-	-	-

DESCRIPTION	2021-23 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	5,098	22,980	-	22,980	26,811	26,811
All Funds	35,587	131,922	588	132,510	154,695	154,605
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	2,907	5,201	23	5,224	4,749	4,749
3400 Other Funds Ltd	1,009	1,988	19	2,007	1,339	1,339
6200 Federal Funds Non-Ltd	6	-	-	-	-	-
6400 Federal Funds Ltd	(502)	1,381	-	1,381	1,256	1,256
All Funds	3,420	8,570	42	8,612	7,344	7,344
3260 Mass Transit Tax						
8000 General Fund	107,226	125,410	531	125,941	125,941	153,439
3400 Other Funds Ltd	29,233	47,910	397	48,307	48,307	43,236
6400 Federal Funds Ltd	50	-	-	-	-	-
All Funds	136,509	173,320	928	174,248	174,248	196,675
3270 Flexible Benefits						
8000 General Fund	3,604,176	4,473,844	19,800	4,493,644	4,785,777	4,785,777
3400 Other Funds Ltd	995,035	1,712,866	16,226	1,729,092	1,351,933	1,351,933
6200 Federal Funds Non-Ltd	7,478	-	-	-	-	-
6400 Federal Funds Ltd	943,509	1,183,843	-	1,183,843	1,267,794	1,267,794
All Funds	5,550,198	7,370,553	36,026	7,406,579	7,405,504	7,405,504
3280 Other OPE						
8000 General Fund	-	34,868	-	34,868	34,868	156

DESCRIPTION	*2021-23 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						
8000 General Fund	8,844,207	10,902,788	128,472	11,031,260	13,343,247	13,295,252
3400 Other Funds Ltd	2,531,171	4,087,969	139,054	4,227,023	3,885,079	3,772,407
6200 Federal Funds Non-Ltd	18,993	-	-	-	-	-
6400 Federal Funds Ltd	2,383,160	2,979,901	(19,220)	2,960,681	3,539,509	3,521,768
TOTAL OTHER PAYROLL EXPENSES	**$13,777,531**	**$17,970,658**	**$248,306**	**$18,218,964**	**$20,767,835**	**$20,589,427**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,886,408)	-	(1,886,408)	(1,886,408)	(1,278,382)
3400 Other Funds Ltd	-	(95,953)	-	(95,953)	(95,953)	(360,276)
6400 Federal Funds Ltd	-	(196,668)	-	(196,668)	(196,668)	(346,823)
All Funds	-	(2,179,029)	-	(2,179,029)	(2,179,029)	(1,985,481)
3465 Reconciliation Adjustment						
8000 General Fund	-	(5,899)	-	(5,899)	-	-
3400 Other Funds Ltd	-	8,804	-	8,804	-	-
6400 Federal Funds Ltd	-	(22,271)	-	(22,271)	-	-
All Funds	-	(19,366)	-	(19,366)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,892,307)	-	(1,892,307)	(1,886,408)	(1,278,382)
3400 Other Funds Ltd	-	(87,149)	-	(87,149)	(95,953)	(360,276)

DESCRIPTION	2021-23 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	-	(218,939)	-	(218,939)	(196,668)	(346,823)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($2,198,395)**	**-**	**($2,198,395)**	**($2,179,029)**	**($1,985,481)**
TOTAL PERSONAL SERVICES						
8000 General Fund	25,759,412	29,933,451	2,786,558	32,720,009	37,194,117	37,590,659
3400 Other Funds Ltd	7,440,961	11,874,814	1,143,808	13,018,622	10,994,562	10,617,834
6200 Federal Funds Non-Ltd	52,405	-	-	-	-	-
6400 Federal Funds Ltd	7,040,042	8,603,639	760,916	9,364,555	10,279,342	10,111,727
TOTAL PERSONAL SERVICES	**$40,292,820**	**$50,411,904**	**$4,691,282**	**$55,103,186**	**$58,468,021**	**$58,320,220**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	57,102	218,034	803	218,837	218,837	224,617
3400 Other Funds Ltd	59,913	293,477	-	293,477	293,477	299,277
6400 Federal Funds Ltd	7,257	116,713	-	116,713	116,713	121,615
All Funds	124,272	628,224	803	629,027	629,027	645,509
4125 Out of State Travel						
8000 General Fund	71,770	86,875	-	86,875	86,875	90,522
3400 Other Funds Ltd	41,290	52,123	-	52,123	52,123	54,311
6400 Federal Funds Ltd	26,273	163,443	-	163,443	163,443	170,308
All Funds	139,333	302,441	-	302,441	302,441	315,141
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	200,541	349,502	4,165	353,667	353,667	356,231
3400 Other Funds Ltd	82,823	159,511	-	159,511	159,511	132,482
6400 Federal Funds Ltd	78,642	57,390	-	57,390	57,390	59,800
All Funds	362,006	566,403	4,165	570,568	570,568	548,513
4175 Office Expenses						
8000 General Fund	80,150	370,965	2,380	373,345	373,345	382,004
3200 Other Funds Non-Ltd	236	-	-	-	-	-
3400 Other Funds Ltd	50,674	188,090	-	188,090	188,090	174,415
6400 Federal Funds Ltd	28,735	118,310	-	118,310	118,310	123,279
All Funds	159,795	677,365	2,380	679,745	679,745	679,698
4200 Telecommunications						
8000 General Fund	718,487	270,924	1,785	272,709	272,709	278,898
3400 Other Funds Ltd	540,199	116,084	-	116,084	116,084	104,219
6400 Federal Funds Ltd	86,827	104,857	-	104,857	104,857	109,263
All Funds	1,345,513	491,865	1,785	493,650	493,650	492,380
4225 State Gov. Service Charges						
8000 General Fund	3,566,417	5,276,555	-	5,276,555	5,276,555	6,305,104
4400 Lottery Funds Ltd	264	-	-	-	-	-
3200 Other Funds Non-Ltd	269	-	-	-	-	-
3400 Other Funds Ltd	75,385	138,280	-	138,280	138,280	165,234
6400 Federal Funds Ltd	91,805	391,239	-	391,239	391,239	467,500

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	3,734,140	5,806,074	-	5,806,074	5,806,074	6,937,838
4250 Data Processing						
8000 General Fund	58,736	72,137	774	72,911	72,911	73,691
3400 Other Funds Ltd	43,847	1,355,798	-	1,355,798	1,355,798	1,406,104
6400 Federal Funds Ltd	15,151	6,875	-	6,875	6,875	7,162
All Funds	117,734	1,434,810	774	1,435,584	1,435,584	1,486,957
4275 Publicity and Publications						
8000 General Fund	11,855	120,585	594	121,179	121,179	119,307
3400 Other Funds Ltd	27,838	75,077	-	75,077	75,077	73,401
6400 Federal Funds Ltd	66,580	31,766	-	31,766	31,766	33,101
All Funds	106,273	227,428	594	228,022	228,022	225,809
4300 Professional Services						
8000 General Fund	1,755,297	5,366,347	299,500	5,665,847	5,665,847	5,517,662
3400 Other Funds Ltd	288,915	1,514,126	-	1,514,126	1,514,126	1,617,086
6400 Federal Funds Ltd	1,120,250	4,758,419	-	4,758,419	4,758,419	5,081,992
All Funds	3,164,462	11,638,892	299,500	11,938,392	11,938,392	12,216,740
4315 IT Professional Services						
8000 General Fund	673,676	506,033	-	506,033	506,033	540,443
3400 Other Funds Ltd	558,326	144,616	-	144,616	144,616	154,450
6400 Federal Funds Ltd	1,259	158,429	-	158,429	158,429	169,201
All Funds	1,233,261	809,078	-	809,078	809,078	864,094

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4325 Attorney General						
8000 General Fund	163,205	145,556	500	146,056	146,056	179,412
3400 Other Funds Ltd	87,512	42,439	-	42,439	42,439	52,311
6200 Federal Funds Non-Ltd	944	-	-	-	-	-
6400 Federal Funds Ltd	8,835	24,917	-	24,917	24,917	30,714
All Funds	260,496	212,912	500	213,412	213,412	262,437
4375 Employee Recruitment and Develop						
8000 General Fund	6,662	40,500	476	40,976	40,976	41,293
3400 Other Funds Ltd	3,240	19,976	-	19,976	19,976	16,848
6400 Federal Funds Ltd	70	2,838	-	2,838	2,838	2,956
All Funds	9,972	63,314	476	63,790	63,790	61,097
4400 Dues and Subscriptions						
8000 General Fund	726,801	512,343	594	512,937	512,937	528,175
3400 Other Funds Ltd	25,179	33,187	-	33,187	33,187	29,733
6400 Federal Funds Ltd	56,821	42,350	-	42,350	42,350	43,388
All Funds	808,801	587,880	594	588,474	588,474	601,296
4425 Facilities Rental and Taxes						
8000 General Fund	1,201,261	1,324,021	8,215	1,332,236	1,332,236	1,363,948
3400 Other Funds Ltd	186,243	363,595	-	363,595	363,595	301,825
6400 Federal Funds Ltd	111,849	365,425	-	365,425	365,425	380,774
All Funds	1,499,353	2,053,041	8,215	2,061,256	2,061,256	2,046,547

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
4475 Facilities Maintenance						
8000 General Fund	182,319	-	-	-	-	-
3400 Other Funds Ltd	20,994	-	-	-	-	-
6400 Federal Funds Ltd	13,143	-	-	-	-	-
All Funds	216,456	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	209,836	18,637	-	18,637	18,637	19,419
3200 Other Funds Non-Ltd	-	206,000	394,000	600,000	600,000	600,000
3400 Other Funds Ltd	128,482	139,153	100,000	239,153	239,153	249,197
6400 Federal Funds Ltd	4,806	16,892	-	16,892	16,892	17,602
All Funds	343,124	380,682	494,000	874,682	874,682	886,218
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	32,604	-	32,604	32,604	33,973
4625 Other COP Costs						
3400 Other Funds Ltd	-	4,661,449	115,000	4,776,449	4,776,449	98,990
4650 Other Services and Supplies						
8000 General Fund	23,740	660,855	4,284	665,139	665,139	684,897
8030 General Fund Debt Svc	(1)	-	-	-	-	-
3200 Other Funds Non-Ltd	162	-	-	-	-	-
3400 Other Funds Ltd	2,144,813	301,431	-	301,431	301,431	274,534
6400 Federal Funds Ltd	1,698	82,209	-	82,209	82,209	85,664

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	2,170,412	1,044,495	4,284	1,048,779	1,048,779	1,045,095
4700 Expendable Prop 250 - 5000						
8000 General Fund	46,891	435,364	2,856	438,220	438,220	303,996
3400 Other Funds Ltd	1,289	147,404	-	147,404	147,404	129,788
6400 Federal Funds Ltd	1,853	7,322	-	7,322	7,322	7,628
All Funds	50,033	590,090	2,856	592,946	592,946	441,412
4715 IT Expendable Property						
8000 General Fund	790,288	119,731	-	119,731	119,731	124,760
3400 Other Funds Ltd	180,648	44,314	-	44,314	44,314	46,175
6400 Federal Funds Ltd	187,320	37,703	-	37,703	37,703	39,287
All Funds	1,158,256	201,748	-	201,748	201,748	210,222
TOTAL SERVICES & SUPPLIES						
8000 General Fund	10,545,034	15,894,964	326,926	16,221,890	16,221,890	17,134,379
8030 General Fund Debt Svc	(1)	-	-	-	-	-
4400 Lottery Funds Ltd	264	-	-	-	-	-
3200 Other Funds Non-Ltd	667	206,000	394,000	600,000	600,000	600,000
3400 Other Funds Ltd	4,547,610	9,822,734	215,000	10,037,734	10,037,734	5,414,353
6200 Federal Funds Non-Ltd	944	-	-	-	-	-
6400 Federal Funds Ltd	1,909,174	6,487,097	-	6,487,097	6,487,097	6,951,234
TOTAL SERVICES & SUPPLIES	**$17,003,692**	**$32,410,795**	**$935,926**	**$33,346,721**	**$33,346,721**	**$30,099,966**

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	-	8,650,157	-	8,650,157	8,650,157	9,013,464
5900 Other Capital Outlay						
8000 General Fund	547,821	-	-	-	-	-
3400 Other Funds Ltd	767,229	-	-	-	-	-
6400 Federal Funds Ltd	65,438	-	-	-	-	-
All Funds	1,380,488	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	547,821	-	-	-	-	-
3400 Other Funds Ltd	767,229	8,650,157	-	8,650,157	8,650,157	9,013,464
6400 Federal Funds Ltd	65,438	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,380,488**	**$8,650,157**	**-**	**$8,650,157**	**$8,650,157**	**$9,013,464**
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	-	73,479	-	73,479	73,479	78,475
6400 Federal Funds Ltd	-	9,735	-	9,735	9,735	10,397
All Funds	-	83,214	-	83,214	83,214	88,872
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	3,500,000	109,034	-	109,034	109,034	116,448

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6200 Federal Funds Non-Ltd	-	20,536,302	-	20,536,302	20,536,302	20,536,302
6400 Federal Funds Ltd	-	995,592	-	995,592	995,592	1,063,292
All Funds	3,500,000	21,640,928	-	21,640,928	21,640,928	21,716,042
6030 Dist to Non-Gov Units						
8000 General Fund	45,173,152	10,931,477	-	10,931,477	10,931,477	2,068,966
3400 Other Funds Ltd	12,206,038	2,968,722	-	2,968,722	2,968,722	12,776,445
6200 Federal Funds Non-Ltd	10,273,095	-	-	-	-	-
6400 Federal Funds Ltd	65,335,284	100,861,235	-	100,861,235	100,861,235	107,719,799
All Funds	132,987,569	114,761,434	-	114,761,434	114,761,434	122,565,210
6035 Dist to Individuals						
8000 General Fund	195,636,180	257,385,654	(17,500,000)	239,885,654	239,885,654	328,963,238
4400 Lottery Funds Ltd	27,678,225	84,000,000	17,500,000	101,500,000	101,500,000	75,323,069
3400 Other Funds Ltd	38,544,606	57,131,031	4,809,498	61,940,529	61,940,529	26,466,056
All Funds	261,859,011	398,516,685	4,809,498	403,326,183	403,326,183	430,752,363
6040 Dist to Local School Districts						
8000 General Fund	1,061,717	1,305,342	-	1,305,342	1,305,342	1,398,411
3400 Other Funds Ltd	28,202	864,576	-	864,576	864,576	923,367
All Funds	1,089,919	2,169,918	-	2,169,918	2,169,918	2,321,778
6045 Dist to Comm College Districts						
8000 General Fund	730,692,376	800,966,531	3,229,704	804,196,235	804,196,235	858,931,617
3020 Other Funds Cap Construct	56,496,994	37,500,000	-	37,500,000	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	18,816,568	11,845,794	-	11,845,794	11,845,794	12,368,822
6400 Federal Funds Ltd	11,939,588	16,714,063	-	16,714,063	16,714,063	17,850,620
All Funds	817,945,526	867,026,388	3,229,704	870,256,092	832,756,092	889,151,059
6048 Spc Pmt to Public Universities						
8000 General Fund	1,222,624,618	212,380,195	24,275,296	236,655,491	236,655,491	225,161,711
4400 Lottery Funds Ltd	65,933,335	61,204,007	(20,000,000)	41,204,007	41,204,007	65,254,786
3020 Other Funds Cap Construct	455,905,100	327,713,551	6,000,000	333,713,551	-	-
3400 Other Funds Ltd	9,486,717	4,900,000	1,100,000	6,000,000	6,000,000	6,121,793
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
6400 Federal Funds Ltd	562,088	-	-	-	-	-
All Funds	1,758,520,010	610,205,906	11,375,296	621,581,202	287,758,498	300,437,290
6050 Dist to Non-Profit Organizations						
8000 General Fund	128,300	-	-	-	-	-
3400 Other Funds Ltd	14,135	-	-	-	-	-
6400 Federal Funds Ltd	-	1,818,068	-	1,818,068	1,818,068	1,941,697
All Funds	142,435	1,818,068	-	1,818,068	1,818,068	1,941,697
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	22,900,000	14,900,000	-	14,900,000	14,900,000	13,644,243
6065 Loan Repaid To State Agencies						
8000 General Fund	-	13,119,216	-	13,119,216	13,119,216	13,119,216
6085 Other 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
8000 General Fund	-	1,223,500,787	-	1,223,500,787	1,223,500,787	1,274,259,583
4400 Lottery Funds Ltd	-	13,532,000	-	13,532,000	13,532,000	14,452,176
3400 Other Funds Ltd	-	143,225,042	-	143,225,042	143,225,042	16,634,057
All Funds	-	1,380,257,829	-	1,380,257,829	1,380,257,829	1,305,345,816
6121 Spc Pmt to Governor, Office of the						
6400 Federal Funds Ltd	187,843	-	-	-	-	-
6291 Spc Pmt to Corrections, Dept of						
8000 General Fund	3,300	-	-	-	-	-
6400 Federal Funds Ltd	275,252	198,014	-	198,014	198,014	198,014
All Funds	278,552	198,014	-	198,014	198,014	198,014
6471 Spc Pmt to Employment Dept						
8000 General Fund	1,225,000	-	-	-	-	-
6581 Spc Pmt to Education, Dept of						
8000 General Fund	810,750	752,003	-	752,003	752,003	752,003
6590 Spc Pmt to Or Health & Science U						
8000 General Fund	128,979,478	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	2,349,234,871	2,535,241,205	10,005,000	2,545,246,205	2,545,246,205	2,718,298,988
4400 Lottery Funds Ltd	93,611,560	158,736,007	(2,500,000)	156,236,007	156,236,007	155,030,031
3020 Other Funds Cap Construct	512,402,094	365,213,551	6,000,000	371,213,551	-	-
3400 Other Funds Ltd	82,596,266	221,117,678	5,909,498	227,027,176	227,027,176	75,485,463

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6200 Federal Funds Non-Ltd	10,273,095	20,536,302	-	20,536,302	20,536,302	20,536,302
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
6400 Federal Funds Ltd	78,300,055	120,596,707	-	120,596,707	120,596,707	128,783,819
TOTAL SPECIAL PAYMENTS	**$3,130,426,093**	**$3,425,449,603**	**$19,414,498**	**$3,444,864,101**	**$3,073,541,397**	**$3,102,033,603**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	139,956,669	183,219,647	-	183,219,647	217,102,599	217,102,599
4430 Lottery Funds Debt Svc Ltd	31,387,264	35,114,541	-	35,114,541	39,910,958	39,910,958
3230 Other Funds Debt Svc Non-Ltd	82,052,833	121,205,010	-	121,205,010	126,770,006	126,770,006
3430 Other Funds Debt Svc Ltd	32,208,848	13,774,789	-	13,774,789	2,795,000	2,795,000
All Funds	285,605,614	353,313,987	-	353,313,987	386,578,563	386,578,563
7150 Interest - Bonds						
8030 General Fund Debt Svc	123,580,751	144,812,100	(19,132,465)	125,679,635	171,172,857	171,172,857
4430 Lottery Funds Debt Svc Ltd	12,731,914	9,667,345	-	9,667,345	7,252,030	7,252,030
3230 Other Funds Debt Svc Non-Ltd	72,596,840	73,436,710	-	73,436,710	66,826,813	66,826,813
3430 Other Funds Debt Svc Ltd	6,878,814	1,372,180	19,132,685	20,504,865	1,008,366	1,008,366
All Funds	215,788,319	229,288,335	220	229,288,555	246,260,066	246,260,066
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	263,537,420	328,031,747	(19,132,465)	308,899,282	388,275,456	388,275,456
4430 Lottery Funds Debt Svc Ltd	44,119,178	44,781,886	-	44,781,886	47,162,988	47,162,988

DESCRIPTION	2021-23 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	154,649,673	194,641,720	-	194,641,720	193,596,819	193,596,819
3430 Other Funds Debt Svc Ltd	39,087,662	15,146,969	19,132,685	34,279,654	3,803,366	3,803,366
TOTAL DEBT SERVICE	**$501,393,933**	**$582,602,322**	**$220**	**$582,602,542**	**$632,838,629**	**$632,838,629**
EXPENDITURES						
8000 General Fund	2,386,087,138	2,581,069,620	13,118,484	2,594,188,104	2,598,662,212	2,773,024,026
8030 General Fund Debt Svc	263,537,419	328,031,747	(19,132,465)	308,899,282	388,275,456	388,275,456
4400 Lottery Funds Ltd	93,611,824	158,736,007	(2,500,000)	156,236,007	156,236,007	155,030,031
4430 Lottery Funds Debt Svc Ltd	44,119,178	44,781,886	-	44,781,886	47,162,988	47,162,988
3020 Other Funds Cap Construct	512,402,094	365,213,551	6,000,000	371,213,551	-	-
3200 Other Funds Non-Ltd	667	206,000	394,000	600,000	600,000	600,000
3230 Other Funds Debt Svc Non-Ltd	154,649,673	194,641,720	-	194,641,720	193,596,819	193,596,819
3400 Other Funds Ltd	95,352,066	251,465,383	7,268,306	258,733,689	256,709,629	100,531,114
3430 Other Funds Debt Svc Ltd	39,087,662	15,146,969	19,132,685	34,279,654	3,803,366	3,803,366
6200 Federal Funds Non-Ltd	10,326,444	20,536,302	-	20,536,302	20,536,302	20,536,302
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
6400 Federal Funds Ltd	87,314,709	135,687,443	760,916	136,448,359	137,363,146	145,846,780
TOTAL EXPENDITURES	**$3,690,497,026**	**$4,099,524,781**	**$25,041,926**	**$4,124,566,707**	**$3,806,844,925**	**$3,832,305,882**
REVERSIONS						
9900 Reversions						
8000 General Fund	(28,760,127)	-	-	-	-	-

DESCRIPTION	2021-23 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	(236,687)	-	-	-	-	-
All Funds	(28,996,814)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4400 Lottery Funds Ltd	20,739,686	19,177,795	21,837,234	41,015,029	29,485,350	29,485,350
4430 Lottery Funds Debt Svc Ltd	604,846	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3200 Other Funds Non-Ltd	917,393	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	925,801	-	-	-	-	-
3400 Other Funds Ltd	185,371,378	22,044,067	-	22,044,067	79,383,623	75,361,892
3430 Other Funds Debt Svc Ltd	8,899,704	-	-	-	-	-
6200 Federal Funds Non-Ltd	121,040	-	-	-	-	-
6230 Federal Funds Debt Svc NL	-	-	-	-	-	-
6400 Federal Funds Ltd	4,305,390	346	-	346	-	102
TOTAL ENDING BALANCE	**$221,885,238**	**$41,222,208**	**$21,837,234**	**$63,059,442**	**$108,868,973**	**$104,847,344**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	180	195	1	196	182	182
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	160.87	185.13	0.50	185.63	173.58	173.58

DESCRIPTION	*2021-23 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	671,643	-	-	-	-	-
3400 Other Funds Ltd	4,829,923	-	-	-	-	-
6400 Federal Funds Ltd	741,019	-	-	-	-	-
All Funds	6,242,585	-	-	-	-	-
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	671,643	-	-	-	-	-
3400 Other Funds Ltd	4,829,923	-	-	-	-	-
6400 Federal Funds Ltd	741,019	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$6,242,585**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE						
3200 Other Funds Non-Ltd	671,643	-	-	-	-	-
3400 Other Funds Ltd	4,829,923	-	-	-	-	-
6400 Federal Funds Ltd	741,019	-	-	-	-	-
TOTAL ENDING BALANCE	**$6,242,585**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	*2021-23 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	8,729	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	8,729	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	8,729	-	-	-	-	-

DESCRIPTION	*2021-23 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	14,784,913	-	-	-	-	-
3400 Other Funds Ltd	31,238,308	-	-	-	-	-
All Funds	46,023,221	-	-	-	-	-
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	14,784,913	-	-	-	-	-
3400 Other Funds Ltd	31,238,308	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$46,023,221**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE						
4400 Lottery Funds Ltd	14,784,913	-	-	-	-	-
3400 Other Funds Ltd	31,238,308	-	-	-	-	-
TOTAL ENDING BALANCE	**$46,023,221**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	*2021-23 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	47,859	-	-	-	-	-
6200 Federal Funds Non-Ltd	34,565	-	-	-	-	-
6400 Federal Funds Ltd	482,241	-	-	-	-	-
All Funds	564,665	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	47,859	-	-	-	-	-
6200 Federal Funds Non-Ltd	34,565	-	-	-	-	-
6400 Federal Funds Ltd	482,241	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$564,665**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE						
3400 Other Funds Ltd	47,859	-	-	-	-	-
6200 Federal Funds Non-Ltd	34,565	-	-	-	-	-
6400 Federal Funds Ltd	482,241	-	-	-	-	-
TOTAL ENDING BALANCE	**$564,665**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	*2021-23 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						
3230 Other Funds Debt Svc Non-Ltd	925,799	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	118,726	-	-	-	-	-
All Funds	1,044,525	-	-	-	-	-
AVAILABLE REVENUES						
3230 Other Funds Debt Svc Non-Ltd	925,799	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	118,726	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$1,044,525**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE						
3230 Other Funds Debt Svc Non-Ltd	925,799	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	118,726	-	-	-	-	-
TOTAL ENDING BALANCE	**$1,044,525**	**-**	**-**	**-**	**-**	**-**

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*
BEGINNING BALANCE						
0025 Beginning Balance						
3430 Other Funds Debt Svc Ltd	29,034	-	-	-	-	-
AVAILABLE REVENUES						
3430 Other Funds Debt Svc Ltd	29,034	-	-	-	-	-
ENDING BALANCE						
3430 Other Funds Debt Svc Ltd	29,034	-	-	-	-	-

DESCRIPTION	2021-23 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						
3400 Other Funds Ltd	-	12,900,000	-	12,900,000	12,900,000	12,900,000
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	24,247,971	11,200,441	496,302	11,696,743	12,377,672	12,861,927
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	353,598	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	4,587	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	274,012	634,671	30,001	664,672	697,740	706,581
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	12,900,000	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	964,543	-	-	-	-	-

DESCRIPTION	2021-23 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						
3400 Other Funds Ltd	13,864,543	-	-	-	-	-
TOTAL TRANSFERS IN	**$13,864,543**	**-**	**-**	**-**	**-**	**-**
REVENUES						
8000 General Fund	24,247,971	11,200,441	496,302	11,696,743	12,377,672	12,861,927
3400 Other Funds Ltd	14,222,728	-	-	-	-	-
6400 Federal Funds Ltd	274,012	634,671	30,001	664,672	697,740	706,581
TOTAL REVENUES	**$38,744,711**	**$11,835,112**	**$526,303**	**$12,361,415**	**$13,075,412**	**$13,568,508**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	(12,900,000)	-	(12,900,000)	(12,900,000)	(12,900,000)
AVAILABLE REVENUES						
8000 General Fund	24,247,971	11,200,441	496,302	11,696,743	12,377,672	12,861,927
3400 Other Funds Ltd	14,222,728	-	-	-	-	-
6400 Federal Funds Ltd	274,012	634,671	30,001	664,672	697,740	706,581
TOTAL AVAILABLE REVENUES	**$38,744,711**	**$11,835,112**	**$526,303**	**$12,361,415**	**$13,075,412**	**$13,568,508**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
8000 General Fund	2,951,001	3,426,699	480,185	3,906,884	4,209,543	4,209,543
6400 Federal Funds Ltd	148,311	286,125	30,759	316,884	326,793	326,793
All Funds	3,099,312	3,712,824	510,944	4,223,768	4,536,336	4,536,336
3160 Temporary Appointments						
8000 General Fund	30,569	3,909	-	3,909	3,909	4,073
6400 Federal Funds Ltd	2,041	-	-	-	-	-
All Funds	32,610	3,909	-	3,909	3,909	4,073
3170 Overtime Payments						
8000 General Fund	1,786	94	-	94	94	98
6400 Federal Funds Ltd	204	-	-	-	-	-
All Funds	1,990	94	-	94	94	98
3190 All Other Differential						
8000 General Fund	41,624	14,380	-	14,380	14,380	14,984
6400 Federal Funds Ltd	5,190	-	-	-	-	-
All Funds	46,814	14,380	-	14,380	14,380	14,984
TOTAL SALARIES & WAGES						
8000 General Fund	3,024,980	3,445,082	480,185	3,925,267	4,227,926	4,228,698
6400 Federal Funds Ltd	155,746	286,125	30,759	316,884	326,793	326,793
TOTAL SALARIES & WAGES	**$3,180,726**	**$3,731,207**	**$510,944**	**$4,242,151**	**$4,554,719**	**$4,555,491**
OTHER PAYROLL EXPENSES						

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	636	849	-	849	1,154	1,154
6400 Federal Funds Ltd	26	52	-	52	70	70
All Funds	662	901	-	901	1,224	1,224
3220 Public Employees' Retire Cont						
8000 General Fund	549,921	614,858	-	614,858	886,612	886,740
6400 Federal Funds Ltd	29,025	51,275	-	51,275	68,758	68,758
All Funds	578,946	666,133	-	666,133	955,370	955,498
3221 Pension Obligation Bond						
8000 General Fund	164,248	152,091	16,117	168,208	168,208	165,645
6400 Federal Funds Ltd	8,500	15,122	(758)	14,364	14,364	12,545
All Funds	172,748	167,213	15,359	182,572	182,572	178,190
3230 Social Security Taxes						
8000 General Fund	217,834	248,000	-	248,000	306,143	306,202
6400 Federal Funds Ltd	10,802	18,002	-	18,002	20,678	20,678
All Funds	228,636	266,002	-	266,002	326,821	326,880
3241 Paid Family Medical Leave Insurance						
8000 General Fund	3,942	12,537	-	12,537	15,739	15,741
6400 Federal Funds Ltd	85	849	-	849	1,029	1,029
All Funds	4,027	13,386	-	13,386	16,768	16,770
3250 Worker's Comp. Assess. (WCD)						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	565	734	-	734	674	674
6400 Federal Funds Ltd	28	48	-	48	40	40
All Funds	593	782	-	782	714	714
3260 Mass Transit Tax						
8000 General Fund	19,081	20,671	-	20,671	20,671	25,372
3270 Flexible Benefits						
8000 General Fund	510,896	633,600	-	633,600	678,526	678,526
6400 Federal Funds Ltd	22,967	39,600	-	39,600	42,410	42,410
All Funds	533,863	673,200	-	673,200	720,936	720,936
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	1,467,123	1,683,340	16,117	1,699,457	2,077,727	2,080,054
6400 Federal Funds Ltd	71,433	124,948	(758)	124,190	147,349	145,530
TOTAL OTHER PAYROLL EXPENSES	**$1,538,556**	**$1,808,288**	**$15,359**	**$1,823,647**	**$2,225,076**	**$2,225,584**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(224,388)	-	(224,388)	(224,388)	(211,396)
6400 Federal Funds Ltd	-	-	-	-	-	(16,340)
All Funds	-	(224,388)	-	(224,388)	(224,388)	(227,736)
TOTAL PERSONAL SERVICES						
8000 General Fund	4,492,103	4,904,034	496,302	5,400,336	6,081,265	6,097,356

DESCRIPTION	2021-23 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	227,179	411,073	30,001	441,074	474,142	455,983
TOTAL PERSONAL SERVICES	**$4,719,282**	**$5,315,107**	**$526,303**	**$5,841,410**	**$6,555,407**	**$6,553,339**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	13,717	25,241	-	25,241	25,241	26,301
3400 Other Funds Ltd	69	-	-	-	-	-
6400 Federal Funds Ltd	207	400	-	400	400	417
All Funds	13,993	25,641	-	25,641	25,641	26,718
4125 Out of State Travel						
8000 General Fund	12,710	21,653	-	21,653	21,653	22,562
3400 Other Funds Ltd	1,091	-	-	-	-	-
6400 Federal Funds Ltd	259	-	-	-	-	-
All Funds	14,060	21,653	-	21,653	21,653	22,562
4150 Employee Training						
8000 General Fund	65,265	57,645	-	57,645	57,645	60,066
3400 Other Funds Ltd	345	-	-	-	-	-
6400 Federal Funds Ltd	1,055	2,082	-	2,082	2,082	2,169
All Funds	66,665	59,727	-	59,727	59,727	62,235
4175 Office Expenses						
8000 General Fund	7,513	41,954	-	41,954	41,954	43,716

DESCRIPTION	2021-23 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	-	-	-	-	-
6400 Federal Funds Ltd	427	1,190	-	1,190	1,190	1,240
All Funds	7,941	43,144	-	43,144	43,144	44,956
4200 Telecommunications						
8000 General Fund	72,728	36,885	-	36,885	36,885	38,435
6400 Federal Funds Ltd	5,524	893	-	893	893	931
All Funds	78,252	37,778	-	37,778	37,778	39,366
4225 State Gov. Service Charges						
8000 General Fund	323,772	413,720	-	413,720	413,720	494,369
3400 Other Funds Ltd	250	-	-	-	-	-
6400 Federal Funds Ltd	23,813	95,092	-	95,092	95,092	113,628
All Funds	347,835	508,812	-	508,812	508,812	607,997
4250 Data Processing						
8000 General Fund	4,723	10,218	-	10,218	10,218	10,647
3400 Other Funds Ltd	99	-	-	-	-	-
6400 Federal Funds Ltd	255	387	-	387	387	403
All Funds	5,077	10,605	-	10,605	10,605	11,050
4275 Publicity and Publications						
8000 General Fund	294	8,352	-	8,352	8,352	8,702
6400 Federal Funds Ltd	23	297	-	297	297	309
All Funds	317	8,649	-	8,649	8,649	9,011

DESCRIPTION	2021-23 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						
8000 General Fund	164,432	28,895	-	28,895	28,895	30,860
6400 Federal Funds Ltd	3,331	117,997	-	117,997	117,997	126,021
All Funds	167,763	146,892	-	146,892	146,892	156,881
4315 IT Professional Services						
8000 General Fund	-	89,978	-	89,978	89,978	96,097
4325 Attorney General						
8000 General Fund	15,274	10,049	-	10,049	10,049	12,386
6400 Federal Funds Ltd	1,172	-	-	-	-	-
All Funds	16,446	10,049	-	10,049	10,049	12,386
4375 Employee Recruitment and Develop						
8000 General Fund	-	7,807	-	7,807	7,807	8,135
6400 Federal Funds Ltd	-	238	-	238	238	248
All Funds	-	8,045	-	8,045	8,045	8,383
4400 Dues and Subscriptions						
8000 General Fund	487,489	165,918	-	165,918	165,918	172,886
6400 Federal Funds Ltd	3,383	297	-	297	297	309
All Funds	490,872	166,215	-	166,215	166,215	173,195
4425 Facilities Rental and Taxes						
8000 General Fund	35,507	77,686	-	77,686	77,686	80,949
6400 Federal Funds Ltd	3,569	3,000	-	3,000	3,000	3,126

DESCRIPTION	2021-23 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	39,076	80,686	-	80,686	80,686	84,075
4475 Facilities Maintenance						
8000 General Fund	3,902	-	-	-	-	-
6400 Federal Funds Ltd	388	-	-	-	-	-
All Funds	4,290	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	18,208	577	-	577	577	601
6400 Federal Funds Ltd	641	-	-	-	-	-
All Funds	18,849	577	-	577	577	601
4650 Other Services and Supplies						
8000 General Fund	1,253	20,531	-	20,531	20,531	21,393
3400 Other Funds Ltd	3	-	-	-	-	-
6400 Federal Funds Ltd	1	297	-	297	297	309
All Funds	1,257	20,828	-	20,828	20,828	21,702
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,899	55,759	-	55,759	55,759	58,101
6400 Federal Funds Ltd	442	1,428	-	1,428	1,428	1,488
All Funds	6,341	57,187	-	57,187	57,187	59,589
4715 IT Expendable Property						
8000 General Fund	76,047	14,425	-	14,425	14,425	15,031
6400 Federal Funds Ltd	2,226	-	-	-	-	-

DESCRIPTION	*2021-23 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	78,273	14,425	-	14,425	14,425	15,031
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,308,733	1,087,293	-	1,087,293	1,087,293	1,201,237
3400 Other Funds Ltd	1,858	-	-	-	-	-
6400 Federal Funds Ltd	46,716	223,598	-	223,598	223,598	250,598
TOTAL SERVICES & SUPPLIES	**$1,357,307**	**$1,310,891**	**-**	**$1,310,891**	**$1,310,891**	**$1,451,835**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
8000 General Fund	687	-	-	-	-	-
3400 Other Funds Ltd	15,795	-	-	-	-	-
6400 Federal Funds Ltd	38	-	-	-	-	-
All Funds	16,520	-	-	-	-	-
6045 Dist to Comm College Districts						
8000 General Fund	3,067,337	-	-	-	-	-
3400 Other Funds Ltd	1,976,057	-	-	-	-	-
All Funds	5,043,394	-	-	-	-	-
6048 Spc Pmt to Public Universities						
8000 General Fund	1,694,140	-	-	-	-	-
3400 Other Funds Ltd	915,032	-	-	-	-	-
6400 Federal Funds Ltd	77	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
All Funds	2,609,249	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	12,900,000	-	-	-	-	-
6085 Other Special Payments						
8000 General Fund	-	5,209,114	-	5,209,114	5,209,114	5,563,334
TOTAL SPECIAL PAYMENTS						
8000 General Fund	17,662,164	5,209,114	-	5,209,114	5,209,114	5,563,334
3400 Other Funds Ltd	2,906,884	-	-	-	-	-
6400 Federal Funds Ltd	115	-	-	-	-	-
TOTAL SPECIAL PAYMENTS	**$20,569,163**	**$5,209,114**	**-**	**$5,209,114**	**$5,209,114**	**$5,563,334**
EXPENDITURES						
8000 General Fund	23,463,000	11,200,441	496,302	11,696,743	12,377,672	12,861,927
3400 Other Funds Ltd	2,908,742	-	-	-	-	-
6400 Federal Funds Ltd	274,010	634,671	30,001	664,672	697,740	706,581
TOTAL EXPENDITURES	**$26,645,752**	**$11,835,112**	**$526,303**	**$12,361,415**	**$13,075,412**	**$13,568,508**
REVERSIONS						
9900 Reversions						
8000 General Fund	(784,971)	-	-	-	-	-
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*
3400 Other Funds Ltd	11,313,986	-	-	-	-	-
6400 Federal Funds Ltd	2	-	-	-	-	-
TOTAL ENDING BALANCE	**$11,313,988**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	16	17	-	17	17	17
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	14.89	17.00	-	17.00	17.00	17.00

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						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	4,250,000	-	4,250,000	4,250,000	4,250,000
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,376,707	13,563,390	802,558	14,365,948	16,185,044	16,798,400
8030 General Fund Debt Svc	867,805	2,300,722	-	2,300,722	3,159,856	3,159,856
All Funds	13,244,512	15,864,112	802,558	16,666,670	19,344,900	19,958,256
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,000	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	4,238,483	5,000,000	-	5,000,000	5,000,000	5,000,000
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	154,128	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	3,936	4,940,109	43,439	4,983,548	4,347,063	5,631,997

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	1,358,870	2,418,832	136,361	2,555,193	2,785,903	2,814,174
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	12,900,000	-	12,900,000	12,900,000	12,900,000
REVENUES						
8000 General Fund	12,376,707	13,563,390	802,558	14,365,948	16,185,044	16,798,400
8030 General Fund Debt Svc	867,805	2,300,722	-	2,300,722	3,159,856	3,159,856
3400 Other Funds Ltd	4,397,547	22,840,109	43,439	22,883,548	22,247,063	23,531,997
6400 Federal Funds Ltd	1,358,870	2,418,832	136,361	2,555,193	2,785,903	2,814,174
TOTAL REVENUES	**$19,000,929**	**$41,123,053**	**$982,358**	**$42,105,411**	**$44,377,866**	**$46,304,427**
AVAILABLE REVENUES						
8000 General Fund	12,376,707	13,563,390	802,558	14,365,948	16,185,044	16,798,400
8030 General Fund Debt Svc	867,805	2,300,722	-	2,300,722	3,159,856	3,159,856
3400 Other Funds Ltd	4,397,547	27,090,109	43,439	27,133,548	26,497,063	27,781,997
6400 Federal Funds Ltd	1,358,870	2,418,832	136,361	2,555,193	2,785,903	2,814,174
TOTAL AVAILABLE REVENUES	**$19,000,929**	**$45,373,053**	**$982,358**	**$46,355,411**	**$48,627,866**	**$50,554,427**
EXPENDITURES						
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
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	4,694,211	6,316,852	776,940	7,093,792	8,087,036	8,087,036
3400 Other Funds Ltd	-	411,192	39,109	450,301	-	-
6400 Federal Funds Ltd	752,448	1,097,207	139,805	1,237,012	1,344,820	1,344,820
All Funds	5,446,659	7,825,251	955,854	8,781,105	9,431,856	9,431,856
3160 Temporary Appointments						
8000 General Fund	17,447	36,281	-	36,281	36,281	37,805
6400 Federal Funds Ltd	904	-	-	-	-	-
All Funds	18,351	36,281	-	36,281	36,281	37,805
3170 Overtime Payments						
8000 General Fund	10,524	1,137	-	1,137	1,137	1,185
6400 Federal Funds Ltd	1,077	-	-	-	-	-
All Funds	11,601	1,137	-	1,137	1,137	1,185
3180 Shift Differential						
8000 General Fund	247	-	-	-	-	-
6400 Federal Funds Ltd	16	-	-	-	-	-
All Funds	263	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	64,255	10,686	-	10,686	10,686	11,135
6400 Federal Funds Ltd	9,783	-	-	-	-	-

DESCRIPTION	2021-23 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	74,038	10,686	-	10,686	10,686	11,135
TOTAL SALARIES & WAGES						
8000 General Fund	4,786,684	6,364,956	776,940	7,141,896	8,135,140	8,137,161
3400 Other Funds Ltd	-	411,192	39,109	450,301	-	-
6400 Federal Funds Ltd	764,228	1,097,207	139,805	1,237,012	1,344,820	1,344,820
TOTAL SALARIES & WAGES	**$5,550,912**	**$7,873,355**	**$955,854**	**$8,829,209**	**$9,479,960**	**$9,481,981**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	987	2,064	-	2,064	2,813	2,813
3400 Other Funds Ltd	-	106	-	106	-	-
6400 Federal Funds Ltd	792	314	-	314	427	427
All Funds	1,779	2,484	-	2,484	3,240	3,240
3220 Public Employees' Retire Cont						
8000 General Fund	832,924	1,134,102	-	1,134,102	1,704,002	1,704,106
3400 Other Funds Ltd	-	73,686	-	73,686	-	-
6400 Federal Funds Ltd	132,295	196,621	-	196,621	282,952	282,952
All Funds	965,219	1,404,409	-	1,404,409	1,986,954	1,987,058
3221 Pension Obligation Bond						
8000 General Fund	256,951	260,824	25,618	286,442	286,442	317,598
3400 Other Funds Ltd	-	-	4,330	4,330	4,330	-

DESCRIPTION	2021-23 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	42,279	57,990	(3,444)	54,546	54,546	52,737
All Funds	299,230	318,814	26,504	345,318	345,318	370,335
3230 Social Security Taxes						
8000 General Fund	361,606	486,762	-	486,762	620,381	620,536
3400 Other Funds Ltd	-	31,456	-	31,456	-	-
6400 Federal Funds Ltd	57,998	83,883	-	83,883	102,658	102,658
All Funds	419,604	602,101	-	602,101	723,039	723,194
3240 Unemployment Assessments						
8000 General Fund	(361)	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	6,666	25,158	-	25,158	32,274	32,276
3400 Other Funds Ltd	-	1,644	-	1,644	-	-
6400 Federal Funds Ltd	679	4,352	-	4,352	5,367	5,367
All Funds	7,345	31,154	-	31,154	37,641	37,643
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	858	1,793	-	1,793	1,645	1,645
3400 Other Funds Ltd	-	92	-	92	-	-
6400 Federal Funds Ltd	407	278	-	278	252	252
All Funds	1,265	2,163	-	2,163	1,897	1,897
3260 Mass Transit Tax						
8000 General Fund	33,297	38,190	-	38,190	38,190	48,822

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
3400 Other Funds Ltd	-	2,467	-	2,467	2,467	-
All Funds	33,297	40,657	-	40,657	40,657	48,822
3270 Flexible Benefits						
8000 General Fund	1,114,516	1,541,628	-	1,541,628	1,656,244	1,656,244
3400 Other Funds Ltd	-	79,200	-	79,200	-	-
6400 Federal Funds Ltd	161,733	235,422	-	235,422	252,116	252,116
All Funds	1,276,249	1,856,250	-	1,856,250	1,908,360	1,908,360
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	2,607,444	3,490,521	25,618	3,516,139	4,341,991	4,384,040
3400 Other Funds Ltd	-	188,651	4,330	192,981	6,797	-
6400 Federal Funds Ltd	396,183	578,860	(3,444)	575,416	698,318	696,509
TOTAL OTHER PAYROLL EXPENSES	**$3,003,627**	**$4,258,032**	**$26,504**	**$4,284,536**	**$5,047,106**	**$5,080,549**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(574,773)	-	(574,773)	(574,773)	(406,757)
6400 Federal Funds Ltd	-	(32,503)	-	(32,503)	(32,503)	(67,241)
All Funds	-	(607,276)	-	(607,276)	(607,276)	(473,998)
TOTAL PERSONAL SERVICES						
8000 General Fund	7,394,128	9,280,704	802,558	10,083,262	11,902,358	12,114,444
3400 Other Funds Ltd	-	599,843	43,439	643,282	6,797	-

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
6400 Federal Funds Ltd	1,160,411	1,643,564	136,361	1,779,925	2,010,635	1,974,088
TOTAL PERSONAL SERVICES	**$8,554,539**	**$11,524,111**	**$982,358**	**$12,506,469**	**$13,919,790**	**$14,088,532**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	4,254	49,339	-	49,339	49,339	51,411
6400 Federal Funds Ltd	426	52,997	-	52,997	52,997	55,223
All Funds	4,680	102,336	-	102,336	102,336	106,634
4125 Out of State Travel						
8000 General Fund	103	2,658	-	2,658	2,658	2,770
6400 Federal Funds Ltd	-	60,739	-	60,739	60,739	63,290
All Funds	103	63,397	-	63,397	63,397	66,060
4150 Employee Training						
8000 General Fund	45,772	84,595	-	84,595	84,595	88,147
6400 Federal Funds Ltd	1,736	24,674	-	24,674	24,674	25,710
All Funds	47,508	109,269	-	109,269	109,269	113,857
4175 Office Expenses						
8000 General Fund	40,037	76,617	-	76,617	76,617	79,835
6400 Federal Funds Ltd	2,968	66,977	-	66,977	66,977	69,790
All Funds	43,005	143,594	-	143,594	143,594	149,625
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	229,189	58,262	-	58,262	58,262	60,710
6400 Federal Funds Ltd	16,264	36,447	-	36,447	36,447	37,978
All Funds	245,453	94,709	-	94,709	94,709	98,688
4225 State Gov. Service Charges						
8000 General Fund	748,995	1,141,616	-	1,141,616	1,141,616	1,364,147
3400 Other Funds Ltd	-	53,309	-	53,309	53,309	63,700
6400 Federal Funds Ltd	57,901	215,113	-	215,113	215,113	257,044
All Funds	806,896	1,410,038	-	1,410,038	1,410,038	1,684,891
4250 Data Processing						
8000 General Fund	20,396	14,742	-	14,742	14,742	15,362
3400 Other Funds Ltd	129	-	-	-	-	-
6400 Federal Funds Ltd	533	1,527	-	1,527	1,527	1,591
All Funds	21,058	16,269	-	16,269	16,269	16,953
4275 Publicity and Publications						
8000 General Fund	612	11,517	-	11,517	11,517	12,001
6400 Federal Funds Ltd	89	13,476	-	13,476	13,476	14,041
All Funds	701	24,993	-	24,993	24,993	26,042
4300 Professional Services						
8000 General Fund	135,810	1,160,454	-	1,160,454	1,160,454	1,239,367
6400 Federal Funds Ltd	12,047	-	-	-	-	-
All Funds	147,857	1,160,454	-	1,160,454	1,160,454	1,239,367

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4315 IT Professional Services						
8000 General Fund	444,101	308,705	-	308,705	308,705	329,697
4325 Attorney General						
8000 General Fund	23,079	45,635	-	45,635	45,635	56,250
6400 Federal Funds Ltd	402	-	-	-	-	-
All Funds	23,481	45,635	-	45,635	45,635	56,250
4375 Employee Recruitment and Develop						
8000 General Fund	1,898	9,951	-	9,951	9,951	10,369
6400 Federal Funds Ltd	30	476	-	476	476	496
All Funds	1,928	10,427	-	10,427	10,427	10,865
4400 Dues and Subscriptions						
8000 General Fund	97,010	162,505	-	162,505	162,505	169,245
6400 Federal Funds Ltd	1,358	15,219	-	15,219	15,219	15,219
All Funds	98,368	177,724	-	177,724	177,724	184,464
4425 Facilities Rental and Taxes						
8000 General Fund	695,198	612,936	-	612,936	612,936	638,679
6400 Federal Funds Ltd	70,563	196,953	-	196,953	196,953	205,225
All Funds	765,761	809,889	-	809,889	809,889	843,904
4475 Facilities Maintenance						
8000 General Fund	127,890	-	-	-	-	-
6400 Federal Funds Ltd	8,790	-	-	-	-	-

DESCRIPTION	2021-23 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	136,680	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	17,703	1,573	-	1,573	1,573	1,639
6400 Federal Funds Ltd	1,538	3,685	-	3,685	3,685	3,840
All Funds	19,241	5,258	-	5,258	5,258	5,479
4625 Other COP Costs						
3400 Other Funds Ltd	-	95,000	-	95,000	95,000	98,990
4650 Other Services and Supplies						
8000 General Fund	3,140	446,687	-	446,687	446,687	465,448
3400 Other Funds Ltd	(4)	-	-	-	-	-
6400 Federal Funds Ltd	205	66,278	-	66,278	66,278	69,062
All Funds	3,341	512,965	-	512,965	512,965	534,510
4700 Expendable Prop 250 - 5000						
8000 General Fund	38,007	71,035	-	71,035	71,035	74,018
6400 Federal Funds Ltd	187	-	-	-	-	-
All Funds	38,194	71,035	-	71,035	71,035	74,018
4715 IT Expendable Property						
8000 General Fund	347,806	23,859	-	23,859	23,859	24,861
6400 Federal Funds Ltd	18,631	20,707	-	20,707	20,707	21,577
All Funds	366,437	44,566	-	44,566	44,566	46,438
TOTAL SERVICES & SUPPLIES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	3,021,000	4,282,686	-	4,282,686	4,282,686	4,683,956
3400 Other Funds Ltd	125	148,309	-	148,309	148,309	162,690
6400 Federal Funds Ltd	193,668	775,268	-	775,268	775,268	840,086
TOTAL SERVICES & SUPPLIES	**$3,214,793**	**$5,206,263**	**-**	**$5,206,263**	**$5,206,263**	**$5,686,732**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	-	8,650,157	-	8,650,157	8,650,157	9,013,464
5900 Other Capital Outlay						
8000 General Fund	547,821	-	-	-	-	-
3400 Other Funds Ltd	690,989	-	-	-	-	-
6400 Federal Funds Ltd	4,400	-	-	-	-	-
All Funds	1,243,210	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	547,821	-	-	-	-	-
3400 Other Funds Ltd	690,989	8,650,157	-	8,650,157	8,650,157	9,013,464
6400 Federal Funds Ltd	4,400	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,243,210**	**$8,650,157**	**-**	**$8,650,157**	**$8,650,157**	**$9,013,464**
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	-	13,441,800	-	13,441,800	13,441,800	14,355,843

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
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	515,000	1,981,842	-	1,981,842	2,605,000	2,605,000
7150 Interest - Bonds						
8030 General Fund Debt Svc	308,400	318,880	-	318,880	554,856	554,856
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	823,400	2,300,722	-	2,300,722	3,159,856	3,159,856
TOTAL DEBT SERVICE	**$823,400**	**$2,300,722**	**-**	**$2,300,722**	**$3,159,856**	**$3,159,856**
EXPENDITURES						
8000 General Fund	10,962,949	13,563,390	802,558	14,365,948	16,185,044	16,798,400
8030 General Fund Debt Svc	823,400	2,300,722	-	2,300,722	3,159,856	3,159,856
3400 Other Funds Ltd	691,114	22,840,109	43,439	22,883,548	22,247,063	23,531,997
6400 Federal Funds Ltd	1,358,479	2,418,832	136,361	2,555,193	2,785,903	2,814,174
TOTAL EXPENDITURES	**$13,835,942**	**$41,123,053**	**$982,358**	**$42,105,411**	**$44,377,866**	**$46,304,427**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,413,758)	-	-	-	-	-
8030 General Fund Debt Svc	(44,405)	-	-	-	-	-
All Funds	(1,458,163)	-	-	-	-	-
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
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3400 Other Funds Ltd	3,706,433	4,250,000	-	4,250,000	4,250,000	4,250,000
6400 Federal Funds Ltd	391	-	-	-	-	-
TOTAL ENDING BALANCE	**$3,706,824**	**$4,250,000**	**-**	**$4,250,000**	**$4,250,000**	**$4,250,000**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	42	48	-	48	46	46
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	38.70	46.88	-	46.88	45.00	45.00

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	-	-	-	-	248,504	248,504
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	-	-	-	580,110	580,110
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	-	-	-	-	828,614	828,614
TOTAL BEGINNING BALANCE	**-**	**-**	**-**	**-**	**$828,614**	**$828,614**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,084,865	4,908,071	409,825	5,317,896	5,314,874	5,427,462
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	69,366	-	214,268	214,268	311,885	309,869
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	104,515	403,510	25,746	429,256	450,223	461,787
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	-	277,136	-	277,136	7,021	7,021
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	3,283,298	4,070,388	-	4,070,388	3,637,050	3,627,420
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	3,283,298	4,347,524	-	4,347,524	3,644,071	3,634,441
TOTAL TRANSFERS IN	**$3,283,298**	**$4,347,524**	**-**	**$4,347,524**	**$3,644,071**	**$3,634,441**
REVENUES						
8000 General Fund	3,084,865	4,908,071	409,825	5,317,896	5,314,874	5,427,462
3400 Other Funds Ltd	3,352,664	4,347,524	214,268	4,561,792	3,955,956	3,944,310
6400 Federal Funds Ltd	104,515	403,510	25,746	429,256	450,223	461,787
TOTAL REVENUES	**$6,542,044**	**$9,659,105**	**$649,839**	**$10,308,944**	**$9,721,053**	**$9,833,559**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	-	-	-	(7,021)	(7,021)
AVAILABLE REVENUES						
8000 General Fund	3,084,865	4,908,071	409,825	5,317,896	5,314,874	5,427,462
3400 Other Funds Ltd	3,352,664	4,347,524	214,268	4,561,792	4,777,549	4,765,903
6400 Federal Funds Ltd	104,515	403,510	25,746	429,256	450,223	461,787
TOTAL AVAILABLE REVENUES	**$6,542,044**	**$9,659,105**	**$649,839**	**$10,308,944**	**$10,542,646**	**$10,655,152**
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						
8000 General Fund	1,609,782	2,424,826	331,509	2,756,335	2,679,096	2,679,096
3400 Other Funds Ltd	1,309,054	1,548,984	192,911	1,741,895	1,653,216	1,653,216
6400 Federal Funds Ltd	56,371	199,032	26,396	225,428	228,726	228,726
All Funds	2,975,207	4,172,842	550,816	4,723,658	4,561,038	4,561,038
3160 Temporary Appointments						
8000 General Fund	-	59,885	-	59,885	59,885	62,400
3170 Overtime Payments						
8000 General Fund	-	1,511	-	1,511	1,511	1,574
3190 All Other Differential						
8000 General Fund	-	2,665	-	2,665	2,665	2,777
3400 Other Funds Ltd	2,110	-	-	-	-	-
All Funds	2,110	2,665	-	2,665	2,665	2,777
TOTAL SALARIES & WAGES						
8000 General Fund	1,609,782	2,488,887	331,509	2,820,396	2,743,157	2,745,847
3400 Other Funds Ltd	1,311,164	1,548,984	192,911	1,741,895	1,653,216	1,653,216
6400 Federal Funds Ltd	56,371	199,032	26,396	225,428	228,726	228,726
TOTAL SALARIES & WAGES	**$2,977,317**	**$4,236,903**	**$550,816**	**$4,787,719**	**$4,625,099**	**$4,627,789**

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
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	357	705	26	731	843	843
3400 Other Funds Ltd	333	371	-	371	432	432
6400 Federal Funds Ltd	12	53	-	53	72	72
All Funds	702	1,129	26	1,155	1,347	1,347
3220 Public Employees' Retire Cont						
8000 General Fund	272,148	435,276	15,870	451,146	564,560	564,597
3400 Other Funds Ltd	235,092	277,578	-	277,578	347,836	347,836
6400 Federal Funds Ltd	9,568	35,667	-	35,667	48,124	48,124
All Funds	516,808	748,521	15,870	764,391	960,520	960,557
3221 Pension Obligation Bond						
8000 General Fund	83,945	84,112	8,011	92,123	92,123	105,225
3400 Other Funds Ltd	68,783	73,077	21,357	94,434	94,434	64,831
6400 Federal Funds Ltd	2,940	10,519	(650)	9,869	9,869	8,970
All Funds	155,668	167,708	28,718	196,426	196,426	179,026
3230 Social Security Taxes						
8000 General Fund	121,684	187,291	6,775	194,066	206,545	206,751
3400 Other Funds Ltd	97,856	116,397	-	116,397	124,310	124,310
6400 Federal Funds Ltd	4,292	15,227	-	15,227	17,498	17,498
All Funds	223,832	318,915	6,775	325,690	348,353	348,559

DESCRIPTION	2021-23 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						
8000 General Fund	2,306	7,365	354	7,719	10,520	10,520
3400 Other Funds Ltd	1,671	5,948	-	5,948	6,475	6,475
6400 Federal Funds Ltd	46	797	-	797	915	915
All Funds	4,023	14,110	354	14,464	17,910	17,910
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	334	612	23	635	492	492
3400 Other Funds Ltd	238	322	-	322	252	252
6400 Federal Funds Ltd	12	46	-	46	42	42
All Funds	584	980	23	1,003	786	786
3260 Mass Transit Tax						
8000 General Fund	9,951	15,157	531	15,688	15,688	16,475
3400 Other Funds Ltd	7,866	9,294	-	9,294	9,294	9,919
All Funds	17,817	24,451	531	24,982	24,982	26,394
3270 Flexible Benefits						
8000 General Fund	421,408	528,000	19,800	547,800	496,527	496,527
3400 Other Funds Ltd	224,118	277,200	-	277,200	254,448	254,448
6400 Federal Funds Ltd	14,961	39,600	-	39,600	42,408	42,408
All Funds	660,487	844,800	19,800	864,600	793,383	793,383
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	912,133	1,258,518	51,390	1,309,908	1,387,298	1,401,430

DESCRIPTION	2021-23 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	635,957	760,187	21,357	781,544	837,481	808,503
6400 Federal Funds Ltd	31,831	101,909	(650)	101,259	118,928	118,029
TOTAL OTHER PAYROLL EXPENSES	**$1,579,921**	**$2,120,614**	**$72,097**	**$2,192,711**	**$2,343,707**	**$2,327,962**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(248,592)	-	(248,592)	(248,592)	(137,292)
3400 Other Funds Ltd	-	-	-	-	-	(82,661)
6400 Federal Funds Ltd	-	(9,939)	-	(9,939)	(9,939)	(11,436)
All Funds	-	(258,531)	-	(258,531)	(258,531)	(231,389)
3465 Reconciliation Adjustment						
8000 General Fund	-	3,173	-	3,173	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(245,419)	-	(245,419)	(248,592)	(137,292)
3400 Other Funds Ltd	-	-	-	-	-	(82,661)
6400 Federal Funds Ltd	-	(9,939)	-	(9,939)	(9,939)	(11,436)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($255,358)**	**-**	**($255,358)**	**($258,531)**	**($231,389)**
TOTAL PERSONAL SERVICES						
8000 General Fund	2,521,915	3,501,986	382,899	3,884,885	3,881,863	4,009,985
3400 Other Funds Ltd	1,947,121	2,309,171	214,268	2,523,439	2,490,697	2,379,058
6400 Federal Funds Ltd	88,202	291,002	25,746	316,748	337,715	335,319

DESCRIPTION	2021-23 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	**$4,557,238**	**$6,102,159**	**$622,913**	**$6,725,072**	**$6,710,275**	**$6,724,362**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	103	26,879	803	27,682	27,682	27,108
3400 Other Funds Ltd	322	8,831	-	8,831	8,831	9,202
6400 Federal Funds Ltd	2	4,964	-	4,964	4,964	5,172
All Funds	427	40,674	803	41,477	41,477	41,482
4125 Out of State Travel						
8000 General Fund	855	6,336	-	6,336	6,336	6,602
3400 Other Funds Ltd	3,674	-	-	-	-	-
6400 Federal Funds Ltd	20	4,516	-	4,516	4,516	4,706
All Funds	4,549	10,852	-	10,852	10,852	11,308
4150 Employee Training						
8000 General Fund	760	47,108	4,165	51,273	51,273	49,816
3400 Other Funds Ltd	913	47,831	-	47,831	47,831	49,840
6400 Federal Funds Ltd	30	2,773	-	2,773	2,773	2,889
All Funds	1,703	97,712	4,165	101,877	101,877	102,545
4175 Office Expenses						
8000 General Fund	1,079	41,307	2,380	43,687	43,687	43,459
3400 Other Funds Ltd	1,848	25,203	-	25,203	25,203	26,262

DESCRIPTION	2021-23 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	52	5,873	-	5,873	5,873	6,120
All Funds	2,979	72,383	2,380	74,763	74,763	75,841
4200 Telecommunications						
8000 General Fund	45,687	27,683	1,785	29,468	29,468	29,158
3400 Other Funds Ltd	473,421	34,069	-	34,069	34,069	35,500
6400 Federal Funds Ltd	1,438	4,308	-	4,308	4,308	4,489
All Funds	520,546	66,060	1,785	67,845	67,845	69,147
4225 State Gov. Service Charges						
8000 General Fund	269,618	215,721	-	215,721	215,721	257,771
3400 Other Funds Ltd	18,642	50,574	-	50,574	50,574	60,432
6400 Federal Funds Ltd	10,091	57,034	-	57,034	57,034	68,152
All Funds	298,351	323,329	-	323,329	323,329	386,355
4250 Data Processing						
8000 General Fund	1,537	11,235	774	12,009	12,009	11,844
3400 Other Funds Ltd	876	1,316,261	-	1,316,261	1,316,261	1,371,544
6400 Federal Funds Ltd	52	160	-	160	160	167
All Funds	2,465	1,327,656	774	1,328,430	1,328,430	1,383,555
4275 Publicity and Publications						
8000 General Fund	335	8,462	594	9,056	9,056	8,922
3400 Other Funds Ltd	-	18,872	-	18,872	18,872	19,665
6400 Federal Funds Ltd	18	790	-	790	790	823

DESCRIPTION	2021-23 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	353	28,124	594	28,718	28,718	29,410
4300 Professional Services						
8000 General Fund	3,535	675,831	-	675,831	675,831	614,988
3400 Other Funds Ltd	13,697	209,763	-	209,763	209,763	224,027
6400 Federal Funds Ltd	166	19,655	-	19,655	19,655	20,992
All Funds	17,398	905,249	-	905,249	905,249	860,007
4315 IT Professional Services						
8000 General Fund	-	56,730	-	56,730	56,730	60,588
3400 Other Funds Ltd	558,326	6,326	-	6,326	6,326	6,756
All Funds	558,326	63,056	-	63,056	63,056	67,344
4325 Attorney General						
8000 General Fund	2,396	17,961	-	17,961	17,961	22,139
3400 Other Funds Ltd	436	5,400	-	5,400	5,400	6,656
All Funds	2,832	23,361	-	23,361	23,361	28,795
4375 Employee Recruitment and Develop						
8000 General Fund	1,960	5,677	476	6,153	6,153	5,999
3400 Other Funds Ltd	-	4,764	-	4,764	4,764	4,964
6400 Federal Funds Ltd	40	70	-	70	70	73
All Funds	2,000	10,511	476	10,987	10,987	11,036
4400 Dues and Subscriptions						
8000 General Fund	2,886	71,625	594	72,219	72,219	74,737

DESCRIPTION	2021-23 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	784	5,830	-	5,830	5,830	6,070
6400 Federal Funds Ltd	52	2,501	-	2,501	2,501	2,504
All Funds	3,722	79,956	594	80,550	80,550	83,311
4425 Facilities Rental and Taxes						
8000 General Fund	33,940	93,643	8,215	101,858	101,858	99,014
3400 Other Funds Ltd	92,098	125,357	-	125,357	125,357	130,622
6400 Federal Funds Ltd	1,435	7,499	-	7,499	7,499	7,814
All Funds	127,473	226,499	8,215	234,714	234,714	237,450
4475 Facilities Maintenance						
8000 General Fund	3,760	-	-	-	-	-
3400 Other Funds Ltd	10,627	-	-	-	-	-
6400 Federal Funds Ltd	148	-	-	-	-	-
All Funds	14,535	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	2,167	814	-	814	814	848
3400 Other Funds Ltd	2,008	-	-	-	-	-
6400 Federal Funds Ltd	38	541	-	541	541	564
All Funds	4,213	1,355	-	1,355	1,355	1,412
4600 Intra-agency Charges						
3400 Other Funds Ltd	-	32,604	-	32,604	32,604	33,973
4650 Other Services and Supplies						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	800	53,211	4,284	57,495	57,495	56,196
3400 Other Funds Ltd	44	108,735	-	108,735	108,735	113,302
6400 Federal Funds Ltd	1	-	-	-	-	-
All Funds	845	161,946	4,284	166,230	166,230	169,498
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	39,094	2,856	41,950	41,950	41,236
3400 Other Funds Ltd	-	31,412	-	31,412	31,412	32,731
All Funds	-	70,506	2,856	73,362	73,362	73,967
4715 IT Expendable Property						
8000 General Fund	62,303	6,768	-	6,768	6,768	7,052
3400 Other Funds Ltd	83,144	6,521	-	6,521	6,521	6,795
6400 Federal Funds Ltd	2,679	1,824	-	1,824	1,824	1,901
All Funds	148,126	15,113	-	15,113	15,113	15,748
TOTAL SERVICES & SUPPLIES						
8000 General Fund	433,721	1,406,085	26,926	1,433,011	1,433,011	1,417,477
3400 Other Funds Ltd	1,260,860	2,038,353	-	2,038,353	2,038,353	2,138,341
6400 Federal Funds Ltd	16,262	112,508	-	112,508	112,508	126,366
TOTAL SERVICES & SUPPLIES	**$1,710,843**	**$3,556,946**	**$26,926**	**$3,583,872**	**$3,583,872**	**$3,682,184**
CAPITAL OUTLAY						
5900 Other Capital Outlay						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	7,956	-	-	-	-	-
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
8000 General Fund	972	-	-	-	-	-
6400 Federal Funds Ltd	51	-	-	-	-	-
All Funds	1,023	-	-	-	-	-
EXPENDITURES						
8000 General Fund	2,956,608	4,908,071	409,825	5,317,896	5,314,874	5,427,462
3400 Other Funds Ltd	3,215,937	4,347,524	214,268	4,561,792	4,529,050	4,517,399
6400 Federal Funds Ltd	104,515	403,510	25,746	429,256	450,223	461,685
TOTAL EXPENDITURES	**$6,277,060**	**$9,659,105**	**$649,839**	**$10,308,944**	**$10,294,147**	**$10,406,546**
REVERSIONS						
9900 Reversions						
8000 General Fund	(128,257)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	136,727	-	-	-	248,499	248,504
6400 Federal Funds Ltd	-	-	-	-	-	102
TOTAL ENDING BALANCE	**$136,727**	**-**	**-**	**-**	**$248,499**	**$248,606**
AUTHORIZED POSITIONS						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8150 Class/Unclass Positions	17	24	1	25	21	21
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	15.51	21.28	0.50	21.78	18.64	18.64

DESCRIPTION	*2021-23 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	-	317,916	-	317,916	317,916	317,916
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,796,971	2,145,261	156,342	2,301,603	2,727,886	2,796,921
LICENSES AND FEES						
0205 Business Lic and Fees						
3200 Other Funds Non-Ltd	196,590	-	-	-	-	-
3400 Other Funds Ltd	1,387,569	-	-	-	-	-
All Funds	1,584,159	-	-	-	-	-
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	-	506,457	-	506,457	517,666	507,375
TOTAL LICENSES AND FEES						
3200 Other Funds Non-Ltd	196,590	-	-	-	-	-
3400 Other Funds Ltd	1,387,569	506,457	-	506,457	517,666	507,375
TOTAL LICENSES AND FEES	**$1,584,159**	**$506,457**	**-**	**$506,457**	**$517,666**	**$507,375**
CHARGES FOR SERVICES						
0410 Charges for 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	817,763	2,678,856	-	2,678,856	2,711,824	2,662,781
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	49,827	-	-	-	-	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	-	206,000	394,000	600,000	600,000	600,000
3400 Other Funds Ltd	98,448	44,488	204,269	248,757	272,578	288,378
All Funds	98,448	250,488	598,269	848,757	872,578	888,378
TRANSFERS IN						
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	4,621,063	-	1,100,000	1,100,000	1,100,000	1,146,200
REVENUES						
8000 General Fund	1,796,971	2,145,261	156,342	2,301,603	2,727,886	2,796,921
3200 Other Funds Non-Ltd	246,417	206,000	394,000	600,000	600,000	600,000
3400 Other Funds Ltd	6,924,843	3,229,801	1,304,269	4,534,070	4,602,068	4,604,734
TOTAL REVENUES	**$8,968,231**	**$5,581,062**	**$1,854,611**	**$7,435,673**	**$7,929,954**	**$8,001,655**
AVAILABLE REVENUES						
8000 General Fund	1,796,971	2,145,261	156,342	2,301,603	2,727,886	2,796,921
3200 Other Funds Non-Ltd	246,417	206,000	394,000	600,000	600,000	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
3400 Other Funds Ltd	6,924,843	3,547,717	1,304,269	4,851,986	4,919,984	4,922,650
TOTAL AVAILABLE REVENUES	**$8,968,231**	**$5,898,978**	**$1,854,611**	**$7,753,589**	**$8,247,870**	**$8,319,571**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,138,920	1,177,068	151,351	1,328,419	1,551,156	1,551,156
3400 Other Funds Ltd	1,038,353	1,620,835	183,908	1,804,743	1,758,465	1,758,465
All Funds	2,177,273	2,797,903	335,259	3,133,162	3,309,621	3,309,621
3160 Temporary Appointments						
8000 General Fund	33,825	-	-	-	-	-
3400 Other Funds Ltd	63,953	-	-	-	-	-
All Funds	97,778	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	2	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	18	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	14,873	-	-	-	-	-
3400 Other Funds Ltd	2,409	-	-	-	-	-

DESCRIPTION	2021-23 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	17,282	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	1,187,618	1,177,068	151,351	1,328,419	1,551,156	1,551,156
3400 Other Funds Ltd	1,104,735	1,620,835	183,908	1,804,743	1,758,465	1,758,465
TOTAL SALARIES & WAGES	**$2,292,353**	**$2,797,903**	**$335,259**	**$3,133,162**	**$3,309,621**	**$3,309,621**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	235	292	-	292	468	468
3400 Other Funds Ltd	438	412	-	412	561	561
All Funds	673	704	-	704	1,029	1,029
3220 Public Employees' Retire Cont						
8000 General Fund	204,852	210,930	-	210,930	326,363	326,363
3400 Other Funds Ltd	208,100	290,453	-	290,453	369,981	369,981
All Funds	412,952	501,383	-	501,383	696,344	696,344
3221 Pension Obligation Bond						
8000 General Fund	66,141	62,210	4,991	67,201	67,201	60,829
3400 Other Funds Ltd	58,983	85,664	20,361	106,025	106,025	68,958
All Funds	125,124	147,874	25,352	173,226	173,226	129,787
3230 Social Security Taxes						
8000 General Fund	87,893	88,491	-	88,491	117,010	117,010

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
3400 Other Funds Ltd	83,665	122,438	-	122,438	132,869	132,869
All Funds	171,558	210,929	-	210,929	249,879	249,879
3240 Unemployment Assessments						
3400 Other Funds Ltd	4,760	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	1,579	4,552	-	4,552	6,098	6,098
3400 Other Funds Ltd	1,435	6,285	-	6,285	6,927	6,927
All Funds	3,014	10,837	-	10,837	13,025	13,025
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	200	253	-	253	273	273
3400 Other Funds Ltd	247	358	-	358	326	326
All Funds	447	611	-	611	599	599
3260 Mass Transit Tax						
8000 General Fund	7,125	7,062	-	7,062	7,062	9,307
3400 Other Funds Ltd	6,602	9,725	-	9,725	9,725	10,551
All Funds	13,727	16,787	-	16,787	16,787	19,858
3270 Flexible Benefits						
8000 General Fund	189,973	217,800	-	217,800	275,652	275,652
3400 Other Funds Ltd	219,996	308,550	-	308,550	330,429	330,429
All Funds	409,969	526,350	-	526,350	606,081	606,081
TOTAL OTHER PAYROLL EXPENSES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	557,998	591,590	4,991	596,581	800,127	796,000
3400 Other Funds Ltd	584,226	823,885	20,361	844,246	956,843	920,602
TOTAL OTHER PAYROLL EXPENSES	**$1,142,224**	**$1,415,475**	**$25,352**	**$1,440,827**	**$1,756,970**	**$1,716,602**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(113,502)	-	(113,502)	(113,502)	(77,558)
3400 Other Funds Ltd	-	(27,222)	-	(27,222)	(27,222)	(87,923)
All Funds	-	(140,724)	-	(140,724)	(140,724)	(165,481)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(1,679)	-	(1,679)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(113,502)	-	(113,502)	(113,502)	(77,558)
3400 Other Funds Ltd	-	(28,901)	-	(28,901)	(27,222)	(87,923)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($142,403)**	**-**	**($142,403)**	**($140,724)**	**($165,481)**
TOTAL PERSONAL SERVICES						
8000 General Fund	1,745,616	1,655,156	156,342	1,811,498	2,237,781	2,269,598
3400 Other Funds Ltd	1,688,961	2,415,819	204,269	2,620,088	2,688,086	2,591,144
TOTAL PERSONAL SERVICES	**$3,434,577**	**$4,070,975**	**$360,611**	**$4,431,586**	**$4,925,867**	**$4,860,742**
SERVICES & SUPPLIES						
4100 Instate Travel						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	1,407	9,536	-	9,536	9,536	9,100
3400 Other Funds Ltd	367	2,215	-	2,215	2,215	2,308
All Funds	1,774	11,751	-	11,751	11,751	11,408
4125 Out of State Travel						
8000 General Fund	11,580	5,413	-	5,413	5,413	5,640
3400 Other Funds Ltd	9,952	6,433	-	6,433	6,433	6,704
All Funds	21,532	11,846	-	11,846	11,846	12,344
4150 Employee Training						
8000 General Fund	7,638	9,971	-	9,971	9,971	6,050
3400 Other Funds Ltd	5,795	17,778	-	17,778	17,778	18,524
All Funds	13,433	27,749	-	27,749	27,749	24,574
4175 Office Expenses						
8000 General Fund	1,288	7,300	-	7,300	7,300	5,127
3200 Other Funds Non-Ltd	236	-	-	-	-	-
3400 Other Funds Ltd	5,694	23,487	-	23,487	23,487	24,474
All Funds	7,218	30,787	-	30,787	30,787	29,601
4200 Telecommunications						
8000 General Fund	53,381	6,805	-	6,805	6,805	5,231
3400 Other Funds Ltd	13,628	24,016	-	24,016	24,016	25,025
All Funds	67,009	30,821	-	30,821	30,821	30,256
4225 State Gov. Service Charges						

DESCRIPTION	2021-23 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	252,890	269,842	-	269,842	269,842	322,441
3200 Other Funds Non-Ltd	269	-	-	-	-	-
3400 Other Funds Ltd	43,585	27,382	-	27,382	27,382	32,720
All Funds	296,744	297,224	-	297,224	297,224	355,161
4250 Data Processing						
8000 General Fund	1,570	3,798	-	3,798	3,798	3,151
3400 Other Funds Ltd	4,170	29,586	-	29,586	29,586	30,829
All Funds	5,740	33,384	-	33,384	33,384	33,980
4275 Publicity and Publications						
8000 General Fund	561	1,451	-	1,451	1,451	893
3400 Other Funds Ltd	83	2,973	-	2,973	2,973	3,098
All Funds	644	4,424	-	4,424	4,424	3,991
4300 Professional Services						
8000 General Fund	1,263	68,171	-	68,171	68,171	72,807
3400 Other Funds Ltd	81,324	448,170	-	448,170	448,170	478,645
All Funds	82,587	516,341	-	516,341	516,341	551,452
4315 IT Professional Services						
8000 General Fund	-	25,079	-	25,079	25,079	26,784
4325 Attorney General						
8000 General Fund	8,488	5,241	-	5,241	5,241	6,460
3400 Other Funds Ltd	73,960	8,695	-	8,695	8,695	10,718

DESCRIPTION	2021-23 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	82,448	13,936	-	13,936	13,936	17,178
4375 Employee Recruitment and Develop						
8000 General Fund	-	1,543	-	1,543	1,543	1,112
3400 Other Funds Ltd	-	4,166	-	4,166	4,166	4,342
All Funds	-	5,709	-	5,709	5,709	5,454
4400 Dues and Subscriptions						
8000 General Fund	5,857	40,176	-	40,176	40,176	36,781
3400 Other Funds Ltd	1,234	3,078	-	3,078	3,078	3,193
All Funds	7,091	43,254	-	43,254	43,254	39,974
4425 Facilities Rental and Taxes						
8000 General Fund	11,176	16,056	-	16,056	16,056	8,170
3400 Other Funds Ltd	59,919	84,360	-	84,360	84,360	87,903
All Funds	71,095	100,416	-	100,416	100,416	96,073
4475 Facilities Maintenance						
8000 General Fund	1,235	-	-	-	-	-
3400 Other Funds Ltd	6,914	-	-	-	-	-
All Funds	8,149	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	520	161	-	161	161	168
3200 Other Funds Non-Ltd	-	206,000	394,000	600,000	600,000	600,000
3400 Other Funds Ltd	22,309	90,804	-	90,804	90,804	94,617

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*
All Funds	22,829	296,965	394,000	690,965	690,965	694,785
4650 Other Services and Supplies						
8000 General Fund	4	173	-	173	173	180
3200 Other Funds Non-Ltd	162	-	-	-	-	-
3400 Other Funds Ltd	1,366	10,927	-	10,927	10,927	11,386
All Funds	1,532	11,100	-	11,100	11,100	11,566
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	15,368	-	15,368	15,368	13,038
3400 Other Funds Ltd	-	71,220	-	71,220	71,220	74,212
All Funds	-	86,588	-	86,588	86,588	87,250
4715 IT Expendable Property						
8000 General Fund	30,185	4,021	-	4,021	4,021	4,190
3400 Other Funds Ltd	16,165	-	-	-	-	-
All Funds	46,350	4,021	-	4,021	4,021	4,190
TOTAL SERVICES & SUPPLIES						
8000 General Fund	389,043	490,105	-	490,105	490,105	527,323
3200 Other Funds Non-Ltd	667	206,000	394,000	600,000	600,000	600,000
3400 Other Funds Ltd	346,465	855,290	-	855,290	855,290	908,698
TOTAL SERVICES & SUPPLIES	**$736,175**	**$1,551,395**	**$394,000**	**$1,945,395**	**$1,945,395**	**$2,036,021**
CAPITAL OUTLAY						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
5900 Other Capital Outlay						
3400 Other Funds Ltd	68,284	-	-	-	-	-
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
8000 General Fund	25,000	-	-	-	-	-
3400 Other Funds Ltd	90,000	-	-	-	-	-
All Funds	115,000	-	-	-	-	-
6035 Dist to Individuals						
3400 Other Funds Ltd	(115)	-	-	-	-	-
6048 Spc Pmt to Public Universities						
3400 Other Funds Ltd	4,571,685	-	1,100,000	1,100,000	1,100,000	1,146,200
TOTAL SPECIAL PAYMENTS						
8000 General Fund	25,000	-	-	-	-	-
3400 Other Funds Ltd	4,661,570	-	1,100,000	1,100,000	1,100,000	1,146,200
TOTAL SPECIAL PAYMENTS	**$4,686,570**	**-**	**$1,100,000**	**$1,100,000**	**$1,100,000**	**$1,146,200**
EXPENDITURES						
8000 General Fund	2,159,659	2,145,261	156,342	2,301,603	2,727,886	2,796,921
3200 Other Funds Non-Ltd	667	206,000	394,000	600,000	600,000	600,000
3400 Other Funds Ltd	6,765,280	3,271,109	1,304,269	4,575,378	4,643,376	4,646,042
TOTAL EXPENDITURES	**$8,925,606**	**$5,622,370**	**$1,854,611**	**$7,476,981**	**$7,971,262**	**$8,042,963**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
REVERSIONS						
9900 Reversions						
8000 General Fund	362,688	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	245,750	-	-	-	-	-
3400 Other Funds Ltd	159,563	276,608	-	276,608	276,608	276,608
TOTAL ENDING BALANCE	**$405,313**	**$276,608**	**-**	**$276,608**	**$276,608**	**$276,608**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	14	15	-	15	16	16
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	11.87	13.24	-	13.24	14.24	14.24

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,917,639	2,090,124	126,047	2,216,171	2,391,586	2,324,507
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	2,080,620	-	-	-	-	-
REVENUES						
8000 General Fund	1,917,639	2,090,124	126,047	2,216,171	2,391,586	2,324,507
3400 Other Funds Ltd	2,080,620	-	-	-	-	-
TOTAL REVENUES	**$3,998,259**	**$2,090,124**	**$126,047**	**$2,216,171**	**$2,391,586**	**$2,324,507**
AVAILABLE REVENUES						
8000 General Fund	1,917,639	2,090,124	126,047	2,216,171	2,391,586	2,324,507
3400 Other Funds Ltd	2,080,620	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$3,998,259**	**$2,090,124**	**$126,047**	**$2,216,171**	**$2,391,586**	**$2,324,507**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,078,646	1,108,728	122,024	1,230,752	1,300,248	1,300,248

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*
3170 Overtime Payments						
8000 General Fund	428	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	-	747	-	747	747	778
TOTAL SALARIES & WAGES						
8000 General Fund	1,079,074	1,109,475	122,024	1,231,499	1,300,995	1,301,026
TOTAL SALARIES & WAGES	**$1,079,074**	**$1,109,475**	**$122,024**	**$1,231,499**	**$1,300,995**	**$1,301,026**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	230	265	-	265	360	360
3220 Public Employees' Retire Cont						
8000 General Fund	185,815	198,818	-	198,818	273,729	273,736
3221 Pension Obligation Bond						
8000 General Fund	60,255	58,636	4,023	62,659	62,659	51,019
3230 Social Security Taxes						
8000 General Fund	80,515	81,763	-	81,763	97,695	97,697
3241 Paid Family Medical Leave Insurance						
8000 General Fund	1,298	4,125	-	4,125	5,086	5,086
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	214	230	-	230	210	210

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3260 Mass Transit Tax						
8000 General Fund	6,472	6,657	-	6,657	6,657	7,806
3270 Flexible Benefits						
8000 General Fund	207,226	198,000	-	198,000	212,040	212,040
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	542,025	548,494	4,023	552,517	658,436	647,954
TOTAL OTHER PAYROLL EXPENSES	**$542,025**	**$548,494**	**$4,023**	**$552,517**	**$658,436**	**$647,954**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(66,569)	-	(66,569)	(66,569)	(65,050)
TOTAL PERSONAL SERVICES						
8000 General Fund	1,621,099	1,591,400	126,047	1,717,447	1,892,862	1,883,930
TOTAL PERSONAL SERVICES	**$1,621,099**	**$1,591,400**	**$126,047**	**$1,717,447**	**$1,892,862**	**$1,883,930**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	2,443	10,307	-	10,307	10,307	10,740
4125 Out of State Travel						
8000 General Fund	5,284	5,413	-	5,413	5,413	5,640
4150 Employee Training						
8000 General Fund	2,286	13,968	-	13,968	13,968	14,555

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
4175 Office Expenses						
8000 General Fund	413	9,584	-	9,584	9,584	9,987
4200 Telecommunications						
8000 General Fund	26,837	8,518	-	8,518	8,518	8,876
4225 State Gov. Service Charges						
8000 General Fund	137,483	141,787	-	141,787	141,787	169,425
4250 Data Processing						
8000 General Fund	3,905	4,540	-	4,540	4,540	4,731
4275 Publicity and Publications						
8000 General Fund	-	2,021	-	2,021	2,021	2,106
4300 Professional Services						
8000 General Fund	65,154	168,171	-	168,171	168,171	72,807
4315 IT Professional Services						
8000 General Fund	-	25,079	-	25,079	25,079	26,784
4325 Attorney General						
8000 General Fund	12,148	5,241	-	5,241	5,241	6,460
4375 Employee Recruitment and Develop						
8000 General Fund	-	1,999	-	1,999	1,999	2,083
4400 Dues and Subscriptions						
8000 General Fund	784	45,940	-	45,940	45,940	47,869
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
8000 General Fund	25,982	34,599	-	34,599	34,599	36,052
4475 Facilities Maintenance						
8000 General Fund	2,870	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	530	162	-	162	162	169
4650 Other Services and Supplies						
8000 General Fund	14	4,678	-	4,678	4,678	4,874
3400 Other Funds Ltd	2,080,620	-	-	-	-	-
All Funds	2,080,634	4,678	-	4,678	4,678	4,874
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	12,696	-	12,696	12,696	13,229
4715 IT Expendable Property						
8000 General Fund	16,240	4,021	-	4,021	4,021	4,190
TOTAL SERVICES & SUPPLIES						
8000 General Fund	302,373	498,724	-	498,724	498,724	440,577
3400 Other Funds Ltd	2,080,620	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$2,382,993**	**$498,724**	**-**	**$498,724**	**$498,724**	**$440,577**
EXPENDITURES						
8000 General Fund	1,923,472	2,090,124	126,047	2,216,171	2,391,586	2,324,507
3400 Other Funds Ltd	2,080,620	-	-	-	-	-

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
TOTAL EXPENDITURES	**$4,004,092**	**$2,090,124**	**$126,047**	**$2,216,171**	**$2,391,586**	**$2,324,507**
REVERSIONS						
9900 Reversions						
8000 General Fund	5,833	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	5	5	-	5	5	5
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	5.00	5.00	-	5.00	5.00	5.00

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	-	30,844	-	30,844	30,844	30,844
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	31,251,399	18,048,357	210,282	18,258,639	18,441,772	19,594,989
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	37,642	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	640,135	-	640,135	640,135	640,135
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,981,227	2,683,660	200,352	2,884,012	3,431,142	3,430,478
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	14,379,494	13,227,370	116,898	13,344,268	13,460,190	14,261,362
TRANSFERS IN						
1581 Tsfr From Education, 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	7,039,758	2,035,566	-	2,035,566	2,812,038	2,930,144
REVENUES						
8000 General Fund	31,251,399	18,048,357	210,282	18,258,639	18,441,772	19,594,989
3400 Other Funds Ltd	9,058,627	5,359,361	200,352	5,559,713	6,883,315	7,000,757
6400 Federal Funds Ltd	14,379,494	13,227,370	116,898	13,344,268	13,460,190	14,261,362
TOTAL REVENUES	**$54,689,520**	**$36,635,088**	**$527,532**	**$37,162,620**	**$38,785,277**	**$40,857,108**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(500)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	31,251,399	18,048,357	210,282	18,258,639	18,441,772	19,594,989
3400 Other Funds Ltd	9,058,127	5,390,205	200,352	5,590,557	6,914,159	7,031,601
6400 Federal Funds Ltd	14,379,494	13,227,370	116,898	13,344,268	13,460,190	14,261,362
TOTAL AVAILABLE REVENUES	**$54,689,020**	**$36,665,932**	**$527,532**	**$37,193,464**	**$38,816,121**	**$40,887,952**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,288,788	1,431,096	203,570	1,634,666	1,680,788	1,680,788
3400 Other Funds Ltd	997,609	1,658,762	180,382	1,839,144	2,164,723	2,164,723

DESCRIPTION	2021-23 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	779,915	828,742	119,851	948,593	981,739	981,739
All Funds	3,066,312	3,918,600	503,803	4,422,403	4,827,250	4,827,250
3160 Temporary Appointments						
8000 General Fund	7,081	-	-	-	-	-
6400 Federal Funds Ltd	13,419	-	-	-	-	-
All Funds	20,500	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,368	-	-	-	-	-
3400 Other Funds Ltd	31	-	-	-	-	-
6400 Federal Funds Ltd	739	-	-	-	-	-
All Funds	2,138	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	1	-	-	-	-	-
6400 Federal Funds Ltd	13	-	-	-	-	-
All Funds	14	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	6,667	5,881	-	5,881	5,881	6,128
3400 Other Funds Ltd	12,523	2,836	-	2,836	2,836	2,955
6400 Federal Funds Ltd	4,644	-	-	-	-	-
All Funds	23,834	8,717	-	8,717	8,717	9,083
TOTAL SALARIES & WAGES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	1,303,905	1,436,977	203,570	1,640,547	1,686,669	1,686,916
3400 Other Funds Ltd	1,010,163	1,661,598	180,382	1,841,980	2,167,559	2,167,678
6400 Federal Funds Ltd	798,730	828,742	119,851	948,593	981,739	981,739
TOTAL SALARIES & WAGES	**$3,112,798**	**$3,927,317**	**$503,803**	**$4,431,120**	**$4,835,967**	**$4,836,333**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	342	368	-	368	502	502
3400 Other Funds Ltd	265	462	-	462	673	673
6400 Federal Funds Ltd	307	233	-	233	317	317
All Funds	914	1,063	-	1,063	1,492	1,492
3220 Public Employees' Retire Cont						
8000 General Fund	226,107	257,506	-	257,506	354,874	354,926
3400 Other Funds Ltd	179,574	297,759	-	297,759	456,052	456,077
6400 Federal Funds Ltd	130,031	148,510	-	148,510	206,557	206,557
All Funds	535,712	703,775	-	703,775	1,017,483	1,017,560
3221 Pension Obligation Bond						
8000 General Fund	70,719	75,935	6,712	82,647	82,647	66,143
3400 Other Funds Ltd	56,131	50,437	19,970	70,407	70,407	85,001
6400 Federal Funds Ltd	41,112	43,801	(2,953)	40,848	40,848	38,499
All Funds	167,962	170,173	23,729	193,902	193,902	189,643

DESCRIPTION	2021-23 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 Social Security Taxes						
8000 General Fund	98,132	107,440	-	107,440	126,383	126,402
3400 Other Funds Ltd	76,337	126,802	-	126,802	165,487	165,496
6400 Federal Funds Ltd	60,498	63,087	-	63,087	74,772	74,772
All Funds	234,967	297,329	-	297,329	366,642	366,670
3241 Paid Family Medical Leave Insurance						
8000 General Fund	1,909	5,498	-	5,498	6,577	6,578
3400 Other Funds Ltd	1,341	6,622	-	6,622	8,649	8,649
6400 Federal Funds Ltd	1,021	3,283	-	3,283	3,906	3,906
All Funds	4,271	15,403	-	15,403	19,132	19,133
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	289	320	-	320	293	293
3400 Other Funds Ltd	170	399	-	399	394	394
6400 Federal Funds Ltd	173	203	-	203	185	185
All Funds	632	922	-	922	872	872
3260 Mass Transit Tax						
8000 General Fund	7,720	8,622	-	8,622	8,622	10,121
3400 Other Funds Ltd	6,100	9,975	-	9,975	9,975	13,007
All Funds	13,820	18,597	-	18,597	18,597	23,128
3270 Flexible Benefits						
8000 General Fund	243,275	275,220	-	275,220	294,734	294,734

DESCRIPTION	2021-23 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	186,507	345,840	-	345,840	396,869	396,869
6400 Federal Funds Ltd	134,671	174,240	-	174,240	186,595	186,595
All Funds	564,453	795,300	-	795,300	878,198	878,198
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	648,493	730,909	6,712	737,621	874,632	859,699
3400 Other Funds Ltd	506,425	838,296	19,970	858,266	1,108,506	1,126,166
6400 Federal Funds Ltd	367,813	433,357	(2,953)	430,404	513,180	510,831
TOTAL OTHER PAYROLL EXPENSES	**$1,522,731**	**$2,002,562**	**$23,729**	**$2,026,291**	**$2,496,318**	**$2,496,696**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(162,894)	-	(162,894)	(162,894)	(84,333)
3400 Other Funds Ltd	-	(22,913)	-	(22,913)	(22,913)	(108,378)
6400 Federal Funds Ltd	-	(52,738)	-	(52,738)	(52,738)	(49,087)
All Funds	-	(238,545)	-	(238,545)	(238,545)	(241,798)
TOTAL PERSONAL SERVICES						
8000 General Fund	1,952,398	2,004,992	210,282	2,215,274	2,398,407	2,462,282
3400 Other Funds Ltd	1,516,588	2,476,981	200,352	2,677,333	3,253,152	3,185,466
6400 Federal Funds Ltd	1,166,543	1,209,361	116,898	1,326,259	1,442,181	1,443,483
TOTAL PERSONAL SERVICES	**$4,635,529**	**$5,691,334**	**$527,532**	**$6,218,866**	**$7,093,740**	**$7,091,231**
SERVICES & SUPPLIES						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4100 Instate Travel						
8000 General Fund	5,395	22,369	-	22,369	22,369	23,308
3400 Other Funds Ltd	14,496	179,490	-	179,490	179,490	187,029
6400 Federal Funds Ltd	1,269	22,084	-	22,084	22,084	23,012
All Funds	21,160	223,943	-	223,943	223,943	233,349
4125 Out of State Travel						
8000 General Fund	22,009	20,232	-	20,232	20,232	21,082
3400 Other Funds Ltd	25,779	45,570	-	45,570	45,570	47,483
6400 Federal Funds Ltd	4,358	30,610	-	30,610	30,610	31,896
All Funds	52,146	96,412	-	96,412	96,412	100,461
4150 Employee Training						
8000 General Fund	30,491	29,114	-	29,114	29,114	30,337
3400 Other Funds Ltd	58,195	57,009	-	57,009	57,009	59,403
6400 Federal Funds Ltd	24,298	11,642	-	11,642	11,642	12,131
All Funds	112,984	97,765	-	97,765	97,765	101,871
4175 Office Expenses						
8000 General Fund	1,123	45,316	-	45,316	45,316	47,219
3400 Other Funds Ltd	19,744	112,285	-	112,285	112,285	117,001
6400 Federal Funds Ltd	746	24,666	-	24,666	24,666	25,702
All Funds	21,613	182,267	-	182,267	182,267	189,922
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	79,200	49,126	-	49,126	49,126	51,189
3400 Other Funds Ltd	4,614	38,057	-	38,057	38,057	39,655
6400 Federal Funds Ltd	10,244	18,096	-	18,096	18,096	18,856
All Funds	94,058	105,279	-	105,279	105,279	109,700
4225 State Gov. Service Charges						
8000 General Fund	400,673	400,238	-	400,238	400,238	478,255
4250 Data Processing						
8000 General Fund	4,136	5,042	-	5,042	5,042	5,254
3400 Other Funds Ltd	2,374	3,572	-	3,572	3,572	3,722
6400 Federal Funds Ltd	1,182	677	-	677	677	705
All Funds	7,692	9,291	-	9,291	9,291	9,681
4275 Publicity and Publications						
8000 General Fund	1,109	8,075	-	8,075	8,075	8,414
3400 Other Funds Ltd	23,909	45,656	-	45,656	45,656	47,573
6400 Federal Funds Ltd	23,876	3,317	-	3,317	3,317	3,456
All Funds	48,894	57,048	-	57,048	57,048	59,443
4300 Professional Services						
8000 General Fund	212,459	526,966	-	526,966	526,966	562,800
3400 Other Funds Ltd	1,000	719,418	-	719,418	719,418	768,338
6400 Federal Funds Ltd	6,903	740,978	-	740,978	740,978	791,364
All Funds	220,362	1,987,362	-	1,987,362	1,987,362	2,122,502

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4315 IT Professional Services						
8000 General Fund	-	462	-	462	462	493
3400 Other Funds Ltd	-	138,290	-	138,290	138,290	147,694
6400 Federal Funds Ltd	-	54,542	-	54,542	54,542	58,251
All Funds	-	193,294	-	193,294	193,294	206,438
4325 Attorney General						
8000 General Fund	36,313	39,088	-	39,088	39,088	48,180
3400 Other Funds Ltd	387	28,344	-	28,344	28,344	34,937
6400 Federal Funds Ltd	3,098	6,914	-	6,914	6,914	8,523
All Funds	39,798	74,346	-	74,346	74,346	91,640
4375 Employee Recruitment and Develop						
8000 General Fund	-	3,431	-	3,431	3,431	3,575
3400 Other Funds Ltd	-	7,142	-	7,142	7,142	7,442
6400 Federal Funds Ltd	-	294	-	294	294	306
All Funds	-	10,867	-	10,867	10,867	11,323
4400 Dues and Subscriptions						
8000 General Fund	67,836	11,987	-	11,987	11,987	12,490
3400 Other Funds Ltd	6,238	18,743	-	18,743	18,743	19,530
6400 Federal Funds Ltd	12,953	19,867	-	19,867	19,867	20,701
All Funds	87,027	50,597	-	50,597	50,597	52,721
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
8000 General Fund	37,494	48,805	-	48,805	48,805	50,855
3400 Other Funds Ltd	19,566	65,863	-	65,863	65,863	68,629
6400 Federal Funds Ltd	29,519	44,232	-	44,232	44,232	46,090
All Funds	86,579	158,900	-	158,900	158,900	165,574
4475 Facilities Maintenance						
8000 General Fund	4,144	-	-	-	-	-
3400 Other Funds Ltd	1,833	-	-	-	-	-
6400 Federal Funds Ltd	3,261	-	-	-	-	-
All Funds	9,238	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	1,045	5,800	-	5,800	5,800	6,044
3400 Other Funds Ltd	78,881	8,558	-	8,558	8,558	8,917
6400 Federal Funds Ltd	648	12,666	-	12,666	12,666	13,198
All Funds	80,574	27,024	-	27,024	27,024	28,159
4650 Other Services and Supplies						
8000 General Fund	17	23,140	-	23,140	23,140	24,112
3400 Other Funds Ltd	57,659	128,276	-	128,276	128,276	133,663
6400 Federal Funds Ltd	14	-	-	-	-	-
All Funds	57,690	151,416	-	151,416	151,416	157,775
4700 Expendable Prop 250 - 5000						
8000 General Fund	636	19,203	-	19,203	19,203	20,010

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
3400 Other Funds Ltd	755	21,800	-	21,800	21,800	22,716
All Funds	1,391	41,003	-	41,003	41,003	42,726
4715 IT Expendable Property						
8000 General Fund	72,497	4,751	-	4,751	4,751	4,951
3400 Other Funds Ltd	24,141	25,000	-	25,000	25,000	26,050
6400 Federal Funds Ltd	114,280	5,223	-	5,223	5,223	5,442
All Funds	210,918	34,974	-	34,974	34,974	36,443
TOTAL SERVICES & SUPPLIES						
8000 General Fund	976,577	1,263,145	-	1,263,145	1,263,145	1,398,568
3400 Other Funds Ltd	339,571	1,643,073	-	1,643,073	1,643,073	1,739,782
6400 Federal Funds Ltd	236,649	995,808	-	995,808	995,808	1,059,633
TOTAL SERVICES & SUPPLIES	**$1,552,797**	**$3,902,026**	**-**	**$3,902,026**	**$3,902,026**	**$4,197,983**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
8000 General Fund	753,261	1,937,234	-	1,937,234	1,937,234	2,068,966
3400 Other Funds Ltd	1,429,215	397,320	-	397,320	397,320	424,337
6400 Federal Funds Ltd	3,675	172,191	-	172,191	172,191	183,900
All Funds	2,186,151	2,506,745	-	2,506,745	2,506,745	2,677,203
6040 Dist to Local School Districts						
8000 General Fund	3,505	-	-	-	-	-

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
6045 Dist to Comm College Districts						
8000 General Fund	19,543,294	363,645	-	363,645	363,645	388,373
3400 Other Funds Ltd	5,520,735	844,142	-	844,142	844,142	901,544
6400 Federal Funds Ltd	11,673,725	10,651,996	-	10,651,996	10,651,996	11,376,332
All Funds	36,737,754	11,859,783	-	11,859,783	11,859,783	12,666,249
6048 Spc Pmt to Public Universities						
8000 General Fund	6,310,903	363,645	-	363,645	363,645	388,373
6400 Federal Funds Ltd	7,724	-	-	-	-	-
All Funds	6,318,627	363,645	-	363,645	363,645	388,373
6085 Other Special Payments						
8000 General Fund	-	11,363,693	-	11,363,693	11,363,693	12,136,424
6291 Spc Pmt to Corrections, Dept of						
8000 General Fund	3,300	-	-	-	-	-
6400 Federal Funds Ltd	275,252	198,014	-	198,014	198,014	198,014
All Funds	278,552	198,014	-	198,014	198,014	198,014
6581 Spc Pmt to Education, Dept of						
8000 General Fund	810,750	752,003	-	752,003	752,003	752,003
TOTAL SPECIAL PAYMENTS						
8000 General Fund	27,425,013	14,780,220	-	14,780,220	14,780,220	15,734,139
3400 Other Funds Ltd	6,949,950	1,241,462	-	1,241,462	1,241,462	1,325,881
6400 Federal Funds Ltd	11,960,376	11,022,201	-	11,022,201	11,022,201	11,758,246

DESCRIPTION	2021-23 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	**$46,335,339**	**$27,043,883**	**-**	**$27,043,883**	**$27,043,883**	**$28,818,266**
EXPENDITURES						
8000 General Fund	30,353,988	18,048,357	210,282	18,258,639	18,441,772	19,594,989
3400 Other Funds Ltd	8,806,109	5,361,516	200,352	5,561,868	6,137,687	6,251,129
6400 Federal Funds Ltd	13,363,568	13,227,370	116,898	13,344,268	13,460,190	14,261,362
TOTAL EXPENDITURES	**$52,523,665**	**$36,637,243**	**$527,532**	**$37,164,775**	**$38,039,649**	**$40,107,480**
REVERSIONS						
9900 Reversions						
8000 General Fund	(897,411)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	252,018	28,689	-	28,689	776,472	780,472
6400 Federal Funds Ltd	1,015,926	-	-	-	-	-
TOTAL ENDING BALANCE	**$1,267,944**	**$28,689**	**-**	**$28,689**	**$776,472**	**$780,472**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	20	21	-	21	21	21
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	17.58	20.10	-	20.10	20.70	20.70

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	10,477,768	-	10,477,768	64,688,175	64,688,175
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	112,044,678	-	112,044,678	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	-	122,522,446	-	122,522,446	64,688,175	64,688,175
TOTAL BEGINNING BALANCE	**-**	**$122,522,446**	**-**	**$122,522,446**	**$64,688,175**	**$64,688,175**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	59,665,210	41,229,027	580,252	41,809,279	42,385,775	29,435,403
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	742,500	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	160,936	5,983	-	5,983	5,983	5,983
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	2,179	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	278,698	175,000	-	175,000	175,000	175,000
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	609,527	-	609,527	609,527	609,527
TOTAL DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	278,698	784,527	-	784,527	784,527	784,527
TOTAL DONATIONS AND CONTRIBUTIONS	**$278,698**	**$784,527**	**-**	**$784,527**	**$784,527**	**$784,527**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(1,451,974)	12,952,180	234,920	13,187,100	13,325,684	4,079,405
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6200 Federal Funds Non-Ltd	10,412,919	20,536,302	-	20,536,302	20,536,302	20,536,302
6400 Federal Funds Ltd	74,279,948	119,138,152	441,719	119,579,871	120,014,649	127,654,003
All Funds	84,692,867	139,674,454	441,719	140,116,173	140,550,951	148,190,305
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	111,808,631	-	111,808,631	111,808,631	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
1060 Transfer from General Fund						
3400 Other Funds Ltd	10,000,000	10,000,000	-	10,000,000	10,000,000	8,994,243
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	539,459	1,483,891	-	1,483,891	1,425,194	1,526,098
1107 Tsfr From Administrative Svcs						
3400 Other Funds Ltd	115,000,000	-	-	-	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	2,738,032	2,115,680	-	2,115,680	2,036,137	2,036,137
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	473,962	-	-	-	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	128,751,453	125,408,202	-	125,408,202	125,269,962	12,556,478
TOTAL TRANSFERS IN	**$128,751,453**	**$125,408,202**	**-**	**$125,408,202**	**$125,269,962**	**$12,556,478**
REVENUES						
8000 General Fund	59,665,210	41,229,027	580,252	41,809,279	42,385,775	29,435,403
3400 Other Funds Ltd	128,483,792	139,150,892	234,920	139,385,812	139,386,156	17,426,393
6200 Federal Funds Non-Ltd	10,412,919	20,536,302	-	20,536,302	20,536,302	20,536,302
6400 Federal Funds Ltd	74,279,948	119,138,152	441,719	119,579,871	120,014,649	127,654,003
TOTAL REVENUES	**$272,841,869**	**$320,054,373**	**$1,256,891**	**$321,311,264**	**$322,322,882**	**$195,052,101**
TRANSFERS OUT						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	(112,085,767)	-	(112,085,767)	-	-
2121 Tsfr To Governor, Office of the						
6400 Federal Funds Ltd	-	(270,000)	-	(270,000)	(200,000)	(200,000)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	-	(112,085,767)	-	(112,085,767)	-	-
6400 Federal Funds Ltd	-	(270,000)	-	(270,000)	(200,000)	(200,000)
TOTAL TRANSFERS OUT	**-**	**($112,355,767)**	**-**	**($112,355,767)**	**($200,000)**	**($200,000)**
AVAILABLE REVENUES						
8000 General Fund	59,665,210	41,229,027	580,252	41,809,279	42,385,775	29,435,403
3400 Other Funds Ltd	128,483,792	149,587,571	234,920	149,822,491	204,074,331	82,114,568
6200 Federal Funds Non-Ltd	10,412,919	20,536,302	-	20,536,302	20,536,302	20,536,302
6400 Federal Funds Ltd	74,279,948	118,868,152	441,719	119,309,871	119,814,649	127,454,003
TOTAL AVAILABLE REVENUES	**$272,841,869**	**$330,221,052**	**$1,256,891**	**$331,477,943**	**$386,811,057**	**$259,540,276**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,535,197	2,042,306	271,253	2,313,559	2,608,384	2,608,384
3400 Other Funds Ltd	481,879	1,681,553	209,325	1,890,878	450,824	450,824

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6200 Federal Funds Non-Ltd	33,406	-	-	-	-	-
6400 Federal Funds Ltd	2,867,392	3,337,032	452,877	3,789,909	3,948,040	3,948,040
All Funds	4,917,874	7,060,891	933,455	7,994,346	7,007,248	7,007,248
3160 Temporary Appointments						
8000 General Fund	-	71,838	-	71,838	71,838	74,854
6400 Federal Funds Ltd	-	5,706	-	5,706	5,706	5,947
All Funds	-	77,544	-	77,544	77,544	80,801
3170 Overtime Payments						
8000 General Fund	9,791	127	-	127	127	131
3400 Other Funds Ltd	627	904	-	904	904	940
6400 Federal Funds Ltd	1,601	909	-	909	909	949
All Funds	12,019	1,940	-	1,940	1,940	2,020
3180 Shift Differential						
8000 General Fund	14	-	-	-	-	-
3400 Other Funds Ltd	25	-	-	-	-	-
6400 Federal Funds Ltd	9	-	-	-	-	-
All Funds	48	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	6,369	362	-	362	362	377
3400 Other Funds Ltd	5,506	21	-	21	21	21
6200 Federal Funds Non-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
6400 Federal Funds Ltd	12,805	-	-	-	-	-
All Funds	24,686	383	-	383	383	398
TOTAL SALARIES & WAGES						
8000 General Fund	1,551,371	2,114,633	271,253	2,385,886	2,680,711	2,683,746
3400 Other Funds Ltd	488,037	1,682,478	209,325	1,891,803	451,749	451,785
6200 Federal Funds Non-Ltd	33,412	-	-	-	-	-
6400 Federal Funds Ltd	2,881,807	3,343,647	452,877	3,796,524	3,954,655	3,954,936
TOTAL SALARIES & WAGES	**$4,954,627**	**$7,140,758**	**$933,455**	**$8,074,213**	**$7,087,115**	**$7,090,467**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	(807)	630	-	630	878	878
3400 Other Funds Ltd	173	595	-	595	162	162
6200 Federal Funds Non-Ltd	9	-	-	-	-	-
6400 Federal Funds Ltd	(4,371)	901	-	901	1,230	1,230
All Funds	(4,996)	2,126	-	2,126	2,270	2,270
3220 Public Employees' Retire Cont						
8000 General Fund	256,550	366,070	-	366,070	548,907	548,910
3400 Other Funds Ltd	79,885	301,504	-	301,504	95,048	95,055
6200 Federal Funds Non-Ltd	7,118	-	-	-	-	-
6400 Federal Funds Ltd	541,078	571,065	-	571,065	799,052	799,059

DESCRIPTION	2021-23 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	884,631	1,238,639	-	1,238,639	1,443,007	1,443,024
3221 Pension Obligation Bond						
8000 General Fund	79,158	102,210	8,999	111,209	111,209	102,307
3400 Other Funds Ltd	25,750	17,975	25,595	43,570	43,570	17,715
6200 Federal Funds Non-Ltd	1,869	-	-	-	-	-
6400 Federal Funds Ltd	150,221	176,429	(11,158)	165,271	165,271	154,859
All Funds	256,998	296,614	23,436	320,050	320,050	274,881
3230 Social Security Taxes						
8000 General Fund	117,196	161,772	-	161,772	205,081	205,313
3400 Other Funds Ltd	36,977	128,709	-	128,709	34,558	34,561
6200 Federal Funds Non-Ltd	2,485	-	-	-	-	-
6400 Federal Funds Ltd	217,600	255,791	-	255,791	302,536	302,554
All Funds	374,258	546,272	-	546,272	542,175	542,428
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2,835	8,169	-	8,169	10,431	10,431
3400 Other Funds Ltd	984	6,729	-	6,729	1,806	1,806
6200 Federal Funds Non-Ltd	28	-	-	-	-	-
6400 Federal Funds Ltd	3,267	13,347	-	13,347	15,195	15,195
All Funds	7,114	28,245	-	28,245	27,432	27,432
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	(148)	553	-	553	512	512

DESCRIPTION	2021-23 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	96	518	-	518	94	94
6200 Federal Funds Non-Ltd	6	-	-	-	-	-
6400 Federal Funds Ltd	(1,122)	783	-	783	716	716
All Funds	(1,168)	1,854	-	1,854	1,322	1,322
3260 Mass Transit Tax						
8000 General Fund	9,217	12,336	-	12,336	12,336	16,101
3400 Other Funds Ltd	2,895	10,099	-	10,099	10,099	2,711
6400 Federal Funds Ltd	50	-	-	-	-	-
All Funds	12,162	22,435	-	22,435	22,435	18,812
3270 Flexible Benefits						
8000 General Fund	377,830	470,746	-	470,746	514,730	514,730
3400 Other Funds Ltd	138,784	444,676	-	444,676	94,535	94,535
6200 Federal Funds Non-Ltd	7,478	-	-	-	-	-
6400 Federal Funds Ltd	609,177	675,181	-	675,181	723,061	723,061
All Funds	1,133,269	1,590,603	-	1,590,603	1,332,326	1,332,326
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	841,831	1,122,486	8,999	1,131,485	1,404,084	1,399,182
3400 Other Funds Ltd	285,544	910,805	25,595	936,400	279,872	246,639
6200 Federal Funds Non-Ltd	18,993	-	-	-	-	-
6400 Federal Funds Ltd	1,515,900	1,693,497	(11,158)	1,682,339	2,007,061	1,996,674

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
TOTAL OTHER PAYROLL EXPENSES	**$2,662,268**	**$3,726,788**	**$23,436**	**$3,750,224**	**$3,691,017**	**$3,642,495**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(153,362)	-	(153,362)	(153,362)	(134,035)
3400 Other Funds Ltd	-	(432)	-	(432)	(432)	(22,587)
6400 Federal Funds Ltd	-	(101,488)	-	(101,488)	(101,488)	(197,731)
All Funds	-	(255,282)	-	(255,282)	(255,282)	(354,353)
3465 Reconciliation Adjustment						
8000 General Fund	-	(9,072)	-	(9,072)	-	-
3400 Other Funds Ltd	-	(5,148)	-	(5,148)	-	-
6400 Federal Funds Ltd	-	(22,271)	-	(22,271)	-	-
All Funds	-	(36,491)	-	(36,491)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(162,434)	-	(162,434)	(153,362)	(134,035)
3400 Other Funds Ltd	-	(5,580)	-	(5,580)	(432)	(22,587)
6400 Federal Funds Ltd	-	(123,759)	-	(123,759)	(101,488)	(197,731)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($291,773)**	**-**	**($291,773)**	**($255,282)**	**($354,353)**
TOTAL PERSONAL SERVICES						
8000 General Fund	2,393,202	3,074,685	280,252	3,354,937	3,931,433	3,948,893
3400 Other Funds Ltd	773,581	2,587,703	234,920	2,822,623	731,189	675,837

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6200 Federal Funds Non-Ltd	52,405	-	-	-	-	-
6400 Federal Funds Ltd	4,397,707	4,913,385	441,719	5,355,104	5,860,228	5,753,879
TOTAL PERSONAL SERVICES	**$7,616,895**	**$10,575,773**	**$956,891**	**$11,532,664**	**$10,522,850**	**$10,378,609**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	15,380	28,680	-	28,680	28,680	29,883
3400 Other Funds Ltd	28,235	23,409	-	23,409	23,409	17,866
6400 Federal Funds Ltd	5,353	36,268	-	36,268	36,268	37,791
All Funds	48,968	88,357	-	88,357	88,357	85,540
4125 Out of State Travel						
8000 General Fund	12,873	20,794	-	20,794	20,794	21,666
3400 Other Funds Ltd	-	120	-	120	120	124
6400 Federal Funds Ltd	21,636	67,578	-	67,578	67,578	70,416
All Funds	34,509	88,492	-	88,492	88,492	92,206
4150 Employee Training						
8000 General Fund	36,950	53,192	-	53,192	53,192	55,427
3400 Other Funds Ltd	10,798	36,893	-	36,893	36,893	4,715
6400 Federal Funds Ltd	51,523	16,219	-	16,219	16,219	16,901
All Funds	99,271	106,304	-	106,304	106,304	77,043
4175 Office Expenses						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	4,756	65,500	-	65,500	65,500	68,251
3400 Other Funds Ltd	12,453	27,115	-	27,115	27,115	6,678
6400 Federal Funds Ltd	24,542	19,604	-	19,604	19,604	20,427
All Funds	41,751	112,219	-	112,219	112,219	95,356
4200 Telecommunications						
8000 General Fund	112,075	32,220	-	32,220	32,220	33,574
3400 Other Funds Ltd	12,232	19,942	-	19,942	19,942	4,039
6400 Federal Funds Ltd	53,357	45,113	-	45,113	45,113	47,009
All Funds	177,664	97,275	-	97,275	97,275	84,622
4225 State Gov. Service Charges						
8000 General Fund	580,561	656,942	-	656,942	656,942	784,999
3400 Other Funds Ltd	12,364	7,015	-	7,015	7,015	8,382
6400 Federal Funds Ltd	-	24,000	-	24,000	24,000	28,676
All Funds	592,925	687,957	-	687,957	687,957	822,057
4250 Data Processing						
8000 General Fund	13,980	11,808	-	11,808	11,808	12,302
3400 Other Funds Ltd	2,121	6,379	-	6,379	6,379	9
6400 Federal Funds Ltd	13,129	4,124	-	4,124	4,124	4,296
All Funds	29,230	22,311	-	22,311	22,311	16,607
4275 Publicity and Publications						
8000 General Fund	7,832	10,229	-	10,229	10,229	10,659

DESCRIPTION	2021-23 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	-	7,576	-	7,576	7,576	3,065
6400 Federal Funds Ltd	42,574	13,886	-	13,886	13,886	14,472
All Funds	50,406	31,691	-	31,691	31,691	28,196
4300 Professional Services						
8000 General Fund	994,665	2,641,087	299,500	2,940,587	2,940,587	2,820,681
3400 Other Funds Ltd	186,541	136,775	-	136,775	136,775	146,076
6400 Federal Funds Ltd	1,097,803	3,879,789	-	3,879,789	3,879,789	4,143,615
All Funds	2,279,009	6,657,651	299,500	6,957,151	6,957,151	7,110,372
4315 IT Professional Services						
6400 Federal Funds Ltd	1,259	103,887	-	103,887	103,887	110,950
4325 Attorney General						
8000 General Fund	56,524	14,410	500	14,910	14,910	17,761
3400 Other Funds Ltd	9,559	-	-	-	-	-
6200 Federal Funds Non-Ltd	944	-	-	-	-	-
6400 Federal Funds Ltd	4,163	18,003	-	18,003	18,003	22,191
All Funds	71,190	32,413	500	32,913	32,913	39,952
4375 Employee Recruitment and Develop						
8000 General Fund	2,760	5,818	-	5,818	5,818	6,063
3400 Other Funds Ltd	3,240	3,904	-	3,904	3,904	100
6400 Federal Funds Ltd	-	1,760	-	1,760	1,760	1,833
All Funds	6,000	11,482	-	11,482	11,482	7,996

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4400 Dues and Subscriptions						
8000 General Fund	57,522	7,052	-	7,052	7,052	7,346
3400 Other Funds Ltd	10,732	5,536	-	5,536	5,536	940
6400 Federal Funds Ltd	39,075	4,466	-	4,466	4,466	4,655
All Funds	107,329	17,054	-	17,054	17,054	12,941
4425 Facilities Rental and Taxes						
8000 General Fund	124,891	86,773	-	86,773	86,773	90,418
3400 Other Funds Ltd	14,660	88,015	-	88,015	88,015	14,671
6400 Federal Funds Ltd	6,763	113,741	-	113,741	113,741	118,519
All Funds	146,314	288,529	-	288,529	288,529	223,608
4475 Facilities Maintenance						
8000 General Fund	12,328	-	-	-	-	-
3400 Other Funds Ltd	1,620	-	-	-	-	-
6400 Federal Funds Ltd	556	-	-	-	-	-
All Funds	14,504	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	145,591	9,550	-	9,550	9,550	9,950
3400 Other Funds Ltd	23,063	7,131	-	7,131	7,131	7,431
6400 Federal Funds Ltd	1,941	-	-	-	-	-
All Funds	170,595	16,681	-	16,681	16,681	17,381
4650 Other Services and Supplies						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8000 General Fund	1,578	79,737	-	79,737	79,737	83,087
3400 Other Funds Ltd	250	41,375	-	41,375	41,375	3,556
6400 Federal Funds Ltd	1,477	15,634	-	15,634	15,634	16,293
All Funds	3,305	136,746	-	136,746	136,746	102,936
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,416	65,605	-	65,605	65,605	68,361
3400 Other Funds Ltd	534	22,972	-	22,972	22,972	129
6400 Federal Funds Ltd	1,224	5,894	-	5,894	5,894	6,140
All Funds	3,174	94,471	-	94,471	94,471	74,630
4715 IT Expendable Property						
8000 General Fund	114,180	3,384	-	3,384	3,384	3,526
3400 Other Funds Ltd	19,296	455	-	455	455	474
6400 Federal Funds Ltd	49,504	9,949	-	9,949	9,949	10,367
All Funds	182,980	13,788	-	13,788	13,788	14,367
TOTAL SERVICES & SUPPLIES						
8000 General Fund	2,295,862	3,792,781	300,000	4,092,781	4,092,781	4,123,954
3400 Other Funds Ltd	347,698	434,612	-	434,612	434,612	218,255
6200 Federal Funds Non-Ltd	944	-	-	-	-	-
6400 Federal Funds Ltd	1,415,879	4,379,915	-	4,379,915	4,379,915	4,674,551
TOTAL SERVICES & SUPPLIES	**$4,060,383**	**$8,607,308**	**$300,000**	**$8,907,308**	**$8,907,308**	**$9,016,760**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
CAPITAL OUTLAY						
5900 Other Capital Outlay						
6400 Federal Funds Ltd	61,038	-	-	-	-	-
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	-	73,479	-	73,479	73,479	78,475
6400 Federal Funds Ltd	-	9,735	-	9,735	9,735	10,397
All Funds	-	83,214	-	83,214	83,214	88,872
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	-	109,034	-	109,034	109,034	116,448
6200 Federal Funds Non-Ltd	-	20,536,302	-	20,536,302	20,536,302	20,536,302
6400 Federal Funds Ltd	-	995,592	-	995,592	995,592	1,063,292
All Funds	-	21,640,928	-	21,640,928	21,640,928	21,716,042
6030 Dist to Non-Gov Units						
8000 General Fund	41,514,232	8,994,243	-	8,994,243	8,994,243	-
3400 Other Funds Ltd	10,616,075	2,571,402	-	2,571,402	2,571,402	12,352,108
6200 Federal Funds Non-Ltd	10,273,095	-	-	-	-	-
6400 Federal Funds Ltd	65,331,520	100,689,044	-	100,689,044	100,689,044	107,535,899
All Funds	127,734,922	112,254,689	-	112,254,689	112,254,689	119,888,007
6035 Dist to Individuals						
3400 Other Funds Ltd	12,128	174,925	-	174,925	174,925	186,820

DESCRIPTION	2021-23 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	85,000	-	-	-	-	-
3400 Other Funds Ltd	14,452	776,736	-	776,736	776,736	829,554
All Funds	99,452	776,736	-	776,736	776,736	829,554
6045 Dist to Comm College Districts						
8000 General Fund	887,662	-	-	-	-	-
3400 Other Funds Ltd	24,006	38,160	-	38,160	38,160	40,755
6400 Federal Funds Ltd	265,863	6,062,067	-	6,062,067	6,062,067	6,474,288
All Funds	1,177,531	6,100,227	-	6,100,227	6,100,227	6,515,043
6048 Spc Pmt to Public Universities						
8000 General Fund	112,647	-	-	-	-	-
6400 Federal Funds Ltd	554,287	-	-	-	-	-
All Funds	666,934	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
6400 Federal Funds Ltd	-	1,818,068	-	1,818,068	1,818,068	1,941,697
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	10,000,000	10,000,000	-	10,000,000	10,000,000	8,994,243
6085 Other Special Payments						
8000 General Fund	-	15,367,318	-	15,367,318	15,367,318	12,368,313
3400 Other Funds Ltd	-	129,522,742	-	129,522,742	129,522,742	2,000,000
All Funds	-	144,890,060	-	144,890,060	144,890,060	14,368,313

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
6121 Spc Pmt to Governor, Office of the						
6400 Federal Funds Ltd	187,843	-	-	-	-	-
6471 Spc Pmt to Employment Dept						
8000 General Fund	1,225,000	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	53,824,541	34,361,561	-	34,361,561	34,361,561	21,362,556
3400 Other Funds Ltd	10,666,661	133,266,478	-	133,266,478	133,266,478	15,604,160
6200 Federal Funds Non-Ltd	10,273,095	20,536,302	-	20,536,302	20,536,302	20,536,302
6400 Federal Funds Ltd	66,339,513	109,574,506	-	109,574,506	109,574,506	117,025,573
TOTAL SPECIAL PAYMENTS	**$141,103,810**	**$297,738,847**	**-**	**$297,738,847**	**$297,738,847**	**$174,528,591**
EXPENDITURES						
8000 General Fund	58,513,605	41,229,027	580,252	41,809,279	42,385,775	29,435,403
3400 Other Funds Ltd	11,787,940	136,288,793	234,920	136,523,713	134,432,279	16,498,252
6200 Federal Funds Non-Ltd	10,326,444	20,536,302	-	20,536,302	20,536,302	20,536,302
6400 Federal Funds Ltd	72,214,137	118,867,806	441,719	119,309,525	119,814,649	127,454,003
TOTAL EXPENDITURES	**$152,842,126**	**$316,921,928**	**$1,256,891**	**$318,178,819**	**$317,169,005**	**$193,923,960**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,151,605)	-	-	-	-	-
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
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	116,695,852	13,298,778	-	13,298,778	69,642,052	65,616,316
6200 Federal Funds Non-Ltd	86,475	-	-	-	-	-
6400 Federal Funds Ltd	2,065,811	346	-	346	-	-
TOTAL ENDING BALANCE	**$118,848,138**	**$13,299,124**	**-**	**$13,299,124**	**$69,642,052**	**$65,616,316**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	41	40	-	40	31	31
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	35.32	39.25	-	39.25	30.50	30.50

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						
4400 Lottery Funds Ltd	-	29,445,780	-	29,445,780	29,445,780	29,445,780
3400 Other Funds Ltd	-	1,415,103	-	1,415,103	1,415,103	1,415,103
All Funds	-	30,860,883	-	30,860,883	30,860,883	30,860,883
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	226,022,814	268,159,648	(17,168,124)	250,991,524	251,607,302	336,064,789
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	15,784	325,543	-	325,543	372,234	372,234
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,146,633	1,247,899	-	1,247,899	1,247,899	1,249,361
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	2,162,417	1,573,442	-	1,573,442	1,620,133	1,621,595
TOTAL CHARGES FOR SERVICES	**$2,162,417**	**$1,573,442**	**-**	**$1,573,442**	**$1,620,133**	**$1,621,595**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	1,892,570	76,529	-	76,529	76,529	76,529

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	26,622,615	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	18,347,244	16,192,388	-	16,192,388	16,277,773	17,611,663
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	73,158	-	73,158	73,158	73,158
TOTAL DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	18,347,244	16,265,546	-	16,265,546	16,350,931	17,684,821
TOTAL DONATIONS AND CONTRIBUTIONS	**$18,347,244**	**$16,265,546**	**-**	**$16,265,546**	**$16,350,931**	**$17,684,821**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	311,830	41,986,063	156,058	42,142,121	42,142,121	5,173,415
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	135,254	10,191	145,445	154,441	148,975
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	79,643	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
1050 Transfer In Other						
3400 Other Funds Ltd	-	250,000	-	250,000	290,424	290,424
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	1,938,168	1,362,407	-	1,362,407	1,282,691	1,402,284
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	33,633,262	73,732,015	39,337,234	113,069,249	101,500,000	75,323,069
1170 Tsfr From Treasury, Or State						
3400 Other Funds Ltd	290,911	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	5,676,896	187,293	5,000,000	5,187,293	5,187,293	5,210,000
TOTAL TRANSFERS IN						
4400 Lottery Funds Ltd	33,633,262	73,732,015	39,337,234	113,069,249	101,500,000	75,323,069
3400 Other Funds Ltd	7,985,618	1,799,700	5,000,000	6,799,700	6,760,408	6,902,708
TOTAL TRANSFERS IN	**$41,618,880**	**$75,531,715**	**$44,337,234**	**$119,868,949**	**$108,260,408**	**$82,225,777**
REVENUES						
8000 General Fund	226,022,814	268,159,648	(17,168,124)	250,991,524	251,607,302	336,064,789
4400 Lottery Funds Ltd	33,633,262	73,732,015	39,337,234	113,069,249	101,500,000	75,323,069
3400 Other Funds Ltd	57,322,294	61,701,280	5,156,058	66,857,338	66,950,122	31,459,068
6400 Federal Funds Ltd	-	135,254	10,191	145,445	154,441	148,975
TOTAL REVENUES	**$316,978,370**	**$403,728,197**	**$27,335,359**	**$431,063,556**	**$420,211,865**	**$442,995,901**

DESCRIPTION	2021-23 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						
3400 Other Funds Ltd	(79,143)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	226,022,814	268,159,648	(17,168,124)	250,991,524	251,607,302	336,064,789
4400 Lottery Funds Ltd	33,633,262	103,177,795	39,337,234	142,515,029	130,945,780	104,768,849
3400 Other Funds Ltd	57,243,151	63,116,383	5,156,058	68,272,441	68,365,225	32,874,171
6400 Federal Funds Ltd	-	135,254	10,191	145,445	154,441	148,975
TOTAL AVAILABLE REVENUES	**$316,899,227**	**$434,589,080**	**$27,335,359**	**$461,924,439**	**$451,072,748**	**$473,856,784**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	2,341,824	2,513,826	321,254	2,835,080	3,139,458	3,139,458
3400 Other Funds Ltd	950,326	946,236	199,119	1,145,355	1,171,776	1,171,776
6400 Federal Funds Ltd	-	87,924	10,448	98,372	99,768	99,768
All Funds	3,292,150	3,547,986	530,821	4,078,807	4,411,002	4,411,002
3160 Temporary Appointments						
8000 General Fund	-	227,846	-	227,846	227,846	79,216
3400 Other Funds Ltd	24,356	2,578	-	2,578	2,578	2,686

DESCRIPTION	2021-23 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	24,356	230,424	-	230,424	230,424	81,902
3170 Overtime Payments						
8000 General Fund	18,350	18,140	-	18,140	18,140	1,651
3400 Other Funds Ltd	17,028	93	-	93	93	97
All Funds	35,378	18,233	-	18,233	18,233	1,748
3180 Shift Differential						
8000 General Fund	212	-	-	-	-	-
3400 Other Funds Ltd	346	-	-	-	-	-
All Funds	558	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	11,405	26,080	-	26,080	26,080	18,914
3400 Other Funds Ltd	3,635	-	-	-	-	-
All Funds	15,040	26,080	-	26,080	26,080	18,914
TOTAL SALARIES & WAGES						
8000 General Fund	2,371,791	2,785,892	321,254	3,107,146	3,411,524	3,239,239
3400 Other Funds Ltd	995,691	948,907	199,119	1,148,026	1,174,447	1,174,559
6400 Federal Funds Ltd	-	87,924	10,448	98,372	99,768	99,768
TOTAL SALARIES & WAGES	**$3,367,482**	**$3,822,723**	**$530,821**	**$4,353,544**	**$4,685,739**	**$4,513,566**
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	871	811	-	811	1,116	1,116
3400 Other Funds Ltd	439	344	22	366	468	468
6400 Federal Funds Ltd	-	26	-	26	36	36
All Funds	1,310	1,181	22	1,203	1,620	1,620
3220 Public Employees' Retire Cont						
8000 General Fund	410,643	458,403	-	458,403	669,847	664,870
3400 Other Funds Ltd	161,351	169,583	10,504	180,087	246,561	246,562
6400 Federal Funds Ltd	-	15,756	-	15,756	20,991	20,991
All Funds	571,994	643,742	10,504	654,246	937,399	932,423
3221 Pension Obligation Bond						
8000 General Fund	121,251	136,043	10,622	146,665	146,665	124,848
3400 Other Funds Ltd	49,438	55,793	15,555	71,348	71,348	45,955
6400 Federal Funds Ltd	-	4,647	(257)	4,390	4,390	3,912
All Funds	170,689	196,483	25,920	222,403	222,403	174,715
3230 Social Security Taxes						
8000 General Fund	177,230	210,009	-	210,009	259,151	245,973
3400 Other Funds Ltd	74,793	72,591	4,484	77,075	89,845	89,853
6400 Federal Funds Ltd	-	6,726	-	6,726	7,632	7,632
All Funds	252,023	289,326	4,484	293,810	356,628	343,458
3241 Paid Family Medical Leave Insurance						
8000 General Fund	3,155	10,525	-	10,525	12,616	12,521

DESCRIPTION	2021-23 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	1,340	3,785	234	4,019	4,686	4,686
6400 Federal Funds Ltd	-	352	-	352	399	399
All Funds	4,495	14,662	234	14,896	17,701	17,606
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	595	706	-	706	650	650
3400 Other Funds Ltd	258	299	19	318	273	273
6400 Federal Funds Ltd	-	23	-	23	21	21
All Funds	853	1,028	19	1,047	944	944
3260 Mass Transit Tax						
8000 General Fund	14,363	16,715	-	16,715	16,715	19,435
3400 Other Funds Ltd	5,770	6,350	397	6,747	6,747	7,048
All Funds	20,133	23,065	397	23,462	23,462	26,483
3270 Flexible Benefits						
8000 General Fund	539,052	608,850	-	608,850	657,324	657,324
3400 Other Funds Ltd	225,630	257,400	16,226	273,626	275,652	275,652
6400 Federal Funds Ltd	-	19,800	-	19,800	21,204	21,204
All Funds	764,682	886,050	16,226	902,276	954,180	954,180
3280 Other OPE						
8000 General Fund	-	34,868	-	34,868	34,868	156
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	1,267,160	1,476,930	10,622	1,487,552	1,798,952	1,726,893

DESCRIPTION	2021-23 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	519,019	566,145	47,441	613,586	695,580	670,497
6400 Federal Funds Ltd	-	47,330	(257)	47,073	54,673	54,195
TOTAL OTHER PAYROLL EXPENSES	**$1,786,179**	**$2,090,405**	**$57,806**	**$2,148,211**	**$2,549,205**	**$2,451,585**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(342,328)	-	(342,328)	(342,328)	(161,961)
3400 Other Funds Ltd	-	(45,386)	-	(45,386)	(45,386)	(58,727)
6400 Federal Funds Ltd	-	-	-	-	-	(4,988)
All Funds	-	(387,714)	-	(387,714)	(387,714)	(225,676)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	15,631	-	15,631	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(342,328)	-	(342,328)	(342,328)	(161,961)
3400 Other Funds Ltd	-	(29,755)	-	(29,755)	(45,386)	(58,727)
6400 Federal Funds Ltd	-	-	-	-	-	(4,988)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($372,083)**	**-**	**($372,083)**	**($387,714)**	**($225,676)**
TOTAL PERSONAL SERVICES						
8000 General Fund	3,638,951	3,920,494	331,876	4,252,370	4,868,148	4,804,171
3400 Other Funds Ltd	1,514,710	1,485,297	246,560	1,731,857	1,824,641	1,786,329
6400 Federal Funds Ltd	-	135,254	10,191	145,445	154,441	148,975

DESCRIPTION	2021-23 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	**$5,153,661**	**$5,541,045**	**$588,627**	**$6,129,672**	**$6,847,230**	**$6,739,475**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	14,403	45,683	-	45,683	45,683	46,766
3400 Other Funds Ltd	16,424	79,532	-	79,532	79,532	82,872
All Funds	30,827	125,215	-	125,215	125,215	129,638
4125 Out of State Travel						
8000 General Fund	6,356	4,376	-	4,376	4,376	4,560
3400 Other Funds Ltd	794	-	-	-	-	-
All Funds	7,150	4,376	-	4,376	4,376	4,560
4150 Employee Training						
8000 General Fund	11,379	53,909	-	53,909	53,909	51,833
3400 Other Funds Ltd	6,777	-	-	-	-	-
All Funds	18,156	53,909	-	53,909	53,909	51,833
4175 Office Expenses						
8000 General Fund	23,941	83,387	-	83,387	83,387	84,410
3400 Other Funds Ltd	10,934	-	-	-	-	-
All Funds	34,875	83,387	-	83,387	83,387	84,410
4200 Telecommunications						
8000 General Fund	99,390	51,425	-	51,425	51,425	51,725

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3400 Other Funds Ltd	36,304	-	-	-	-	-
All Funds	135,694	51,425	-	51,425	51,425	51,725
4225 State Gov. Service Charges						
8000 General Fund	567,952	624,816	-	624,816	624,816	746,610
4400 Lottery Funds Ltd	264	-	-	-	-	-
3400 Other Funds Ltd	544	-	-	-	-	-
All Funds	568,760	624,816	-	624,816	624,816	746,610
4250 Data Processing						
8000 General Fund	8,489	10,754	-	10,754	10,754	10,400
3400 Other Funds Ltd	34,078	-	-	-	-	-
All Funds	42,567	10,754	-	10,754	10,754	10,400
4275 Publicity and Publications						
8000 General Fund	1,112	70,478	-	70,478	70,478	67,610
3400 Other Funds Ltd	3,846	-	-	-	-	-
All Funds	4,958	70,478	-	70,478	70,478	67,610
4300 Professional Services						
8000 General Fund	177,979	96,772	-	96,772	96,772	103,352
3400 Other Funds Ltd	6,353	-	-	-	-	-
All Funds	184,332	96,772	-	96,772	96,772	103,352
4315 IT Professional Services						
8000 General Fund	229,575	-	-	-	-	-

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4325 Attorney General						
8000 General Fund	6,418	7,931	-	7,931	7,931	9,776
3400 Other Funds Ltd	3,170	-	-	-	-	-
All Funds	9,588	7,931	-	7,931	7,931	9,776
4375 Employee Recruitment and Develop						
8000 General Fund	44	4,274	-	4,274	4,274	3,957
4400 Dues and Subscriptions						
8000 General Fund	7,417	7,140	-	7,140	7,140	6,821
3400 Other Funds Ltd	6,191	-	-	-	-	-
All Funds	13,608	7,140	-	7,140	7,140	6,821
4425 Facilities Rental and Taxes						
8000 General Fund	237,073	353,523	-	353,523	353,523	359,811
4475 Facilities Maintenance						
8000 General Fund	26,190	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	24,072	-	-	-	-	-
3400 Other Funds Ltd	2,221	32,660	100,000	132,660	132,660	138,232
All Funds	26,293	32,660	100,000	132,660	132,660	138,232
4650 Other Services and Supplies						
8000 General Fund	10,305	32,698	-	32,698	32,698	29,607
3400 Other Funds Ltd	4,875	12,118	-	12,118	12,118	12,627

DESCRIPTION	2021-23 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	15,180	44,816	-	44,816	44,816	42,234
4700 Expendable Prop 250 - 5000						
8000 General Fund	933	156,604	-	156,604	156,604	16,003
4715 IT Expendable Property						
8000 General Fund	71,030	58,502	-	58,502	58,502	60,959
3400 Other Funds Ltd	37,902	12,338	-	12,338	12,338	12,856
All Funds	108,932	70,840	-	70,840	70,840	73,815
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,524,058	1,662,272	-	1,662,272	1,662,272	1,654,200
4400 Lottery Funds Ltd	264	-	-	-	-	-
3400 Other Funds Ltd	170,413	136,648	100,000	236,648	236,648	246,587
TOTAL SERVICES & SUPPLIES	**$1,694,735**	**$1,798,920**	**$100,000**	**$1,898,920**	**$1,898,920**	**$1,900,787**
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						
8000 General Fund	2,879,000	-	-	-	-	-
3400 Other Funds Ltd	54,953	-	-	-	-	-
All Funds	2,933,953	-	-	-	-	-
6035 Dist to Individuals						
8000 General Fund	195,636,180	257,385,654	(17,500,000)	239,885,654	239,885,654	328,963,238
4400 Lottery Funds Ltd	27,678,225	84,000,000	17,500,000	101,500,000	101,500,000	75,323,069

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
3400 Other Funds Ltd	38,532,593	56,956,106	4,809,498	61,765,604	61,765,604	26,279,236
All Funds	261,846,998	398,341,760	4,809,498	403,151,258	403,151,258	430,565,543
6040 Dist to Local School Districts						
8000 General Fund	766,900	602,228	-	602,228	602,228	643,180
3400 Other Funds Ltd	13,750	87,840	-	87,840	87,840	93,813
All Funds	780,650	690,068	-	690,068	690,068	736,993
6045 Dist to Comm College Districts						
8000 General Fund	7,000	1,000,000	-	1,000,000	1,000,000	-
3400 Other Funds Ltd	(669)	-	-	-	-	-
All Funds	6,331	1,000,000	-	1,000,000	1,000,000	-
6048 Spc Pmt to Public Universities						
8000 General Fund	1,008,239	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	128,300	-	-	-	-	-
3400 Other Funds Ltd	14,135	-	-	-	-	-
All Funds	142,435	-	-	-	-	-
6085 Other Special Payments						
8000 General Fund	-	3,589,000	-	3,589,000	3,589,000	-
3400 Other Funds Ltd	-	260,500	-	260,500	260,500	278,214
All Funds	-	3,849,500	-	3,849,500	3,849,500	278,214
TOTAL 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
8000 General Fund	200,425,619	262,576,882	(17,500,000)	245,076,882	245,076,882	329,606,418
4400 Lottery Funds Ltd	27,678,225	84,000,000	17,500,000	101,500,000	101,500,000	75,323,069
3400 Other Funds Ltd	38,614,762	57,304,446	4,809,498	62,113,944	62,113,944	26,651,263
TOTAL SPECIAL PAYMENTS	**$266,718,606**	**$403,881,328**	**$4,809,498**	**$408,690,826**	**$408,690,826**	**$431,580,750**
EXPENDITURES						
8000 General Fund	205,588,628	268,159,648	(17,168,124)	250,991,524	251,607,302	336,064,789
4400 Lottery Funds Ltd	27,678,489	84,000,000	17,500,000	101,500,000	101,500,000	75,323,069
3400 Other Funds Ltd	40,299,885	58,926,391	5,156,058	64,082,449	64,175,233	28,684,179
6400 Federal Funds Ltd	-	135,254	10,191	145,445	154,441	148,975
TOTAL EXPENDITURES	**$273,567,002**	**$411,221,293**	**$5,498,125**	**$416,719,418**	**$417,436,976**	**$440,221,012**
REVERSIONS						
9900 Reversions						
8000 General Fund	(20,434,186)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
4400 Lottery Funds Ltd	5,954,773	19,177,795	21,837,234	41,015,029	29,445,780	29,445,780
3400 Other Funds Ltd	16,943,266	4,189,992	-	4,189,992	4,189,992	4,189,992
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**$22,898,039**	**$23,367,787**	**$21,837,234**	**$45,205,021**	**$33,635,772**	**$33,635,772**
AUTHORIZED POSITIONS						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
8150 Class/Unclass Positions	25	25	-	25	25	25
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	22.00	22.38	-	22.38	22.50	22.50

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*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	707,850,063	800,306,000	3,229,704	803,535,704	803,535,704	859,298,475
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	10,649,320	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	70,563	-	70,563	100,089	103,598
TRANSFERS IN						
1050 Transfer In Other						
3400 Other Funds Ltd	-	10,812,366	-	10,812,366	10,812,366	11,266,408
1107 Tsfr From Administrative Svcs						
3400 Other Funds Ltd	636,812	-	-	-	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	49,021	80,563	-	80,563	51,037	56,517
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	685,833	10,892,929	-	10,892,929	10,863,403	11,322,925
TOTAL TRANSFERS IN	**$685,833**	**$10,892,929**	**-**	**$10,892,929**	**$10,863,403**	**$11,322,925**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
REVENUES						
8000 General Fund	707,850,063	800,306,000	3,229,704	803,535,704	803,535,704	859,298,475
3400 Other Funds Ltd	11,335,153	10,963,492	-	10,963,492	10,963,492	11,426,523
TOTAL REVENUES	**$719,185,216**	**$811,269,492**	**$3,229,704**	**$814,499,196**	**$814,499,196**	**$870,724,998**
AVAILABLE REVENUES						
8000 General Fund	707,850,063	800,306,000	3,229,704	803,535,704	803,535,704	859,298,475
3400 Other Funds Ltd	11,335,153	10,963,492	-	10,963,492	10,963,492	11,426,523
TOTAL AVAILABLE REVENUES	**$719,185,216**	**$811,269,492**	**$3,229,704**	**$814,499,196**	**$814,499,196**	**$870,724,998**
EXPENDITURES						
SERVICES & SUPPLIES						
4325 Attorney General						
8000 General Fund	2,565	-	-	-	-	-
SPECIAL PAYMENTS						
6040 Dist to Local School Districts						
8000 General Fund	206,312	703,114	-	703,114	703,114	755,231
6045 Dist to Comm College Districts						
8000 General Fund	707,187,083	799,602,886	3,229,704	802,832,590	802,832,590	858,543,244
3400 Other Funds Ltd	11,296,439	10,963,492	-	10,963,492	10,963,492	11,426,523
All Funds	718,483,522	810,566,378	3,229,704	813,796,082	813,796,082	869,969,767
TOTAL 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
8000 General Fund	707,393,395	800,306,000	3,229,704	803,535,704	803,535,704	859,298,475
3400 Other Funds Ltd	11,296,439	10,963,492	-	10,963,492	10,963,492	11,426,523
TOTAL SPECIAL PAYMENTS	**$718,689,834**	**$811,269,492**	**$3,229,704**	**$814,499,196**	**$814,499,196**	**$870,724,998**
EXPENDITURES						
8000 General Fund	707,395,960	800,306,000	3,229,704	803,535,704	803,535,704	859,298,475
3400 Other Funds Ltd	11,296,439	10,963,492	-	10,963,492	10,963,492	11,426,523
TOTAL EXPENDITURES	**$718,692,399**	**$811,269,492**	**$3,229,704**	**$814,499,196**	**$814,499,196**	**$870,724,998**
REVERSIONS						
9900 Reversions						
8000 General Fund	(454,103)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	38,714	-	-	-	-	-
TOTAL ENDING BALANCE	**$38,714**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	912,691,544	1,006,164,482	-	1,006,164,482	1,006,164,482	1,068,825,130
TRANSFERS IN						
1107 Tsfr From Administrative Svcs						
3400 Other Funds Ltd	7,500,000	-	-	-	-	-
REVENUES						
8000 General Fund	912,691,544	1,006,164,482	-	1,006,164,482	1,006,164,482	1,068,825,130
3400 Other Funds Ltd	7,500,000	-	-	-	-	-
TOTAL REVENUES	**$920,191,544**	**$1,006,164,482**	**-**	**$1,006,164,482**	**$1,006,164,482**	**$1,068,825,130**
AVAILABLE REVENUES						
8000 General Fund	912,691,544	1,006,164,482	-	1,006,164,482	1,006,164,482	1,068,825,130
3400 Other Funds Ltd	7,500,000	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$920,191,544**	**$1,006,164,482**	**-**	**$1,006,164,482**	**$1,006,164,482**	**$1,068,825,130**
EXPENDITURES						
SPECIAL PAYMENTS						
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	3,500,000	-	-	-	-	-
6048 Spc Pmt to Public Universities						

DESCRIPTION	*2021-23 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	912,405,668	169,914,211	-	169,914,211	169,914,211	174,020,733
3400 Other Funds Ltd	4,000,000	-	-	-	-	-
All Funds	916,405,668	169,914,211	-	169,914,211	169,914,211	174,020,733
6085 Other Special Payments						
8000 General Fund	-	836,250,271	-	836,250,271	836,250,271	894,804,397
TOTAL SPECIAL PAYMENTS						
8000 General Fund	912,405,668	1,006,164,482	-	1,006,164,482	1,006,164,482	1,068,825,130
3400 Other Funds Ltd	7,500,000	-	-	-	-	-
TOTAL SPECIAL PAYMENTS	**$919,905,668**	**$1,006,164,482**	**-**	**$1,006,164,482**	**$1,006,164,482**	**$1,068,825,130**
EXPENDITURES						
8000 General Fund	912,405,668	1,006,164,482	-	1,006,164,482	1,006,164,482	1,068,825,130
3400 Other Funds Ltd	7,500,000	-	-	-	-	-
TOTAL EXPENDITURES	**$919,905,668**	**$1,006,164,482**	**-**	**$1,006,164,482**	**$1,006,164,482**	**$1,068,825,130**
REVERSIONS						
9900 Reversions						
8000 General Fund	(285,876)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds 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*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	129,125,965	71,069,331	24,149,296	95,218,627	95,218,627	61,626,695
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	-	-	-	-	325,593
TRANSFERS IN						
1050 Transfer In Other						
8000 General Fund	-	-	126,000	126,000	126,000	126,000
1060 Transfer from General Fund						
3400 Other Funds Ltd	-	4,900,000	-	4,900,000	4,900,000	4,650,000
TOTAL TRANSFERS IN						
8000 General Fund	-	-	126,000	126,000	126,000	126,000
3400 Other Funds Ltd	-	4,900,000	-	4,900,000	4,900,000	4,650,000
TOTAL TRANSFERS IN	**-**	**$4,900,000**	**$126,000**	**$5,026,000**	**$5,026,000**	**$4,776,000**
REVENUES						
8000 General Fund	129,125,965	71,069,331	24,275,296	95,344,627	95,344,627	61,752,695
3400 Other Funds Ltd	-	4,900,000	-	4,900,000	4,900,000	4,975,593
TOTAL REVENUES	**$129,125,965**	**$75,969,331**	**$24,275,296**	**$100,244,627**	**$100,244,627**	**$66,728,288**

DESCRIPTION	*2021-23 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	129,125,965	71,069,331	24,275,296	95,344,627	95,344,627	61,752,695
3400 Other Funds Ltd	-	4,900,000	-	4,900,000	4,900,000	4,975,593
TOTAL AVAILABLE REVENUES	**$129,125,965**	**$75,969,331**	**$24,275,296**	**$100,244,627**	**$100,244,627**	**$66,728,288**
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
8000 General Fund	126,511,915	18,525,199	24,275,296	42,800,495	42,800,495	25,524,598
3400 Other Funds Ltd	-	4,900,000	-	4,900,000	4,900,000	4,975,593
All Funds	126,511,915	23,425,199	24,275,296	47,700,495	47,700,495	30,500,191
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	-	4,900,000	-	4,900,000	4,900,000	4,650,000
6085 Other Special Payments						
8000 General Fund	-	47,644,132	-	47,644,132	47,644,132	31,578,097
TOTAL SPECIAL PAYMENTS						
8000 General Fund	126,511,915	71,069,331	24,275,296	95,344,627	95,344,627	61,752,695
3400 Other Funds Ltd	-	4,900,000	-	4,900,000	4,900,000	4,975,593
TOTAL SPECIAL PAYMENTS	**$126,511,915**	**$75,969,331**	**$24,275,296**	**$100,244,627**	**$100,244,627**	**$66,728,288**
EXPENDITURES						
8000 General Fund	126,511,915	71,069,331	24,275,296	95,344,627	95,344,627	61,752,695

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
3400 Other Funds Ltd	-	4,900,000	-	4,900,000	4,900,000	4,975,593
TOTAL EXPENDITURES	**$126,511,915**	**$75,969,331**	**$24,275,296**	**$100,244,627**	**$100,244,627**	**$66,728,288**
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,614,050)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds 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*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	161,602,381	186,862,022	-	186,862,022	186,862,022	196,559,462
TRANSFERS IN						
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	49,418,728	56,406,064	(20,000,000)	36,406,064	36,406,064	60,130,583
REVENUES						
8000 General Fund	161,602,381	186,862,022	-	186,862,022	186,862,022	196,559,462
4400 Lottery Funds Ltd	49,418,728	56,406,064	(20,000,000)	36,406,064	36,406,064	60,130,583
TOTAL REVENUES	**$211,021,109**	**$243,268,086**	**($20,000,000)**	**$223,268,086**	**$223,268,086**	**$256,690,045**
AVAILABLE REVENUES						
8000 General Fund	161,602,381	186,862,022	-	186,862,022	186,862,022	196,559,462
4400 Lottery Funds Ltd	49,418,728	56,406,064	(20,000,000)	36,406,064	36,406,064	60,130,583
TOTAL AVAILABLE REVENUES	**$211,021,109**	**$243,268,086**	**($20,000,000)**	**$223,268,086**	**$223,268,086**	**$256,690,045**
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
8000 General Fund	161,602,380	23,577,140	-	23,577,140	23,577,140	25,228,007
4400 Lottery Funds Ltd	49,418,728	56,406,064	(20,000,000)	36,406,064	36,406,064	60,130,583

DESCRIPTION	*2021-23 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	211,021,108	79,983,204	(20,000,000)	59,983,204	59,983,204	85,358,590
6085 Other Special Payments						
8000 General Fund	-	163,284,882	-	163,284,882	163,284,882	171,331,455
TOTAL SPECIAL PAYMENTS						
8000 General Fund	161,602,380	186,862,022	-	186,862,022	186,862,022	196,559,462
4400 Lottery Funds Ltd	49,418,728	56,406,064	(20,000,000)	36,406,064	36,406,064	60,130,583
TOTAL SPECIAL PAYMENTS	**$211,021,108**	**$243,268,086**	**($20,000,000)**	**$223,268,086**	**$223,268,086**	**$256,690,045**
EXPENDITURES						
8000 General Fund	161,602,380	186,862,022	-	186,862,022	186,862,022	196,559,462
4400 Lottery Funds Ltd	49,418,728	56,406,064	(20,000,000)	36,406,064	36,406,064	60,130,583
TOTAL EXPENDITURES	**$211,021,108**	**$243,268,086**	**($20,000,000)**	**$223,268,086**	**$223,268,086**	**$256,690,045**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
4400 Lottery Funds 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*
REVENUE CATEGORIES						
TRANSFERS IN						
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	16,514,607	18,329,943	-	18,329,943	18,369,513	19,615,949
REVENUES						
4400 Lottery Funds Ltd	16,514,607	18,329,943	-	18,329,943	18,369,513	19,615,949
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	16,514,607	18,329,943	-	18,329,943	18,369,513	19,615,949
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
4400 Lottery Funds Ltd	16,514,607	4,797,943	-	4,797,943	4,797,943	5,124,203
6085 Other Special Payments						
4400 Lottery Funds Ltd	-	13,532,000	-	13,532,000	13,532,000	14,452,176
TOTAL SPECIAL PAYMENTS						
4400 Lottery Funds Ltd	16,514,607	18,329,943	-	18,329,943	18,329,943	19,576,379
TOTAL SPECIAL PAYMENTS	**$16,514,607**	**$18,329,943**	**-**	**$18,329,943**	**$18,329,943**	**$19,576,379**
EXPENDITURES						
4400 Lottery Funds Ltd	16,514,607	18,329,943	-	18,329,943	18,329,943	19,576,379
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	-	-	-	-	39,570	39,570
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$39,570**	**$39,570**

DESCRIPTION	*2021-23 Actuals*	*2023-25 Leg Adopted Budget*	*2023-25 Emergency Boards*	*2023-25 Leg Approved Budget*	*2025-27 Base Budget*	*2025-27 Current Service Level*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	128,979,478	140,792,377	-	140,792,377	140,792,377	146,477,563
REVENUES						
8000 General Fund	128,979,478	140,792,377	-	140,792,377	140,792,377	146,477,563
AVAILABLE REVENUES						
8000 General Fund	128,979,478	140,792,377	-	140,792,377	140,792,377	146,477,563
EXPENDITURES						
SPECIAL PAYMENTS						
6085 Other Special Payments						
8000 General Fund	-	140,792,377	-	140,792,377	140,792,377	146,477,563
6590 Spc Pmt to Or Health & Science U						
8000 General Fund	128,979,478	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	128,979,478	140,792,377	-	140,792,377	140,792,377	146,477,563
TOTAL SPECIAL PAYMENTS	**$128,979,478**	**$140,792,377**	**-**	**$140,792,377**	**$140,792,377**	**$146,477,563**
EXPENDITURES						
8000 General Fund	128,979,478	140,792,377	-	140,792,377	140,792,377	146,477,563
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*
8000 General Fund	-	-	-	-	-	-
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*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	14,111,741	14,368,427	-	14,368,427	14,368,427	14,611,933
8030 General Fund Debt Svc	204,946,599	262,659,825	(15,070,900)	247,588,925	311,924,293	311,924,293
All Funds	219,058,340	277,028,252	(15,070,900)	261,957,352	326,292,720	326,536,226
BOND SALES						
0555 General Fund Obligation Bonds						
3230 Other Funds Debt Svc Non-Ltd	-	191,199,890	-	191,199,890	190,279,651	190,279,651
3400 Other Funds Ltd	-	-	115,000	115,000	115,000	-
3430 Other Funds Debt Svc Ltd	-	-	15,071,100	15,071,100	2,504,909	2,504,909
All Funds	-	191,199,890	15,186,100	206,385,990	192,899,560	192,784,560
INTEREST EARNINGS						
0605 Interest Income						
4430 Lottery Funds Debt Svc Ltd	272,291	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	70,790,166	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	12,663,888	-	-	-	-	-
All Funds	83,726,345	-	-	-	-	-
LOAN REPAYMENT						
0925 Loan Repayments						
3230 Other Funds Debt Svc Non-Ltd	81,104,185	-	-	-	-	-

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
3430 Other Funds Debt Svc Ltd	2,704,729	-	-	-	-	-
All Funds	83,808,914	-	-	-	-	-
OTHER						
0975 Other Revenues						
3230 Other Funds Debt Svc Non-Ltd	7,716	-	-	-	-	-
3400 Other Funds Ltd	-	3,511,449	-	3,511,449	3,511,449	-
3430 Other Funds Debt Svc Ltd	-	7,818,219	-	7,818,219	1,298,457	1,298,457
All Funds	7,716	11,329,668	-	11,329,668	4,809,906	1,298,457
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
TRANSFERS IN						
1010 Transfer In - Intrafund						
4430 Lottery Funds Debt Svc Ltd	348,585	-	-	-	-	-
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	638,824	-	-	-	-	-
1107 Tsfr From Administrative Svcs						
4430 Lottery Funds Debt Svc Ltd	32,330,215	32,960,086	-	32,960,086	35,479,189	35,479,189
3230 Other Funds Debt Svc Non-Ltd	117,882	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	106,127	-	-	-	-	-
All Funds	32,554,224	32,960,086	-	32,960,086	35,479,189	35,479,189

DESCRIPTION	2021-23 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						
4430 Lottery Funds Debt Svc Ltd	33,317,624	32,960,086	-	32,960,086	35,479,189	35,479,189
3230 Other Funds Debt Svc Non-Ltd	117,882	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	106,127	-	-	-	-	-
TOTAL TRANSFERS IN	**$33,541,633**	**$32,960,086**	**-**	**$32,960,086**	**$35,479,189**	**$35,479,189**
REVENUES						
8000 General Fund	14,111,741	14,368,427	-	14,368,427	14,368,427	14,611,933
8030 General Fund Debt Svc	204,946,599	262,659,825	(15,070,900)	247,588,925	311,924,293	311,924,293
4430 Lottery Funds Debt Svc Ltd	33,589,915	32,960,086	-	32,960,086	35,479,189	35,479,189
3230 Other Funds Debt Svc Non-Ltd	152,019,949	191,199,890	-	191,199,890	190,279,651	190,279,651
3400 Other Funds Ltd	-	3,511,449	115,000	3,626,449	3,626,449	-
3430 Other Funds Debt Svc Ltd	15,474,744	7,818,219	15,071,100	22,889,319	3,803,366	3,803,366
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
TOTAL REVENUES	**$424,151,100**	**$516,526,049**	**$115,200**	**$516,641,249**	**$563,380,375**	**$559,997,432**
TRANSFERS OUT						
2040 Transfer Out Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	(764,282)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3430 Other Funds Debt Svc Ltd	(55,538)	-	-	-	-	-
TOTAL TRANSFERS OUT						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
4430 Lottery Funds Debt Svc Ltd	(764,282)	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	(55,538)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($819,820)**	**-**	**-**	**-**	**-**	**-**
AVAILABLE REVENUES						
8000 General Fund	14,111,741	14,368,427	-	14,368,427	14,368,427	14,611,933
8030 General Fund Debt Svc	204,946,599	262,659,825	(15,070,900)	247,588,925	311,924,293	311,924,293
4430 Lottery Funds Debt Svc Ltd	32,825,633	32,960,086	-	32,960,086	35,479,189	35,479,189
3230 Other Funds Debt Svc Non-Ltd	152,019,949	191,199,890	-	191,199,890	190,279,651	190,279,651
3400 Other Funds Ltd	-	3,511,449	115,000	3,626,449	3,626,449	-
3430 Other Funds Debt Svc Ltd	15,419,206	7,818,219	15,071,100	22,889,319	3,803,366	3,803,366
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
TOTAL AVAILABLE REVENUES	**$423,331,280**	**$516,526,049**	**$115,200**	**$516,641,249**	**$563,380,375**	**$559,997,432**
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
8000 General Fund	241,664	1,249,211	-	1,249,211	1,249,211	1,492,717
4625 Other COP Costs						
3400 Other Funds Ltd	-	3,511,449	115,000	3,626,449	3,626,449	-
4650 Other Services and Supplies						
8000 General Fund	3,437	-	-	-	-	-

DESCRIPTION	2021-23 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	(1)	-	-	-	-	-
All Funds	3,436	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	245,101	1,249,211	-	1,249,211	1,249,211	1,492,717
8030 General Fund Debt Svc	(1)	-	-	-	-	-
3400 Other Funds Ltd	-	3,511,449	115,000	3,626,449	3,626,449	-
TOTAL SERVICES & SUPPLIES	**$245,100**	**$4,760,660**	**$115,000**	**$4,875,660**	**$4,875,660**	**$1,492,717**
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
8000 General Fund	12,978,726	-	-	-	-	-
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
All Funds	16,986,878	4,008,153	-	4,008,153	3,899,000	3,899,000
6065 Loan Repaid To State Agencies						
8000 General Fund	-	13,119,216	-	13,119,216	13,119,216	13,119,216
TOTAL SPECIAL PAYMENTS						
8000 General Fund	12,978,726	13,119,216	-	13,119,216	13,119,216	13,119,216
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
TOTAL SPECIAL PAYMENTS	**$16,986,878**	**$17,127,369**	**-**	**$17,127,369**	**$17,018,216**	**$17,018,216**
DEBT SERVICE						
7100 Principal - Bonds						

DESCRIPTION	2021-23 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	110,701,669	148,518,275	-	148,518,275	175,892,599	175,892,599
4430 Lottery Funds Debt Svc Ltd	23,075,034	26,010,961	-	26,010,961	30,109,297	30,109,297
3230 Other Funds Debt Svc Non-Ltd	81,104,185	119,314,390	-	119,314,390	124,845,006	124,845,006
3430 Other Funds Debt Svc Ltd	2,738,848	6,624,789	-	6,624,789	2,795,000	2,795,000
All Funds	217,619,736	300,468,415	-	300,468,415	333,641,902	333,641,902
7150 Interest - Bonds						
8030 General Fund Debt Svc	94,052,667	114,141,550	(15,070,900)	99,070,650	136,031,694	136,031,694
4430 Lottery Funds Debt Svc Ltd	9,210,603	6,949,125	-	6,949,125	5,369,892	5,369,892
3230 Other Funds Debt Svc Non-Ltd	70,915,762	71,885,500	-	71,885,500	65,434,645	65,434,645
3430 Other Funds Debt Svc Ltd	4,332,369	1,193,430	15,071,100	16,264,530	1,008,366	1,008,366
All Funds	178,511,401	194,169,605	200	194,169,805	207,844,597	207,844,597
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	204,754,336	262,659,825	(15,070,900)	247,588,925	311,924,293	311,924,293
4430 Lottery Funds Debt Svc Ltd	32,285,637	32,960,086	-	32,960,086	35,479,189	35,479,189
3230 Other Funds Debt Svc Non-Ltd	152,019,947	191,199,890	-	191,199,890	190,279,651	190,279,651
3430 Other Funds Debt Svc Ltd	7,071,217	7,818,219	15,071,100	22,889,319	3,803,366	3,803,366
TOTAL DEBT SERVICE	**$396,131,137**	**$494,638,020**	**$200**	**$494,638,220**	**$541,486,499**	**$541,486,499**
EXPENDITURES						
8000 General Fund	13,223,827	14,368,427	-	14,368,427	14,368,427	14,611,933
8030 General Fund Debt Svc	204,754,335	262,659,825	(15,070,900)	247,588,925	311,924,293	311,924,293

DESCRIPTION	2021-23 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	32,285,637	32,960,086	-	32,960,086	35,479,189	35,479,189
3230 Other Funds Debt Svc Non-Ltd	152,019,947	191,199,890	-	191,199,890	190,279,651	190,279,651
3400 Other Funds Ltd	-	3,511,449	115,000	3,626,449	3,626,449	-
3430 Other Funds Debt Svc Ltd	7,071,217	7,818,219	15,071,100	22,889,319	3,803,366	3,803,366
6230 Federal Funds Debt Svc NL	4,008,152	4,008,153	-	4,008,153	3,899,000	3,899,000
TOTAL EXPENDITURES	**$413,363,115**	**$516,526,049**	**$115,200**	**$516,641,249**	**$563,380,375**	**$559,997,432**
REVERSIONS						
9900 Reversions						
8000 General Fund	(887,914)	-	-	-	-	-
8030 General Fund Debt Svc	(192,264)	-	-	-	-	-
All Funds	(1,080,178)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	539,996	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	2	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	8,347,989	-	-	-	-	-
6230 Federal Funds Debt Svc NL	-	-	-	-	-	-
TOTAL ENDING BALANCE	**$8,887,987**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	2021-23 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	-	227,765	-	227,765	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	122,517	162,662	-	162,662	162,662	194,370
8030 General Fund Debt Svc	34,389,452	39,496,070	(4,061,565)	35,434,505	49,620,182	49,620,182
All Funds	34,511,969	39,658,732	(4,061,565)	35,597,167	49,782,844	49,814,552
INTEREST EARNINGS						
0605 Interest Income						
4430 Lottery Funds Debt Svc Ltd	92,263	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	934,530	-	-	-	-	-
All Funds	1,026,793	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	1,055,000	-	1,055,000	1,055,000	-
3430 Other Funds Debt Svc Ltd	-	-	4,061,585	4,061,585	-	-
All Funds	-	1,055,000	4,061,585	5,116,585	1,055,000	-
TRANSFERS IN						
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*
4430 Lottery Funds Debt Svc Ltd	184,489	-	-	-	-	-
1107 Tsfr From Administrative Svcs						
4430 Lottery Funds Debt Svc Ltd	11,680,670	11,594,035	-	11,594,035	11,683,799	11,683,799
TOTAL TRANSFERS IN						
4430 Lottery Funds Debt Svc Ltd	11,865,159	11,594,035	-	11,594,035	11,683,799	11,683,799
TOTAL TRANSFERS IN	**$11,865,159**	**$11,594,035**	**-**	**$11,594,035**	**$11,683,799**	**$11,683,799**
REVENUES						
8000 General Fund	122,517	162,662	-	162,662	162,662	194,370
8030 General Fund Debt Svc	34,389,452	39,496,070	(4,061,565)	35,434,505	49,620,182	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,957,422	11,594,035	-	11,594,035	11,683,799	11,683,799
3400 Other Funds Ltd	-	1,055,000	-	1,055,000	1,055,000	-
3430 Other Funds Debt Svc Ltd	934,530	-	4,061,585	4,061,585	-	-
TOTAL REVENUES	**$47,403,921**	**$52,307,767**	**$20**	**$52,307,787**	**$62,521,643**	**$61,498,351**
TRANSFERS OUT						
2040 Transfer Out Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	(59,031)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	122,517	162,662	-	162,662	162,662	194,370
8030 General Fund Debt Svc	34,389,452	39,496,070	(4,061,565)	35,434,505	49,620,182	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,898,391	11,821,800	-	11,821,800	11,683,799	11,683,799

DESCRIPTION	2021-23 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	-	1,055,000	-	1,055,000	1,055,000	-
3430 Other Funds Debt Svc Ltd	934,530	-	4,061,585	4,061,585	-	-
TOTAL AVAILABLE REVENUES	**$47,344,890**	**$52,535,532**	**$20**	**$52,535,552**	**$62,521,643**	**$61,498,351**
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
8000 General Fund	42,809	162,662	-	162,662	162,662	194,370
4625 Other COP Costs						
3400 Other Funds Ltd	-	1,055,000	-	1,055,000	1,055,000	-
4650 Other Services and Supplies						
8000 General Fund	3,192	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	46,001	162,662	-	162,662	162,662	194,370
3400 Other Funds Ltd	-	1,055,000	-	1,055,000	1,055,000	-
TOTAL SERVICES & SUPPLIES	**$46,001**	**$1,217,662**	**-**	**$1,217,662**	**$1,217,662**	**$194,370**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	20,280,000	23,364,530	-	23,364,530	28,270,000	28,270,000
4430 Lottery Funds Debt Svc Ltd	8,312,230	9,103,580	-	9,103,580	9,801,661	9,801,661
All Funds	28,592,230	32,468,110	-	32,468,110	38,071,661	38,071,661

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
7150 Interest - Bonds						
8030 General Fund Debt Svc	14,109,434	16,131,540	(4,061,565)	12,069,975	21,350,182	21,350,182
4430 Lottery Funds Debt Svc Ltd	3,521,311	2,718,220	-	2,718,220	1,882,138	1,882,138
3430 Other Funds Debt Svc Ltd	530,575	-	4,061,585	4,061,585	-	-
All Funds	18,161,320	18,849,760	20	18,849,780	23,232,320	23,232,320
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	34,389,434	39,496,070	(4,061,565)	35,434,505	49,620,182	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,833,541	11,821,800	-	11,821,800	11,683,799	11,683,799
3430 Other Funds Debt Svc Ltd	530,575	-	4,061,585	4,061,585	-	-
TOTAL DEBT SERVICE	**$46,753,550**	**$51,317,870**	**$20**	**$51,317,890**	**$61,303,981**	**$61,303,981**
EXPENDITURES						
8000 General Fund	46,001	162,662	-	162,662	162,662	194,370
8030 General Fund Debt Svc	34,389,434	39,496,070	(4,061,565)	35,434,505	49,620,182	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,833,541	11,821,800	-	11,821,800	11,683,799	11,683,799
3400 Other Funds Ltd	-	1,055,000	-	1,055,000	1,055,000	-
3430 Other Funds Debt Svc Ltd	530,575	-	4,061,585	4,061,585	-	-
TOTAL EXPENDITURES	**$46,799,551**	**$52,535,532**	**$20**	**$52,535,552**	**$62,521,643**	**$61,498,351**
REVERSIONS						
9900 Reversions						
8000 General Fund	(76,516)	-	-	-	-	-

DESCRIPTION	*2021-23 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	(18)	-	-	-	-	-
All Funds	(76,534)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	64,850	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	403,955	-	-	-	-	-
TOTAL ENDING BALANCE	**$468,805**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	23,570,250	23,575,130	-	23,575,130	23,571,125	23,571,125
INTEREST EARNINGS						
0605 Interest Income						
3230 Other Funds Debt Svc Non-Ltd	1,681,078	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	29,943	-	-	-	-	-
All Funds	1,711,021	-	-	-	-	-
LOAN REPAYMENT						
0925 Loan Repayments						
3230 Other Funds Debt Svc Non-Ltd	948,648	-	-	-	-	-
OTHER						
0975 Other Revenues						
3230 Other Funds Debt Svc Non-Ltd	-	3,441,830	-	3,441,830	3,317,168	3,317,168
TRANSFERS IN						
1107 Tsfr From Administrative Svcs						
3430 Other Funds Debt Svc Ltd	30,760,756	7,328,750	-	7,328,750	-	-
1291 Tsfr From Corrections, Dept of						
3430 Other Funds Debt Svc Ltd	700,279	-	-	-	-	-
TOTAL TRANSFERS IN						

DESCRIPTION	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Emergency Boards	2023-25 Leg Approved Budget	2025-27 Base Budget	2025-27 Current Service Level
3430 Other Funds Debt Svc Ltd	31,461,035	7,328,750	-	7,328,750	-	-
TOTAL TRANSFERS IN	**$31,461,035**	**$7,328,750**	**-**	**$7,328,750**	**-**	**-**
REVENUES						
8030 General Fund Debt Svc	23,570,250	23,575,130	-	23,575,130	23,571,125	23,571,125
3230 Other Funds Debt Svc Non-Ltd	2,629,726	3,441,830	-	3,441,830	3,317,168	3,317,168
3430 Other Funds Debt Svc Ltd	31,490,978	7,328,750	-	7,328,750	-	-
TOTAL REVENUES	**$57,690,954**	**$34,345,710**	**-**	**$34,345,710**	**$26,888,293**	**$26,888,293**
TRANSFERS OUT						
2291 Tsfr To Corrections, Dept of						
3430 Other Funds Debt Svc Ltd	(5,108)	-	-	-	-	-
AVAILABLE REVENUES						
8030 General Fund Debt Svc	23,570,250	23,575,130	-	23,575,130	23,571,125	23,571,125
3230 Other Funds Debt Svc Non-Ltd	2,629,726	3,441,830	-	3,441,830	3,317,168	3,317,168
3430 Other Funds Debt Svc Ltd	31,485,870	7,328,750	-	7,328,750	-	-
TOTAL AVAILABLE REVENUES	**$57,685,846**	**$34,345,710**	**-**	**$34,345,710**	**$26,888,293**	**$26,888,293**
EXPENDITURES						
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	8,460,000	9,355,000	-	9,355,000	10,335,000	10,335,000
3230 Other Funds Debt Svc Non-Ltd	948,648	1,890,620	-	1,890,620	1,925,000	1,925,000

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
3430 Other Funds Debt Svc Ltd	29,470,000	7,150,000	-	7,150,000	-	-
All Funds	38,878,648	18,395,620	-	18,395,620	12,260,000	12,260,000
7150 Interest - Bonds						
8030 General Fund Debt Svc	15,110,250	14,220,130	-	14,220,130	13,236,125	13,236,125
3230 Other Funds Debt Svc Non-Ltd	1,681,078	1,551,210	-	1,551,210	1,392,168	1,392,168
3430 Other Funds Debt Svc Ltd	2,015,870	178,750	-	178,750	-	-
All Funds	18,807,198	15,950,090	-	15,950,090	14,628,293	14,628,293
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	23,570,250	23,575,130	-	23,575,130	23,571,125	23,571,125
3230 Other Funds Debt Svc Non-Ltd	2,629,726	3,441,830	-	3,441,830	3,317,168	3,317,168
3430 Other Funds Debt Svc Ltd	31,485,870	7,328,750	-	7,328,750	-	-
TOTAL DEBT SERVICE	**$57,685,846**	**$34,345,710**	**-**	**$34,345,710**	**$26,888,293**	**$26,888,293**
EXPENDITURES						
8030 General Fund Debt Svc	23,570,250	23,575,130	-	23,575,130	23,571,125	23,571,125
3230 Other Funds Debt Svc Non-Ltd	2,629,726	3,441,830	-	3,441,830	3,317,168	3,317,168
3430 Other Funds Debt Svc Ltd	31,485,870	7,328,750	-	7,328,750	-	-
TOTAL EXPENDITURES	**$57,685,846**	**$34,345,710**	**-**	**$34,345,710**	**$26,888,293**	**$26,888,293**
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-	-	-	-
3230 Other Funds Debt Svc Non-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*
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
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	455,905,100	327,713,551	6,000,000	333,713,551	-	-
REVENUES						
3020 Other Funds Cap Construct	455,905,100	327,713,551	6,000,000	333,713,551	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	455,905,100	327,713,551	6,000,000	333,713,551	-	-
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
3020 Other Funds Cap Construct	455,905,100	327,713,551	6,000,000	333,713,551	-	-
EXPENDITURES						
3020 Other Funds Cap Construct	455,905,100	327,713,551	6,000,000	333,713,551	-	-
ENDING BALANCE						
3020 Other Funds Cap Construct	-	-	-	-	-	-
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
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	56,496,994	37,500,000	-	37,500,000	-	-
REVENUES						
3020 Other Funds Cap Construct	56,496,994	37,500,000	-	37,500,000	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	56,496,994	37,500,000	-	37,500,000	-	-
EXPENDITURES						
SPECIAL PAYMENTS						
6045 Dist to Comm College Districts						
3020 Other Funds Cap Construct	56,496,994	37,500,000	-	37,500,000	-	-
EXPENDITURES						
3020 Other Funds Cap Construct	56,496,994	37,500,000	-	37,500,000	-	-
ENDING BALANCE						
3020 Other Funds Cap Construct	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

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	29,445,780	-	29,445,780	-	29,445,780
3400 Other Funds Ltd	66,700,542	-	66,700,542	-	66,700,542
All Funds	96,146,322	-	96,146,322	-	96,146,322
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	17,730,110	-	17,730,110	-	17,730,110
TOTAL BEGINNING BALANCE					
4400 Lottery Funds Ltd	29,445,780	-	29,445,780	-	29,445,780
3400 Other Funds Ltd	84,430,652	-	84,430,652	-	84,430,652
TOTAL BEGINNING BALANCE	**$113,876,432**	**-**	**$113,876,432**	**-**	**$113,876,432**
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	2,598,536,212	174,361,814	2,772,898,026	31,281,448	2,804,179,474
8030 General Fund Debt Svc	388,275,456	-	388,275,456	9,950,540	398,225,996
All Funds	2,986,811,668	174,361,814	3,161,173,482	41,231,988	3,202,405,470
LICENSES AND FEES					
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	517,666	(10,291)	507,375	-	507,375
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	3,084,058	(49,043)	3,035,015	-	3,035,015

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
0415 Admin and Service Charges					
3400 Other Funds Ltd	1,247,899	1,462	1,249,361	-	1,249,361
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	4,331,957	(47,581)	4,284,376	-	4,284,376
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	678,464,405	678,464,405
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3400 Other Funds Ltd	5,115,000	(115,000)	5,000,000	7,135,595	12,135,595
3430 Other Funds Debt Svc Ltd	2,504,909	-	2,504,909	-	2,504,909
All Funds	197,899,560	(115,000)	197,784,560	685,600,000	883,384,560
0560 Dedicated Fund Oblig Bonds					
3020 Other Funds Cap Construct	-	-	-	137,540,000	137,540,000
3400 Other Funds Ltd	-	-	-	1,130,000	1,130,000
All Funds	-	-	-	138,670,000	138,670,000
TOTAL BOND SALES					
3020 Other Funds Cap Construct	-	-	-	816,004,405	816,004,405
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3400 Other Funds Ltd	5,115,000	(115,000)	5,000,000	8,265,595	13,265,595
3430 Other Funds Debt Svc Ltd	2,504,909	-	2,504,909	-	2,504,909
TOTAL BOND SALES	**$197,899,560**	**($115,000)**	**$197,784,560**	**$824,270,000**	**$1,022,054,560**
INTEREST EARNINGS					
0605 Interest Income					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	82,512	-	82,512	-	82,512
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	16,452,773	1,333,890	17,786,663	-	17,786,663
0910 Grants (Non-Fed)					
3400 Other Funds Ltd	1,322,820	-	1,322,820	-	1,322,820
TOTAL DONATIONS AND CONTRIBUTIONS					
3400 Other Funds Ltd	17,775,593	1,333,890	19,109,483	-	19,109,483
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3230 Other Funds Debt Svc Non-Ltd	3,317,168	-	3,317,168	-	3,317,168
3400 Other Funds Ltd	68,497,011	(49,154,278)	19,342,733	786,536	20,129,269
3430 Other Funds Debt Svc Ltd	1,298,457	-	1,298,457	-	1,298,457
All Funds	73,712,636	(49,154,278)	24,558,358	786,536	25,344,894
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
6400 Federal Funds Ltd	137,563,146	8,483,736	146,046,882	(145,063)	145,901,819
All Funds	161,998,448	8,483,736	170,482,184	(145,063)	170,337,121
TRANSFERS IN					
1010 Transfer In - Intrafund					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	124,715,652	(111,808,631)	12,907,021	-	12,907,021
1050 Transfer In Other					
8000 General Fund	126,000	-	126,000	-	126,000
3400 Other Funds Ltd	11,102,790	454,042	11,556,832	-	11,556,832
All Funds	11,228,790	454,042	11,682,832	-	11,682,832
1060 Transfer from General Fund					
3400 Other Funds Ltd	14,900,000	(1,255,757)	13,644,243	-	13,644,243
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	2,707,885	220,497	2,928,382	-	2,928,382
1107 Tsfr From Administrative Svcs					
4400 Lottery Funds Ltd	156,275,577	(1,205,976)	155,069,601	-	155,069,601
4430 Lottery Funds Debt Svc Ltd	47,162,988	-	47,162,988	-	47,162,988
All Funds	203,438,565	(1,205,976)	202,232,589	-	202,232,589
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	2,087,174	5,480	2,092,654	-	2,092,654
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	12,736,381	177,383	12,913,764	3,126,000	16,039,764
TOTAL TRANSFERS IN					
8000 General Fund	126,000	-	126,000	-	126,000
4400 Lottery Funds Ltd	156,275,577	(1,205,976)	155,069,601	-	155,069,601
4430 Lottery Funds Debt Svc Ltd	47,162,988	-	47,162,988	-	47,162,988
3400 Other Funds Ltd	168,249,882	(112,206,986)	56,042,896	3,126,000	59,168,896
TOTAL TRANSFERS IN	**$371,814,447**	**($113,412,962)**	**$258,401,485**	**$3,126,000**	**$261,527,485**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL REVENUES					
8000 General Fund	2,598,662,212	174,361,814	2,773,024,026	31,281,448	2,804,305,474
8030 General Fund Debt Svc	388,275,456	-	388,275,456	9,950,540	398,225,996
4400 Lottery Funds Ltd	156,275,577	(1,205,976)	155,069,601	-	155,069,601
4430 Lottery Funds Debt Svc Ltd	47,162,988	-	47,162,988	-	47,162,988
3020 Other Funds Cap Construct	-	-	-	816,004,405	816,004,405
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3230 Other Funds Debt Svc Non-Ltd	193,596,819	-	193,596,819	-	193,596,819
3400 Other Funds Ltd	264,569,621	(160,200,246)	104,369,375	12,178,131	116,547,506
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
6400 Federal Funds Ltd	137,563,146	8,483,736	146,046,882	(145,063)	145,901,819
TOTAL REVENUES	**$3,814,944,487**	**$21,439,328**	**$3,836,383,815**	**$869,269,461**	**$4,705,653,276**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(12,907,021)	-	(12,907,021)	-	(12,907,021)
2121 Tsfr To Governor, Office of the					
6400 Federal Funds Ltd	(200,000)	-	(200,000)	-	(200,000)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(12,907,021)	-	(12,907,021)	-	(12,907,021)
6400 Federal Funds Ltd	(200,000)	-	(200,000)	-	(200,000)
TOTAL TRANSFERS OUT	**($13,107,021)**	**-**	**($13,107,021)**	**-**	**($13,107,021)**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
AVAILABLE REVENUES					
8000 General Fund	2,598,662,212	174,361,814	2,773,024,026	31,281,448	2,804,305,474
8030 General Fund Debt Svc	388,275,456	-	388,275,456	9,950,540	398,225,996
4400 Lottery Funds Ltd	185,721,357	(1,205,976)	184,515,381	-	184,515,381
4430 Lottery Funds Debt Svc Ltd	47,162,988	-	47,162,988	-	47,162,988
3020 Other Funds Cap Construct	-	-	-	816,004,405	816,004,405
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3230 Other Funds Debt Svc Non-Ltd	193,596,819	-	193,596,819	-	193,596,819
3400 Other Funds Ltd	336,093,252	(160,200,246)	175,893,006	12,178,131	188,071,137
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
6400 Federal Funds Ltd	137,363,146	8,483,736	145,846,882	(145,063)	145,701,819
TOTAL AVAILABLE REVENUES	**$3,915,713,898**	**$21,439,328**	**$3,937,153,226**	**$869,269,461**	**$4,806,422,687**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	25,255,709	-	25,255,709	833,718	26,089,427
3400 Other Funds Ltd	7,199,004	-	7,199,004	1,881,090	9,080,094
6400 Federal Funds Ltd	6,929,886	-	6,929,886	(99,768)	6,830,118
All Funds	39,384,599	-	39,384,599	2,615,040	41,999,639
3160 Temporary Appointments					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	399,759	(141,411)	258,348	-	258,348
3400 Other Funds Ltd	2,578	108	2,686	-	2,686
6400 Federal Funds Ltd	5,706	241	5,947	-	5,947
All Funds	408,043	(141,062)	266,981	-	266,981
3170 Overtime Payments					
8000 General Fund	21,009	(16,370)	4,639	-	4,639
3400 Other Funds Ltd	997	40	1,037	-	1,037
6400 Federal Funds Ltd	909	40	949	-	949
All Funds	22,915	(16,290)	6,625	-	6,625
3190 All Other Differential					
8000 General Fund	60,801	(5,708)	55,093	-	55,093
3400 Other Funds Ltd	2,857	119	2,976	-	2,976
All Funds	63,658	(5,589)	58,069	-	58,069
TOTAL SALARIES & WAGES					
8000 General Fund	25,737,278	(163,489)	25,573,789	833,718	26,407,507
3400 Other Funds Ltd	7,205,436	267	7,205,703	1,881,090	9,086,793
6400 Federal Funds Ltd	6,936,501	281	6,936,782	(99,768)	6,837,014
TOTAL SALARIES & WAGES	**$39,879,215**	**($162,941)**	**$39,716,274**	**$2,615,040**	**$42,331,314**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	8,134	-	8,134	324	8,458
3400 Other Funds Ltd	2,296	-	2,296	648	2,944
6400 Federal Funds Ltd	2,152	-	2,152	(36)	2,116

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	12,582	-	12,582	936	13,518
3220 Public Employees' Retire Cont					
8000 General Fund	5,328,894	(4,646)	5,324,248	175,415	5,499,663
3400 Other Funds Ltd	1,515,478	33	1,515,511	395,780	1,911,291
6400 Federal Funds Ltd	1,426,434	7	1,426,441	(20,991)	1,405,450
All Funds	8,270,806	(4,606)	8,266,200	550,204	8,816,404
3221 Pension Obligation Bond					
8000 General Fund	1,017,154	(23,540)	993,614	-	993,614
3400 Other Funds Ltd	390,114	(107,654)	282,460	-	282,460
6400 Federal Funds Ltd	289,288	(17,766)	271,522	-	271,522
All Funds	1,696,556	(148,960)	1,547,596	-	1,547,596
3230 Social Security Taxes					
8000 General Fund	1,938,389	(12,505)	1,925,884	63,780	1,989,664
3400 Other Funds Ltd	547,069	20	547,089	143,903	690,992
6400 Federal Funds Ltd	525,774	18	525,792	(7,632)	518,160
All Funds	3,011,232	(12,467)	2,998,765	200,051	3,198,816
3241 Paid Family Medical Leave Insurance					
8000 General Fund	99,341	(90)	99,251	3,335	102,586
3400 Other Funds Ltd	28,543	-	28,543	7,525	36,068
6400 Federal Funds Ltd	26,811	-	26,811	(399)	26,412
All Funds	154,695	(90)	154,605	10,461	165,066
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	4,749	-	4,749	190	4,939

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	1,339	-	1,339	373	1,712
6400 Federal Funds Ltd	1,256	-	1,256	(21)	1,235
All Funds	7,344	-	7,344	542	7,886
3260 Mass Transit Tax					
8000 General Fund	125,941	27,498	153,439	5,003	158,442
3400 Other Funds Ltd	48,307	(5,071)	43,236	11,287	54,523
All Funds	174,248	22,427	196,675	16,290	212,965
3270 Flexible Benefits					
8000 General Fund	4,785,777	-	4,785,777	190,836	4,976,613
3400 Other Funds Ltd	1,351,933	-	1,351,933	381,672	1,733,605
6400 Federal Funds Ltd	1,267,794	-	1,267,794	(21,204)	1,246,590
All Funds	7,405,504	-	7,405,504	551,304	7,956,808
3280 Other OPE					
8000 General Fund	34,868	(34,712)	156	-	156
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	13,343,247	(47,995)	13,295,252	438,883	13,734,135
3400 Other Funds Ltd	3,885,079	(112,672)	3,772,407	941,188	4,713,595
6400 Federal Funds Ltd	3,539,509	(17,741)	3,521,768	(50,283)	3,471,485
TOTAL OTHER PAYROLL EXPENSES	**$20,767,835**	**($178,408)**	**$20,589,427**	**$1,329,788**	**$21,919,215**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(1,886,408)	608,026	(1,278,382)	-	(1,278,382)
3400 Other Funds Ltd	(95,953)	(264,323)	(360,276)	-	(360,276)

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	(196,668)	(150,155)	(346,823)	4,988	(341,835)
All Funds	(2,179,029)	193,548	(1,985,481)	4,988	(1,980,493)
TOTAL PERSONAL SERVICES					
8000 General Fund	37,194,117	396,542	37,590,659	1,272,601	38,863,260
3400 Other Funds Ltd	10,994,562	(376,728)	10,617,834	2,822,278	13,440,112
6400 Federal Funds Ltd	10,279,342	(167,615)	10,111,727	(145,063)	9,966,664
TOTAL PERSONAL SERVICES	**$58,468,021**	**($147,801)**	**$58,320,220**	**$3,949,816**	**$62,270,036**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	218,837	5,780	224,617	29,185	253,802
3400 Other Funds Ltd	293,477	5,800	299,277	69,038	368,315
6400 Federal Funds Ltd	116,713	4,902	121,615	-	121,615
All Funds	629,027	16,482	645,509	98,223	743,732
4125 Out of State Travel					
8000 General Fund	86,875	3,647	90,522	-	90,522
3400 Other Funds Ltd	52,123	2,188	54,311	-	54,311
6400 Federal Funds Ltd	163,443	6,865	170,308	-	170,308
All Funds	302,441	12,700	315,141	-	315,141
4150 Employee Training					
8000 General Fund	353,667	2,564	356,231	21,700	377,931
3400 Other Funds Ltd	159,511	(27,029)	132,482	46,746	179,228
6400 Federal Funds Ltd	57,390	2,410	59,800	-	59,800
All Funds	570,568	(22,055)	548,513	68,446	616,959

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4175 Office Expenses					
8000 General Fund	373,345	8,659	382,004	12,400	394,404
3400 Other Funds Ltd	188,090	(13,675)	174,415	29,016	203,431
6400 Federal Funds Ltd	118,310	4,969	123,279	-	123,279
All Funds	679,745	(47)	679,698	41,416	721,114
4200 Telecommunications					
8000 General Fund	272,709	6,189	278,898	9,300	288,198
3400 Other Funds Ltd	116,084	(11,865)	104,219	22,320	126,539
6400 Federal Funds Ltd	104,857	4,406	109,263	-	109,263
All Funds	493,650	(1,270)	492,380	31,620	524,000
4225 State Gov. Service Charges					
8000 General Fund	5,276,555	1,028,549	6,305,104	-	6,305,104
3400 Other Funds Ltd	138,280	26,954	165,234	-	165,234
6400 Federal Funds Ltd	391,239	76,261	467,500	-	467,500
All Funds	5,806,074	1,131,764	6,937,838	-	6,937,838
4250 Data Processing					
8000 General Fund	72,911	780	73,691	4,035	77,726
3400 Other Funds Ltd	1,355,798	50,306	1,406,104	9,062	1,415,166
6400 Federal Funds Ltd	6,875	287	7,162	-	7,162
All Funds	1,435,584	51,373	1,486,957	13,097	1,500,054
4275 Publicity and Publications					
8000 General Fund	121,179	(1,872)	119,307	3,095	122,402
3400 Other Funds Ltd	75,077	(1,676)	73,401	6,686	80,087

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	31,766	1,335	33,101	-	33,101
All Funds	228,022	(2,213)	225,809	9,781	235,590
4300 Professional Services					
8000 General Fund	5,665,847	(148,185)	5,517,662	-	5,517,662
3400 Other Funds Ltd	1,514,126	102,960	1,617,086	4,441,333	6,058,419
6400 Federal Funds Ltd	4,758,419	323,573	5,081,992	-	5,081,992
All Funds	11,938,392	278,348	12,216,740	4,441,333	16,658,073
4315 IT Professional Services					
8000 General Fund	506,033	34,410	540,443	-	540,443
3400 Other Funds Ltd	144,616	9,834	154,450	50,000	204,450
6400 Federal Funds Ltd	158,429	10,772	169,201	-	169,201
All Funds	809,078	55,016	864,094	50,000	914,094
4325 Attorney General					
8000 General Fund	146,056	33,356	179,412	-	179,412
3400 Other Funds Ltd	42,439	9,872	52,311	-	52,311
6400 Federal Funds Ltd	24,917	5,797	30,714	-	30,714
All Funds	213,412	49,025	262,437	-	262,437
4375 Employee Recruitment and Develop					
8000 General Fund	40,976	317	41,293	2,480	43,773
3400 Other Funds Ltd	19,976	(3,128)	16,848	5,456	22,304
6400 Federal Funds Ltd	2,838	118	2,956	-	2,956
All Funds	63,790	(2,693)	61,097	7,936	69,033
4400 Dues and Subscriptions					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	512,937	15,238	528,175	3,095	531,270
3400 Other Funds Ltd	33,187	(3,454)	29,733	6,686	36,419
6400 Federal Funds Ltd	42,350	1,038	43,388	-	43,388
All Funds	588,474	12,822	601,296	9,781	611,077
4425 Facilities Rental and Taxes					
8000 General Fund	1,332,236	31,712	1,363,948	42,800	1,406,748
3400 Other Funds Ltd	363,595	(61,770)	301,825	102,720	404,545
6400 Federal Funds Ltd	365,425	15,349	380,774	-	380,774
All Funds	2,061,256	(14,709)	2,046,547	145,520	2,192,067
4575 Agency Program Related S and S					
8000 General Fund	18,637	782	19,419	-	19,419
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	239,153	10,044	249,197	-	249,197
6400 Federal Funds Ltd	16,892	710	17,602	-	17,602
All Funds	874,682	11,536	886,218	-	886,218
4600 Intra-agency Charges					
3400 Other Funds Ltd	32,604	1,369	33,973	-	33,973
4625 Other COP Costs					
3400 Other Funds Ltd	4,776,449	(4,677,459)	98,990	-	98,990
4650 Other Services and Supplies					
8000 General Fund	665,139	19,758	684,897	22,320	707,217
3400 Other Funds Ltd	301,431	(26,897)	274,534	7,518,543	7,793,077
6400 Federal Funds Ltd	82,209	3,455	85,664	-	85,664

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	1,048,779	(3,684)	1,045,095	7,540,863	8,585,958
4700 Expendable Prop 250 - 5000					
8000 General Fund	438,220	(134,224)	303,996	14,880	318,876
3400 Other Funds Ltd	147,404	(17,616)	129,788	32,736	162,524
6400 Federal Funds Ltd	7,322	306	7,628	-	7,628
All Funds	592,946	(151,534)	441,412	47,616	489,028
4715 IT Expendable Property					
8000 General Fund	119,731	5,029	124,760	-	124,760
3400 Other Funds Ltd	44,314	1,861	46,175	-	46,175
6400 Federal Funds Ltd	37,703	1,584	39,287	-	39,287
All Funds	201,748	8,474	210,222	-	210,222
TOTAL SERVICES & SUPPLIES					
8000 General Fund	16,221,890	912,489	17,134,379	165,290	17,299,669
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	10,037,734	(4,623,381)	5,414,353	12,340,342	17,754,695
6400 Federal Funds Ltd	6,487,097	464,137	6,951,234	-	6,951,234
TOTAL SERVICES & SUPPLIES	**$33,346,721**	**($3,246,755)**	**$30,099,966**	**$12,505,632**	**$42,605,598**
CAPITAL OUTLAY					
5550 Data Processing Software					
3400 Other Funds Ltd	8,650,157	363,307	9,013,464	(3,213,464)	5,800,000
SPECIAL PAYMENTS					
6020 Dist to Counties					
3400 Other Funds Ltd	73,479	4,996	78,475	-	78,475

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	9,735	662	10,397	-	10,397
All Funds	83,214	5,658	88,872	-	88,872
6025 Dist to Other Gov Unit					
3400 Other Funds Ltd	109,034	7,414	116,448	-	116,448
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6400 Federal Funds Ltd	995,592	67,700	1,063,292	-	1,063,292
All Funds	21,640,928	75,114	21,716,042	-	21,716,042
6030 Dist to Non-Gov Units					
8000 General Fund	10,931,477	(8,862,511)	2,068,966	-	2,068,966
3400 Other Funds Ltd	2,968,722	9,807,723	12,776,445	-	12,776,445
6400 Federal Funds Ltd	100,861,235	6,858,564	107,719,799	-	107,719,799
All Funds	114,761,434	7,803,776	122,565,210	-	122,565,210
6035 Dist to Individuals					
8000 General Fund	239,885,654	89,077,584	328,963,238	29,843,557	358,806,795
4400 Lottery Funds Ltd	101,500,000	(26,176,931)	75,323,069	-	75,323,069
3400 Other Funds Ltd	61,940,529	(35,474,473)	26,466,056	2,924,491	29,390,547
All Funds	403,326,183	27,426,180	430,752,363	32,768,048	463,520,411
6040 Dist to Local School Districts					
8000 General Fund	1,305,342	93,069	1,398,411	-	1,398,411
3400 Other Funds Ltd	864,576	58,791	923,367	-	923,367
All Funds	2,169,918	151,860	2,321,778	-	2,321,778
6045 Dist to Comm College Districts					
8000 General Fund	804,196,235	54,735,382	858,931,617	-	858,931,617

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3020 Other Funds Cap Construct	-	-	-	16,000,000	16,000,000
3400 Other Funds Ltd	11,845,794	523,028	12,368,822	-	12,368,822
6400 Federal Funds Ltd	16,714,063	1,136,557	17,850,620	-	17,850,620
All Funds	832,756,092	56,394,967	889,151,059	16,000,000	905,151,059
6048 Spc Pmt to Public Universities					
8000 General Fund	236,655,491	(11,493,780)	225,161,711	-	225,161,711
4400 Lottery Funds Ltd	41,204,007	24,050,779	65,254,786	-	65,254,786
3020 Other Funds Cap Construct	-	-	-	800,004,405	800,004,405
3400 Other Funds Ltd	6,000,000	121,793	6,121,793	-	6,121,793
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
All Funds	287,758,498	12,678,792	300,437,290	800,004,405	1,100,441,695
6050 Dist to Non-Profit Organizations					
6400 Federal Funds Ltd	1,818,068	123,629	1,941,697	-	1,941,697
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	14,900,000	(1,255,757)	13,644,243	-	13,644,243
6065 Loan Repaid To State Agencies					
8000 General Fund	13,119,216	-	13,119,216	-	13,119,216
6085 Other Special Payments					
8000 General Fund	1,223,500,787	50,758,796	1,274,259,583	-	1,274,259,583
4400 Lottery Funds Ltd	13,532,000	920,176	14,452,176	39,570	14,491,746
3400 Other Funds Ltd	143,225,042	(126,590,985)	16,634,057	59,804,484	76,438,541
All Funds	1,380,257,829	(74,912,013)	1,305,345,816	59,844,054	1,365,189,870
6291 Spc Pmt to Corrections, Dept of					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	198,014	-	198,014	-	198,014
6581 Spc Pmt to Education, Dept of					
8000 General Fund	752,003	-	752,003	-	752,003
TOTAL SPECIAL PAYMENTS					
8000 General Fund	2,545,246,205	173,052,783	2,718,298,988	29,843,557	2,748,142,545
4400 Lottery Funds Ltd	156,236,007	(1,205,976)	155,030,031	39,570	155,069,601
3020 Other Funds Cap Construct	-	-	-	816,004,405	816,004,405
3400 Other Funds Ltd	227,027,176	(151,541,713)	75,485,463	62,728,975	138,214,438
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
6400 Federal Funds Ltd	120,596,707	8,187,112	128,783,819	-	128,783,819
TOTAL SPECIAL PAYMENTS	**$3,073,541,397**	**$28,492,206**	**$3,102,033,603**	**$908,616,507**	**$4,010,650,110**
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	217,102,599	-	217,102,599	2,330,000	219,432,599
4430 Lottery Funds Debt Svc Ltd	39,910,958	-	39,910,958	-	39,910,958
3230 Other Funds Debt Svc Non-Ltd	126,770,006	-	126,770,006	-	126,770,006
3430 Other Funds Debt Svc Ltd	2,795,000	-	2,795,000	-	2,795,000
All Funds	386,578,563	-	386,578,563	2,330,000	388,908,563
7150 Interest - Bonds					
8030 General Fund Debt Svc	171,172,857	-	171,172,857	7,620,540	178,793,397
4430 Lottery Funds Debt Svc Ltd	7,252,030	-	7,252,030	-	7,252,030
3230 Other Funds Debt Svc Non-Ltd	66,826,813	-	66,826,813	-	66,826,813

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	1,008,366	-	1,008,366	-	1,008,366
All Funds	246,260,066	-	246,260,066	7,620,540	253,880,606
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	388,275,456	-	388,275,456	9,950,540	398,225,996
4430 Lottery Funds Debt Svc Ltd	47,162,988	-	47,162,988	-	47,162,988
3230 Other Funds Debt Svc Non-Ltd	193,596,819	-	193,596,819	-	193,596,819
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366
TOTAL DEBT SERVICE	**$632,838,629**	**-**	**$632,838,629**	**$9,950,540**	**$642,789,169**
TOTAL EXPENDITURES					
8000 General Fund	2,598,662,212	174,361,814	2,773,024,026	31,281,448	2,804,305,474
8030 General Fund Debt Svc	388,275,456	-	388,275,456	9,950,540	398,225,996
4400 Lottery Funds Ltd	156,236,007	(1,205,976)	155,030,031	39,570	155,069,601
4430 Lottery Funds Debt Svc Ltd	47,162,988	-	47,162,988	-	47,162,988
3020 Other Funds Cap Construct	-	-	-	816,004,405	816,004,405
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3230 Other Funds Debt Svc Non-Ltd	193,596,819	-	193,596,819	-	193,596,819
3400 Other Funds Ltd	256,709,629	(156,178,515)	100,531,114	74,678,131	175,209,245
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
6400 Federal Funds Ltd	137,363,146	8,483,634	145,846,780	(145,063)	145,701,717
TOTAL EXPENDITURES	**$3,806,844,925**	**$25,460,957**	**$3,832,305,882**	**$931,809,031**	**$4,764,114,913**
ENDING BALANCE					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4400 Lottery Funds Ltd	29,485,350	-	29,485,350	(39,570)	29,445,780
3400 Other Funds Ltd	79,383,623	(4,021,731)	75,361,892	(62,500,000)	12,861,892
6400 Federal Funds Ltd	-	102	102	-	102
TOTAL ENDING BALANCE	**$108,868,973**	**($4,021,629)**	**$104,847,344**	**($62,539,570)**	**$42,307,774**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	182	-	182	17	199
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	173.58	-	173.58	13.02	186.60

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	12,900,000	-	12,900,000	-	12,900,000
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	12,377,672	484,255	12,861,927	-	12,861,927
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	697,740	8,841	706,581	-	706,581
TOTAL REVENUES					
8000 General Fund	12,377,672	484,255	12,861,927	-	12,861,927
6400 Federal Funds Ltd	697,740	8,841	706,581	-	706,581
TOTAL REVENUES	**$13,075,412**	**$493,096**	**$13,568,508**	**-**	**$13,568,508**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(12,900,000)	-	(12,900,000)	-	(12,900,000)
AVAILABLE REVENUES					
8000 General Fund	12,377,672	484,255	12,861,927	-	12,861,927
6400 Federal Funds Ltd	697,740	8,841	706,581	-	706,581
TOTAL AVAILABLE REVENUES	**$13,075,412**	**$493,096**	**$13,568,508**	**-**	**$13,568,508**
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	4,209,543	-	4,209,543	-	4,209,543
6400 Federal Funds Ltd	326,793	-	326,793	-	326,793
All Funds	4,536,336	-	4,536,336	-	4,536,336
3160 Temporary Appointments					
8000 General Fund	3,909	164	4,073	-	4,073
3170 Overtime Payments					
8000 General Fund	94	4	98	-	98
3190 All Other Differential					
8000 General Fund	14,380	604	14,984	-	14,984
TOTAL SALARIES & WAGES					
8000 General Fund	4,227,926	772	4,228,698	-	4,228,698
6400 Federal Funds Ltd	326,793	-	326,793	-	326,793
TOTAL SALARIES & WAGES	**$4,554,719**	**$772**	**$4,555,491**	**-**	**$4,555,491**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	1,154	-	1,154	-	1,154
6400 Federal Funds Ltd	70	-	70	-	70
All Funds	1,224	-	1,224	-	1,224
3220 Public Employees' Retire Cont					
8000 General Fund	886,612	128	886,740	-	886,740
6400 Federal Funds Ltd	68,758	-	68,758	-	68,758

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	955,370	128	955,498	-	955,498
3221 Pension Obligation Bond					
8000 General Fund	168,208	(2,563)	165,645	-	165,645
6400 Federal Funds Ltd	14,364	(1,819)	12,545	-	12,545
All Funds	182,572	(4,382)	178,190	-	178,190
3230 Social Security Taxes					
8000 General Fund	306,143	59	306,202	-	306,202
6400 Federal Funds Ltd	20,678	-	20,678	-	20,678
All Funds	326,821	59	326,880	-	326,880
3241 Paid Family Medical Leave Insurance					
8000 General Fund	15,739	2	15,741	-	15,741
6400 Federal Funds Ltd	1,029	-	1,029	-	1,029
All Funds	16,768	2	16,770	-	16,770
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	674	-	674	-	674
6400 Federal Funds Ltd	40	-	40	-	40
All Funds	714	-	714	-	714
3260 Mass Transit Tax					
8000 General Fund	20,671	4,701	25,372	-	25,372
3270 Flexible Benefits					
8000 General Fund	678,526	-	678,526	-	678,526
6400 Federal Funds Ltd	42,410	-	42,410	-	42,410
All Funds	720,936	-	720,936	-	720,936

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	2,077,727	2,327	2,080,054	-	2,080,054
6400 Federal Funds Ltd	147,349	(1,819)	145,530	-	145,530
TOTAL OTHER PAYROLL EXPENSES	**$2,225,076**	**$508**	**$2,225,584**	**-**	**$2,225,584**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(224,388)	12,992	(211,396)	-	(211,396)
6400 Federal Funds Ltd	-	(16,340)	(16,340)	-	(16,340)
All Funds	(224,388)	(3,348)	(227,736)	-	(227,736)
TOTAL PERSONAL SERVICES					
8000 General Fund	6,081,265	16,091	6,097,356	-	6,097,356
6400 Federal Funds Ltd	474,142	(18,159)	455,983	-	455,983
TOTAL PERSONAL SERVICES	**$6,555,407**	**($2,068)**	**$6,553,339**	**-**	**$6,553,339**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	25,241	1,060	26,301	-	26,301
6400 Federal Funds Ltd	400	17	417	-	417
All Funds	25,641	1,077	26,718	-	26,718
4125 Out of State Travel					
8000 General Fund	21,653	909	22,562	-	22,562
4150 Employee Training					
8000 General Fund	57,645	2,421	60,066	-	60,066
6400 Federal Funds Ltd	2,082	87	2,169	-	2,169

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	59,727	2,508	62,235	-	62,235
4175 Office Expenses					
8000 General Fund	41,954	1,762	43,716	-	43,716
6400 Federal Funds Ltd	1,190	50	1,240	-	1,240
All Funds	43,144	1,812	44,956	-	44,956
4200 Telecommunications					
8000 General Fund	36,885	1,550	38,435	-	38,435
6400 Federal Funds Ltd	893	38	931	-	931
All Funds	37,778	1,588	39,366	-	39,366
4225 State Gov. Service Charges					
8000 General Fund	413,720	80,649	494,369	-	494,369
6400 Federal Funds Ltd	95,092	18,536	113,628	-	113,628
All Funds	508,812	99,185	607,997	-	607,997
4250 Data Processing					
8000 General Fund	10,218	429	10,647	-	10,647
6400 Federal Funds Ltd	387	16	403	-	403
All Funds	10,605	445	11,050	-	11,050
4275 Publicity and Publications					
8000 General Fund	8,352	350	8,702	-	8,702
6400 Federal Funds Ltd	297	12	309	-	309
All Funds	8,649	362	9,011	-	9,011
4300 Professional Services					
8000 General Fund	28,895	1,965	30,860	-	30,860

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	117,997	8,024	126,021	-	126,021
All Funds	146,892	9,989	156,881	-	156,881
4315 IT Professional Services					
8000 General Fund	89,978	6,119	96,097	-	96,097
4325 Attorney General					
8000 General Fund	10,049	2,337	12,386	-	12,386
4375 Employee Recruitment and Develop					
8000 General Fund	7,807	328	8,135	-	8,135
6400 Federal Funds Ltd	238	10	248	-	248
All Funds	8,045	338	8,383	-	8,383
4400 Dues and Subscriptions					
8000 General Fund	165,918	6,968	172,886	-	172,886
6400 Federal Funds Ltd	297	12	309	-	309
All Funds	166,215	6,980	173,195	-	173,195
4425 Facilities Rental and Taxes					
8000 General Fund	77,686	3,263	80,949	-	80,949
6400 Federal Funds Ltd	3,000	126	3,126	-	3,126
All Funds	80,686	3,389	84,075	-	84,075
4575 Agency Program Related S and S					
8000 General Fund	577	24	601	-	601
4650 Other Services and Supplies					
8000 General Fund	20,531	862	21,393	-	21,393
6400 Federal Funds Ltd	297	12	309	-	309

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	20,828	874	21,702	-	21,702
4700 Expendable Prop 250 - 5000					
8000 General Fund	55,759	2,342	58,101	-	58,101
6400 Federal Funds Ltd	1,428	60	1,488	-	1,488
All Funds	57,187	2,402	59,589	-	59,589
4715 IT Expendable Property					
8000 General Fund	14,425	606	15,031	-	15,031
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,087,293	113,944	1,201,237	-	1,201,237
6400 Federal Funds Ltd	223,598	27,000	250,598	-	250,598
TOTAL SERVICES & SUPPLIES	**$1,310,891**	**$140,944**	**$1,451,835**	**-**	**$1,451,835**
SPECIAL PAYMENTS					
6085 Other Special Payments					
8000 General Fund	5,209,114	354,220	5,563,334	-	5,563,334
TOTAL EXPENDITURES					
8000 General Fund	12,377,672	484,255	12,861,927	-	12,861,927
6400 Federal Funds Ltd	697,740	8,841	706,581	-	706,581
TOTAL EXPENDITURES	**$13,075,412**	**$493,096**	**$13,568,508**	**-**	**$13,568,508**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	17	-	17	-	17
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	17.00	-	17.00	-	17.00

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	4,250,000	-	4,250,000	-	4,250,000
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	16,185,044	613,356	16,798,400	651,130	17,449,530
8030 General Fund Debt Svc	3,159,856	-	3,159,856	1,208,137	4,367,993
All Funds	19,344,900	613,356	19,958,256	1,859,267	21,817,523
BOND SALES					
0555 General Fund Obligation Bonds					
3400 Other Funds Ltd	5,000,000	-	5,000,000	875,000	5,875,000
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	4,347,063	1,284,934	5,631,997	786,536	6,418,533
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	2,785,903	28,271	2,814,174	-	2,814,174
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	12,900,000	-	12,900,000	-	12,900,000
TOTAL REVENUES					
8000 General Fund	16,185,044	613,356	16,798,400	651,130	17,449,530

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8030 General Fund Debt Svc	3,159,856	-	3,159,856	1,208,137	4,367,993
3400 Other Funds Ltd	22,247,063	1,284,934	23,531,997	1,661,536	25,193,533
6400 Federal Funds Ltd	2,785,903	28,271	2,814,174	-	2,814,174
TOTAL REVENUES	**$44,377,866**	**$1,926,561**	**$46,304,427**	**$3,520,803**	**$49,825,230**
AVAILABLE REVENUES					
8000 General Fund	16,185,044	613,356	16,798,400	651,130	17,449,530
8030 General Fund Debt Svc	3,159,856	-	3,159,856	1,208,137	4,367,993
3400 Other Funds Ltd	26,497,063	1,284,934	27,781,997	1,661,536	29,443,533
6400 Federal Funds Ltd	2,785,903	28,271	2,814,174	-	2,814,174
TOTAL AVAILABLE REVENUES	**$48,627,866**	**$1,926,561**	**$50,554,427**	**$3,520,803**	**$54,075,230**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	8,087,036	-	8,087,036	389,610	8,476,646
3400 Other Funds Ltd	-	-	-	218,280	218,280
6400 Federal Funds Ltd	1,344,820	-	1,344,820	-	1,344,820
All Funds	9,431,856	-	9,431,856	607,890	10,039,746
3160 Temporary Appointments					
8000 General Fund	36,281	1,524	37,805	-	37,805
3170 Overtime Payments					
8000 General Fund	1,137	48	1,185	-	1,185
3190 All Other Differential					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	10,686	449	11,135	-	11,135
TOTAL SALARIES & WAGES					
8000 General Fund	8,135,140	2,021	8,137,161	389,610	8,526,771
3400 Other Funds Ltd	-	-	-	218,280	218,280
6400 Federal Funds Ltd	1,344,820	-	1,344,820	-	1,344,820
TOTAL SALARIES & WAGES	**$9,479,960**	**$2,021**	**$9,481,981**	**$607,890**	**$10,089,871**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	2,813	-	2,813	135	2,948
3400 Other Funds Ltd	-	-	-	72	72
6400 Federal Funds Ltd	427	-	427	-	427
All Funds	3,240	-	3,240	207	3,447
3220 Public Employees' Retire Cont					
8000 General Fund	1,704,002	104	1,704,106	81,974	1,786,080
3400 Other Funds Ltd	-	-	-	45,926	45,926
6400 Federal Funds Ltd	282,952	-	282,952	-	282,952
All Funds	1,986,954	104	1,987,058	127,900	2,114,958
3221 Pension Obligation Bond					
8000 General Fund	286,442	31,156	317,598	-	317,598
3400 Other Funds Ltd	4,330	(4,330)	-	-	-
6400 Federal Funds Ltd	54,546	(1,809)	52,737	-	52,737
All Funds	345,318	25,017	370,335	-	370,335
3230 Social Security Taxes					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	620,381	155	620,536	29,805	650,341
3400 Other Funds Ltd	-	-	-	16,698	16,698
6400 Federal Funds Ltd	102,658	-	102,658	-	102,658
All Funds	723,039	155	723,194	46,503	769,697
3241 Paid Family Medical Leave Insurance					
8000 General Fund	32,274	2	32,276	1,558	33,834
3400 Other Funds Ltd	-	-	-	873	873
6400 Federal Funds Ltd	5,367	-	5,367	-	5,367
All Funds	37,641	2	37,643	2,431	40,074
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	1,645	-	1,645	79	1,724
3400 Other Funds Ltd	-	-	-	42	42
6400 Federal Funds Ltd	252	-	252	-	252
All Funds	1,897	-	1,897	121	2,018
3260 Mass Transit Tax					
8000 General Fund	38,190	10,632	48,822	2,338	51,160
3400 Other Funds Ltd	2,467	(2,467)	-	1,310	1,310
All Funds	40,657	8,165	48,822	3,648	52,470
3270 Flexible Benefits					
8000 General Fund	1,656,244	-	1,656,244	79,515	1,735,759
3400 Other Funds Ltd	-	-	-	42,408	42,408
6400 Federal Funds Ltd	252,116	-	252,116	-	252,116
All Funds	1,908,360	-	1,908,360	121,923	2,030,283

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	4,341,991	42,049	4,384,040	195,404	4,579,444
3400 Other Funds Ltd	6,797	(6,797)	-	107,329	107,329
6400 Federal Funds Ltd	698,318	(1,809)	696,509	-	696,509
TOTAL OTHER PAYROLL EXPENSES	**$5,047,106**	**$33,443**	**$5,080,549**	**$302,733**	**$5,383,282**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(574,773)	168,016	(406,757)	-	(406,757)
6400 Federal Funds Ltd	(32,503)	(34,738)	(67,241)	-	(67,241)
All Funds	(607,276)	133,278	(473,998)	-	(473,998)
TOTAL PERSONAL SERVICES					
8000 General Fund	11,902,358	212,086	12,114,444	585,014	12,699,458
3400 Other Funds Ltd	6,797	(6,797)	-	325,609	325,609
6400 Federal Funds Ltd	2,010,635	(36,547)	1,974,088	-	1,974,088
TOTAL PERSONAL SERVICES	**$13,919,790**	**$168,742**	**$14,088,532**	**$910,623**	**$14,999,155**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	49,339	2,072	51,411	11,674	63,085
3400 Other Funds Ltd	-	-	-	5,837	5,837
6400 Federal Funds Ltd	52,997	2,226	55,223	-	55,223
All Funds	102,336	4,298	106,634	17,511	124,145
4125 Out of State Travel					
8000 General Fund	2,658	112	2,770	-	2,770

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	60,739	2,551	63,290	-	63,290
All Funds	63,397	2,663	66,060	-	66,060
4150 Employee Training					
8000 General Fund	84,595	3,552	88,147	8,680	96,827
3400 Other Funds Ltd	-	-	-	4,340	4,340
6400 Federal Funds Ltd	24,674	1,036	25,710	-	25,710
All Funds	109,269	4,588	113,857	13,020	126,877
4175 Office Expenses					
8000 General Fund	76,617	3,218	79,835	4,960	84,795
3400 Other Funds Ltd	-	-	-	2,480	2,480
6400 Federal Funds Ltd	66,977	2,813	69,790	-	69,790
All Funds	143,594	6,031	149,625	7,440	157,065
4200 Telecommunications					
8000 General Fund	58,262	2,448	60,710	3,720	64,430
3400 Other Funds Ltd	-	-	-	1,860	1,860
6400 Federal Funds Ltd	36,447	1,531	37,978	-	37,978
All Funds	94,709	3,979	98,688	5,580	104,268
4225 State Gov. Service Charges					
8000 General Fund	1,141,616	222,531	1,364,147	-	1,364,147
3400 Other Funds Ltd	53,309	10,391	63,700	-	63,700
6400 Federal Funds Ltd	215,113	41,931	257,044	-	257,044
All Funds	1,410,038	274,853	1,684,891	-	1,684,891
4250 Data Processing					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	14,742	620	15,362	1,614	16,976
3400 Other Funds Ltd	-	-	-	807	807
6400 Federal Funds Ltd	1,527	64	1,591	-	1,591
All Funds	16,269	684	16,953	2,421	19,374
4275 Publicity and Publications					
8000 General Fund	11,517	484	12,001	1,238	13,239
3400 Other Funds Ltd	-	-	-	619	619
6400 Federal Funds Ltd	13,476	565	14,041	-	14,041
All Funds	24,993	1,049	26,042	1,857	27,899
4300 Professional Services					
8000 General Fund	1,160,454	78,913	1,239,367	-	1,239,367
3400 Other Funds Ltd	-	-	-	4,441,333	4,441,333
All Funds	1,160,454	78,913	1,239,367	4,441,333	5,680,700
4315 IT Professional Services					
8000 General Fund	308,705	20,992	329,697	-	329,697
4325 Attorney General					
8000 General Fund	45,635	10,615	56,250	-	56,250
4375 Employee Recruitment and Develop					
8000 General Fund	9,951	418	10,369	992	11,361
3400 Other Funds Ltd	-	-	-	496	496
6400 Federal Funds Ltd	476	20	496	-	496
All Funds	10,427	438	10,865	1,488	12,353
4400 Dues and Subscriptions					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	162,505	6,740	169,245	1,238	170,483
3400 Other Funds Ltd	-	-	-	619	619
6400 Federal Funds Ltd	15,219	-	15,219	-	15,219
All Funds	177,724	6,740	184,464	1,857	186,321
4425 Facilities Rental and Taxes					
8000 General Fund	612,936	25,743	638,679	17,120	655,799
3400 Other Funds Ltd	-	-	-	8,560	8,560
6400 Federal Funds Ltd	196,953	8,272	205,225	-	205,225
All Funds	809,889	34,015	843,904	25,680	869,584
4575 Agency Program Related S and S					
8000 General Fund	1,573	66	1,639	-	1,639
6400 Federal Funds Ltd	3,685	155	3,840	-	3,840
All Funds	5,258	221	5,479	-	5,479
4625 Other COP Costs					
3400 Other Funds Ltd	95,000	3,990	98,990	-	98,990
4650 Other Services and Supplies					
8000 General Fund	446,687	18,761	465,448	8,928	474,376
3400 Other Funds Ltd	-	-	-	79,464	79,464
6400 Federal Funds Ltd	66,278	2,784	69,062	-	69,062
All Funds	512,965	21,545	534,510	88,392	622,902
4700 Expendable Prop 250 - 5000					
8000 General Fund	71,035	2,983	74,018	5,952	79,970
3400 Other Funds Ltd	-	-	-	2,976	2,976

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	71,035	2,983	74,018	8,928	82,946
4715 IT Expendable Property					
8000 General Fund	23,859	1,002	24,861	-	24,861
6400 Federal Funds Ltd	20,707	870	21,577	-	21,577
All Funds	44,566	1,872	46,438	-	46,438
TOTAL SERVICES & SUPPLIES					
8000 General Fund	4,282,686	401,270	4,683,956	66,116	4,750,072
3400 Other Funds Ltd	148,309	14,381	162,690	4,549,391	4,712,081
6400 Federal Funds Ltd	775,268	64,818	840,086	-	840,086
TOTAL SERVICES & SUPPLIES	**$5,206,263**	**$480,469**	**$5,686,732**	**$4,615,507**	**$10,302,239**
CAPITAL OUTLAY					
5550 Data Processing Software					
3400 Other Funds Ltd	8,650,157	363,307	9,013,464	(3,213,464)	5,800,000
SPECIAL PAYMENTS					
6085 Other Special Payments					
3400 Other Funds Ltd	13,441,800	914,043	14,355,843	-	14,355,843
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	2,605,000	-	2,605,000	780,000	3,385,000
7150 Interest - Bonds					
8030 General Fund Debt Svc	554,856	-	554,856	428,137	982,993
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	3,159,856	-	3,159,856	1,208,137	4,367,993

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL EXPENDITURES					
8000 General Fund	16,185,044	613,356	16,798,400	651,130	17,449,530
8030 General Fund Debt Svc	3,159,856	-	3,159,856	1,208,137	4,367,993
3400 Other Funds Ltd	22,247,063	1,284,934	23,531,997	1,661,536	25,193,533
6400 Federal Funds Ltd	2,785,903	28,271	2,814,174	-	2,814,174
TOTAL EXPENDITURES	**$44,377,866**	**$1,926,561**	**$46,304,427**	**$3,520,803**	**$49,825,230**
ENDING BALANCE					
3400 Other Funds Ltd	4,250,000	-	4,250,000	-	4,250,000
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	46	-	46	3	49
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	45.00	-	45.00	2.88	47.88

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	248,504	-	248,504	-	248,504
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	580,110	-	580,110	-	580,110
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	828,614	-	828,614	-	828,614
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	5,314,874	112,588	5,427,462	306,065	5,733,527
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	311,885	(2,016)	309,869	-	309,869
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	450,223	11,564	461,787	-	461,787
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	7,021	-	7,021	-	7,021
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	3,637,050	(9,630)	3,627,420	-	3,627,420
TOTAL TRANSFERS IN					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	3,644,071	(9,630)	3,634,441	-	3,634,441
TOTAL REVENUES					
8000 General Fund	5,314,874	112,588	5,427,462	306,065	5,733,527
3400 Other Funds Ltd	3,955,956	(11,646)	3,944,310	-	3,944,310
6400 Federal Funds Ltd	450,223	11,564	461,787	-	461,787
TOTAL REVENUES	**$9,721,053**	**$112,506**	**$9,833,559**	**$306,065**	**$10,139,624**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(7,021)	-	(7,021)	-	(7,021)
AVAILABLE REVENUES					
8000 General Fund	5,314,874	112,588	5,427,462	306,065	5,733,527
3400 Other Funds Ltd	4,777,549	(11,646)	4,765,903	-	4,765,903
6400 Federal Funds Ltd	450,223	11,564	461,787	-	461,787
TOTAL AVAILABLE REVENUES	**$10,542,646**	**$112,506**	**$10,655,152**	**$306,065**	**$10,961,217**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	2,679,096	-	2,679,096	181,818	2,860,914
3400 Other Funds Ltd	1,653,216	-	1,653,216	141,534	1,794,750
6400 Federal Funds Ltd	228,726	-	228,726	-	228,726
All Funds	4,561,038	-	4,561,038	323,352	4,884,390
3160 Temporary Appointments					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	59,885	2,515	62,400	-	62,400
3170 Overtime Payments					
8000 General Fund	1,511	63	1,574	-	1,574
3190 All Other Differential					
8000 General Fund	2,665	112	2,777	-	2,777
TOTAL SALARIES & WAGES					
8000 General Fund	2,743,157	2,690	2,745,847	181,818	2,927,665
3400 Other Funds Ltd	1,653,216	-	1,653,216	141,534	1,794,750
6400 Federal Funds Ltd	228,726	-	228,726	-	228,726
TOTAL SALARIES & WAGES	**$4,625,099**	**$2,690**	**$4,627,789**	**$323,352**	**$4,951,141**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	843	-	843	63	906
3400 Other Funds Ltd	432	-	432	54	486
6400 Federal Funds Ltd	72	-	72	-	72
All Funds	1,347	-	1,347	117	1,464
3220 Public Employees' Retire Cont					
8000 General Fund	564,560	37	564,597	38,255	602,852
3400 Other Funds Ltd	347,836	-	347,836	29,779	377,615
6400 Federal Funds Ltd	48,124	-	48,124	-	48,124
All Funds	960,520	37	960,557	68,034	1,028,591
3221 Pension Obligation Bond					
8000 General Fund	92,123	13,102	105,225	-	105,225

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	94,434	(29,603)	64,831	-	64,831
6400 Federal Funds Ltd	9,869	(899)	8,970	-	8,970
All Funds	196,426	(17,400)	179,026	-	179,026
3230 Social Security Taxes					
8000 General Fund	206,545	206	206,751	13,909	220,660
3400 Other Funds Ltd	124,310	-	124,310	10,827	135,137
6400 Federal Funds Ltd	17,498	-	17,498	-	17,498
All Funds	348,353	206	348,559	24,736	373,295
3241 Paid Family Medical Leave Insurance					
8000 General Fund	10,520	-	10,520	727	11,247
3400 Other Funds Ltd	6,475	-	6,475	566	7,041
6400 Federal Funds Ltd	915	-	915	-	915
All Funds	17,910	-	17,910	1,293	19,203
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	492	-	492	37	529
3400 Other Funds Ltd	252	-	252	31	283
6400 Federal Funds Ltd	42	-	42	-	42
All Funds	786	-	786	68	854
3260 Mass Transit Tax					
8000 General Fund	15,688	787	16,475	1,091	17,566
3400 Other Funds Ltd	9,294	625	9,919	849	10,768
All Funds	24,982	1,412	26,394	1,940	28,334
3270 Flexible Benefits					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	496,527	-	496,527	37,107	533,634
3400 Other Funds Ltd	254,448	-	254,448	31,806	286,254
6400 Federal Funds Ltd	42,408	-	42,408	-	42,408
All Funds	793,383	-	793,383	68,913	862,296
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,387,298	14,132	1,401,430	91,189	1,492,619
3400 Other Funds Ltd	837,481	(28,978)	808,503	73,912	882,415
6400 Federal Funds Ltd	118,928	(899)	118,029	-	118,029
TOTAL OTHER PAYROLL EXPENSES	**$2,343,707**	**($15,745)**	**$2,327,962**	**$165,101**	**$2,493,063**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(248,592)	111,300	(137,292)	-	(137,292)
3400 Other Funds Ltd	-	(82,661)	(82,661)	-	(82,661)
6400 Federal Funds Ltd	(9,939)	(1,497)	(11,436)	-	(11,436)
All Funds	(258,531)	27,142	(231,389)	-	(231,389)
TOTAL PERSONAL SERVICES					
8000 General Fund	3,881,863	128,122	4,009,985	273,007	4,282,992
3400 Other Funds Ltd	2,490,697	(111,639)	2,379,058	215,446	2,594,504
6400 Federal Funds Ltd	337,715	(2,396)	335,319	-	335,319
TOTAL PERSONAL SERVICES	**$6,710,275**	**$14,087**	**$6,724,362**	**$488,453**	**$7,212,815**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	27,682	(574)	27,108	5,837	32,945

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	8,831	371	9,202	5,837	15,039
6400 Federal Funds Ltd	4,964	208	5,172	-	5,172
All Funds	41,477	5	41,482	11,674	53,156
4125 Out of State Travel					
8000 General Fund	6,336	266	6,602	-	6,602
6400 Federal Funds Ltd	4,516	190	4,706	-	4,706
All Funds	10,852	456	11,308	-	11,308
4150 Employee Training					
8000 General Fund	51,273	(1,457)	49,816	4,340	54,156
3400 Other Funds Ltd	47,831	2,009	49,840	4,340	54,180
6400 Federal Funds Ltd	2,773	116	2,889	-	2,889
All Funds	101,877	668	102,545	8,680	111,225
4175 Office Expenses					
8000 General Fund	43,687	(228)	43,459	2,480	45,939
3400 Other Funds Ltd	25,203	1,059	26,262	2,480	28,742
6400 Federal Funds Ltd	5,873	247	6,120	-	6,120
All Funds	74,763	1,078	75,841	4,960	80,801
4200 Telecommunications					
8000 General Fund	29,468	(310)	29,158	1,860	31,018
3400 Other Funds Ltd	34,069	1,431	35,500	1,860	37,360
6400 Federal Funds Ltd	4,308	181	4,489	-	4,489
All Funds	67,845	1,302	69,147	3,720	72,867
4225 State Gov. Service Charges					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	215,721	42,050	257,771	-	257,771
3400 Other Funds Ltd	50,574	9,858	60,432	-	60,432
6400 Federal Funds Ltd	57,034	11,118	68,152	-	68,152
All Funds	323,329	63,026	386,355	-	386,355
4250 Data Processing					
8000 General Fund	12,009	(165)	11,844	807	12,651
3400 Other Funds Ltd	1,316,261	55,283	1,371,544	807	1,372,351
6400 Federal Funds Ltd	160	7	167	-	167
All Funds	1,328,430	55,125	1,383,555	1,614	1,385,169
4275 Publicity and Publications					
8000 General Fund	9,056	(134)	8,922	619	9,541
3400 Other Funds Ltd	18,872	793	19,665	619	20,284
6400 Federal Funds Ltd	790	33	823	-	823
All Funds	28,718	692	29,410	1,238	30,648
4300 Professional Services					
8000 General Fund	675,831	(60,843)	614,988	-	614,988
3400 Other Funds Ltd	209,763	14,264	224,027	-	224,027
6400 Federal Funds Ltd	19,655	1,337	20,992	-	20,992
All Funds	905,249	(45,242)	860,007	-	860,007
4315 IT Professional Services					
8000 General Fund	56,730	3,858	60,588	-	60,588
3400 Other Funds Ltd	6,326	430	6,756	-	6,756
All Funds	63,056	4,288	67,344	-	67,344

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4325 Attorney General					
8000 General Fund	17,961	4,178	22,139	-	22,139
3400 Other Funds Ltd	5,400	1,256	6,656	-	6,656
All Funds	23,361	5,434	28,795	-	28,795
4375 Employee Recruitment and Develop					
8000 General Fund	6,153	(154)	5,999	496	6,495
3400 Other Funds Ltd	4,764	200	4,964	496	5,460
6400 Federal Funds Ltd	70	3	73	-	73
All Funds	10,987	49	11,036	992	12,028
4400 Dues and Subscriptions					
8000 General Fund	72,219	2,518	74,737	619	75,356
3400 Other Funds Ltd	5,830	240	6,070	619	6,689
6400 Federal Funds Ltd	2,501	3	2,504	-	2,504
All Funds	80,550	2,761	83,311	1,238	84,549
4425 Facilities Rental and Taxes					
8000 General Fund	101,858	(2,844)	99,014	8,560	107,574
3400 Other Funds Ltd	125,357	5,265	130,622	8,560	139,182
6400 Federal Funds Ltd	7,499	315	7,814	-	7,814
All Funds	234,714	2,736	237,450	17,120	254,570
4575 Agency Program Related S and S					
8000 General Fund	814	34	848	-	848
6400 Federal Funds Ltd	541	23	564	-	564
All Funds	1,355	57	1,412	-	1,412

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4600 Intra-agency Charges					
3400 Other Funds Ltd	32,604	1,369	33,973	-	33,973
4650 Other Services and Supplies					
8000 General Fund	57,495	(1,299)	56,196	4,464	60,660
3400 Other Funds Ltd	108,735	4,567	113,302	4,464	117,766
All Funds	166,230	3,268	169,498	8,928	178,426
4700 Expendable Prop 250 - 5000					
8000 General Fund	41,950	(714)	41,236	2,976	44,212
3400 Other Funds Ltd	31,412	1,319	32,731	2,976	35,707
All Funds	73,362	605	73,967	5,952	79,919
4715 IT Expendable Property					
8000 General Fund	6,768	284	7,052	-	7,052
3400 Other Funds Ltd	6,521	274	6,795	-	6,795
6400 Federal Funds Ltd	1,824	77	1,901	-	1,901
All Funds	15,113	635	15,748	-	15,748
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,433,011	(15,534)	1,417,477	33,058	1,450,535
3400 Other Funds Ltd	2,038,353	99,988	2,138,341	33,058	2,171,399
6400 Federal Funds Ltd	112,508	13,858	126,366	-	126,366
TOTAL SERVICES & SUPPLIES	**$3,583,872**	**$98,312**	**$3,682,184**	**$66,116**	**$3,748,300**
TOTAL EXPENDITURES					
8000 General Fund	5,314,874	112,588	5,427,462	306,065	5,733,527
3400 Other Funds Ltd	4,529,050	(11,651)	4,517,399	248,504	4,765,903

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	450,223	11,462	461,685	-	461,685
TOTAL EXPENDITURES	**$10,294,147**	**$112,399**	**$10,406,546**	**$554,569**	**$10,961,115**
ENDING BALANCE					
3400 Other Funds Ltd	248,499	5	248,504	(248,504)	-
6400 Federal Funds Ltd	-	102	102	-	102
TOTAL ENDING BALANCE	**$248,499**	**$107**	**$248,606**	**($248,504)**	**$102**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	21	-	21	2	23
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	18.64	-	18.64	1.63	20.27

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	317,916	-	317,916	-	317,916
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	2,727,886	69,035	2,796,921	-	2,796,921
LICENSES AND FEES					
0210 Non-business Lic. and Fees					
3400 Other Funds Ltd	517,666	(10,291)	507,375	-	507,375
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	2,711,824	(49,043)	2,662,781	-	2,662,781
OTHER					
0975 Other Revenues					
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	272,578	15,800	288,378	-	288,378
All Funds	872,578	15,800	888,378	-	888,378
TRANSFERS IN					
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	1,100,000	46,200	1,146,200	-	1,146,200
TOTAL REVENUES					
8000 General Fund	2,727,886	69,035	2,796,921	-	2,796,921

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	4,602,068	2,666	4,604,734	-	4,604,734
TOTAL REVENUES	**$7,929,954**	**$71,701**	**$8,001,655**	**-**	**$8,001,655**
AVAILABLE REVENUES					
8000 General Fund	2,727,886	69,035	2,796,921	-	2,796,921
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	4,919,984	2,666	4,922,650	-	4,922,650
TOTAL AVAILABLE REVENUES	**$8,247,870**	**$71,701**	**$8,319,571**	**-**	**$8,319,571**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	1,551,156	-	1,551,156	-	1,551,156
3400 Other Funds Ltd	1,758,465	-	1,758,465	-	1,758,465
All Funds	3,309,621	-	3,309,621	-	3,309,621
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	468	-	468	-	468
3400 Other Funds Ltd	561	-	561	-	561
All Funds	1,029	-	1,029	-	1,029
3220 Public Employees' Retire Cont					
8000 General Fund	326,363	-	326,363	-	326,363
3400 Other Funds Ltd	369,981	-	369,981	-	369,981

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	696,344	-	696,344	-	696,344
3221 Pension Obligation Bond					
8000 General Fund	67,201	(6,372)	60,829	-	60,829
3400 Other Funds Ltd	106,025	(37,067)	68,958	-	68,958
All Funds	173,226	(43,439)	129,787	-	129,787
3230 Social Security Taxes					
8000 General Fund	117,010	-	117,010	-	117,010
3400 Other Funds Ltd	132,869	-	132,869	-	132,869
All Funds	249,879	-	249,879	-	249,879
3241 Paid Family Medical Leave Insurance					
8000 General Fund	6,098	-	6,098	-	6,098
3400 Other Funds Ltd	6,927	-	6,927	-	6,927
All Funds	13,025	-	13,025	-	13,025
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	273	-	273	-	273
3400 Other Funds Ltd	326	-	326	-	326
All Funds	599	-	599	-	599
3260 Mass Transit Tax					
8000 General Fund	7,062	2,245	9,307	-	9,307
3400 Other Funds Ltd	9,725	826	10,551	-	10,551
All Funds	16,787	3,071	19,858	-	19,858
3270 Flexible Benefits					
8000 General Fund	275,652	-	275,652	-	275,652

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	330,429	-	330,429	-	330,429
All Funds	606,081	-	606,081	-	606,081
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	800,127	(4,127)	796,000	-	796,000
3400 Other Funds Ltd	956,843	(36,241)	920,602	-	920,602
TOTAL OTHER PAYROLL EXPENSES	**$1,756,970**	**($40,368)**	**$1,716,602**	**-**	**$1,716,602**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(113,502)	35,944	(77,558)	-	(77,558)
3400 Other Funds Ltd	(27,222)	(60,701)	(87,923)	-	(87,923)
All Funds	(140,724)	(24,757)	(165,481)	-	(165,481)
TOTAL PERSONAL SERVICES					
8000 General Fund	2,237,781	31,817	2,269,598	-	2,269,598
3400 Other Funds Ltd	2,688,086	(96,942)	2,591,144	-	2,591,144
TOTAL PERSONAL SERVICES	**$4,925,867**	**($65,125)**	**$4,860,742**	**-**	**$4,860,742**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	9,536	(436)	9,100	-	9,100
3400 Other Funds Ltd	2,215	93	2,308	-	2,308
All Funds	11,751	(343)	11,408	-	11,408
4125 Out of State Travel					
8000 General Fund	5,413	227	5,640	-	5,640
3400 Other Funds Ltd	6,433	271	6,704	-	6,704

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	11,846	498	12,344	-	12,344
4150 Employee Training					
8000 General Fund	9,971	(3,921)	6,050	-	6,050
3400 Other Funds Ltd	17,778	746	18,524	-	18,524
All Funds	27,749	(3,175)	24,574	-	24,574
4175 Office Expenses					
8000 General Fund	7,300	(2,173)	5,127	-	5,127
3400 Other Funds Ltd	23,487	987	24,474	-	24,474
All Funds	30,787	(1,186)	29,601	-	29,601
4200 Telecommunications					
8000 General Fund	6,805	(1,574)	5,231	-	5,231
3400 Other Funds Ltd	24,016	1,009	25,025	-	25,025
All Funds	30,821	(565)	30,256	-	30,256
4225 State Gov. Service Charges					
8000 General Fund	269,842	52,599	322,441	-	322,441
3400 Other Funds Ltd	27,382	5,338	32,720	-	32,720
All Funds	297,224	57,937	355,161	-	355,161
4250 Data Processing					
8000 General Fund	3,798	(647)	3,151	-	3,151
3400 Other Funds Ltd	29,586	1,243	30,829	-	30,829
All Funds	33,384	596	33,980	-	33,980
4275 Publicity and Publications					
8000 General Fund	1,451	(558)	893	-	893

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	2,973	125	3,098	-	3,098
All Funds	4,424	(433)	3,991	-	3,991
4300 Professional Services					
8000 General Fund	68,171	4,636	72,807	-	72,807
3400 Other Funds Ltd	448,170	30,475	478,645	-	478,645
All Funds	516,341	35,111	551,452	-	551,452
4315 IT Professional Services					
8000 General Fund	25,079	1,705	26,784	-	26,784
4325 Attorney General					
8000 General Fund	5,241	1,219	6,460	-	6,460
3400 Other Funds Ltd	8,695	2,023	10,718	-	10,718
All Funds	13,936	3,242	17,178	-	17,178
4375 Employee Recruitment and Develop					
8000 General Fund	1,543	(431)	1,112	-	1,112
3400 Other Funds Ltd	4,166	176	4,342	-	4,342
All Funds	5,709	(255)	5,454	-	5,454
4400 Dues and Subscriptions					
8000 General Fund	40,176	(3,395)	36,781	-	36,781
3400 Other Funds Ltd	3,078	115	3,193	-	3,193
All Funds	43,254	(3,280)	39,974	-	39,974
4425 Facilities Rental and Taxes					
8000 General Fund	16,056	(7,886)	8,170	-	8,170
3400 Other Funds Ltd	84,360	3,543	87,903	-	87,903

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	100,416	(4,343)	96,073	-	96,073
4575 Agency Program Related S and S					
8000 General Fund	161	7	168	-	168
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	90,804	3,813	94,617	-	94,617
All Funds	690,965	3,820	694,785	-	694,785
4650 Other Services and Supplies					
8000 General Fund	173	7	180	-	180
3400 Other Funds Ltd	10,927	459	11,386	-	11,386
All Funds	11,100	466	11,566	-	11,566
4700 Expendable Prop 250 - 5000					
8000 General Fund	15,368	(2,330)	13,038	-	13,038
3400 Other Funds Ltd	71,220	2,992	74,212	-	74,212
All Funds	86,588	662	87,250	-	87,250
4715 IT Expendable Property					
8000 General Fund	4,021	169	4,190	-	4,190
TOTAL SERVICES & SUPPLIES					
8000 General Fund	490,105	37,218	527,323	-	527,323
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	855,290	53,408	908,698	-	908,698
TOTAL SERVICES & SUPPLIES	**$1,945,395**	**$90,626**	**$2,036,021**	**-**	**$2,036,021**
SPECIAL PAYMENTS					
6048 Spc Pmt to Public Universities					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	1,100,000	46,200	1,146,200	-	1,146,200
TOTAL EXPENDITURES					
8000 General Fund	2,727,886	69,035	2,796,921	-	2,796,921
3200 Other Funds Non-Ltd	600,000	-	600,000	-	600,000
3400 Other Funds Ltd	4,643,376	2,666	4,646,042	-	4,646,042
TOTAL EXPENDITURES	**$7,971,262**	**$71,701**	**$8,042,963**	**-**	**$8,042,963**
ENDING BALANCE					
3400 Other Funds Ltd	276,608	-	276,608	-	276,608
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	16	-	16	-	16
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	14.24	-	14.24	-	14.24

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	2,391,586	(67,079)	2,324,507	-	2,324,507
AVAILABLE REVENUES					
8000 General Fund	2,391,586	(67,079)	2,324,507	-	2,324,507
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	1,300,248	-	1,300,248	-	1,300,248
3190 All Other Differential					
8000 General Fund	747	31	778	-	778
TOTAL SALARIES & WAGES					
8000 General Fund	1,300,995	31	1,301,026	-	1,301,026
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	360	-	360	-	360
3220 Public Employees' Retire Cont					
8000 General Fund	273,729	7	273,736	-	273,736
3221 Pension Obligation Bond					
8000 General Fund	62,659	(11,640)	51,019	-	51,019
3230 Social Security Taxes					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	97,695	2	97,697	-	97,697
3241 Paid Family Medical Leave Insurance					
8000 General Fund	5,086	-	5,086	-	5,086
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	210	-	210	-	210
3260 Mass Transit Tax					
8000 General Fund	6,657	1,149	7,806	-	7,806
3270 Flexible Benefits					
8000 General Fund	212,040	-	212,040	-	212,040
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	658,436	(10,482)	647,954	-	647,954
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(66,569)	1,519	(65,050)	-	(65,050)
TOTAL PERSONAL SERVICES					
8000 General Fund	1,892,862	(8,932)	1,883,930	-	1,883,930
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	10,307	433	10,740	-	10,740
4125 Out of State Travel					
8000 General Fund	5,413	227	5,640	-	5,640
4150 Employee Training					
8000 General Fund	13,968	587	14,555	-	14,555

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
4175 Office Expenses					
8000 General Fund	9,584	403	9,987	-	9,987
4200 Telecommunications					
8000 General Fund	8,518	358	8,876	-	8,876
4225 State Gov. Service Charges					
8000 General Fund	141,787	27,638	169,425	-	169,425
4250 Data Processing					
8000 General Fund	4,540	191	4,731	-	4,731
4275 Publicity and Publications					
8000 General Fund	2,021	85	2,106	-	2,106
4300 Professional Services					
8000 General Fund	168,171	(95,364)	72,807	-	72,807
4315 IT Professional Services					
8000 General Fund	25,079	1,705	26,784	-	26,784
4325 Attorney General					
8000 General Fund	5,241	1,219	6,460	-	6,460
4375 Employee Recruitment and Develop					
8000 General Fund	1,999	84	2,083	-	2,083
4400 Dues and Subscriptions					
8000 General Fund	45,940	1,929	47,869	-	47,869
4425 Facilities Rental and Taxes					
8000 General Fund	34,599	1,453	36,052	-	36,052
4575 Agency Program Related S and S					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	162	7	169	-	169
4650 Other Services and Supplies					
8000 General Fund	4,678	196	4,874	-	4,874
4700 Expendable Prop 250 - 5000					
8000 General Fund	12,696	533	13,229	-	13,229
4715 IT Expendable Property					
8000 General Fund	4,021	169	4,190	-	4,190
TOTAL SERVICES & SUPPLIES					
8000 General Fund	498,724	(58,147)	440,577	-	440,577
TOTAL EXPENDITURES					
8000 General Fund	2,391,586	(67,079)	2,324,507	-	2,324,507
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	5	-	5	-	5
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	5.00	-	5.00	-	5.00

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	30,844	-	30,844	-	30,844
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	18,441,772	1,153,217	19,594,989	-	19,594,989
DONATIONS AND CONTRIBUTIONS					
0910 Grants (Non-Fed)					
3400 Other Funds Ltd	640,135	-	640,135	-	640,135
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	3,431,142	(664)	3,430,478	-	3,430,478
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	13,460,190	801,172	14,261,362	-	14,261,362
TRANSFERS IN					
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	2,812,038	118,106	2,930,144	-	2,930,144
TOTAL REVENUES					
8000 General Fund	18,441,772	1,153,217	19,594,989	-	19,594,989
3400 Other Funds Ltd	6,883,315	117,442	7,000,757	-	7,000,757
6400 Federal Funds Ltd	13,460,190	801,172	14,261,362	-	14,261,362

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL REVENUES	**$38,785,277**	**$2,071,831**	**$40,857,108**	**-**	**$40,857,108**
AVAILABLE REVENUES					
8000 General Fund	18,441,772	1,153,217	19,594,989	-	19,594,989
3400 Other Funds Ltd	6,914,159	117,442	7,031,601	-	7,031,601
6400 Federal Funds Ltd	13,460,190	801,172	14,261,362	-	14,261,362
TOTAL AVAILABLE REVENUES	**$38,816,121**	**$2,071,831**	**$40,887,952**	**-**	**$40,887,952**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	1,680,788	-	1,680,788	-	1,680,788
3400 Other Funds Ltd	2,164,723	-	2,164,723	-	2,164,723
6400 Federal Funds Ltd	981,739	-	981,739	-	981,739
All Funds	4,827,250	-	4,827,250	-	4,827,250
3190 All Other Differential					
8000 General Fund	5,881	247	6,128	-	6,128
3400 Other Funds Ltd	2,836	119	2,955	-	2,955
All Funds	8,717	366	9,083	-	9,083
TOTAL SALARIES & WAGES					
8000 General Fund	1,686,669	247	1,686,916	-	1,686,916
3400 Other Funds Ltd	2,167,559	119	2,167,678	-	2,167,678
6400 Federal Funds Ltd	981,739	-	981,739	-	981,739
TOTAL SALARIES & WAGES	**$4,835,967**	**$366**	**$4,836,333**	**-**	**$4,836,333**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	502	-	502	-	502
3400 Other Funds Ltd	673	-	673	-	673
6400 Federal Funds Ltd	317	-	317	-	317
All Funds	1,492	-	1,492	-	1,492
3220 Public Employees' Retire Cont					
8000 General Fund	354,874	52	354,926	-	354,926
3400 Other Funds Ltd	456,052	25	456,077	-	456,077
6400 Federal Funds Ltd	206,557	-	206,557	-	206,557
All Funds	1,017,483	77	1,017,560	-	1,017,560
3221 Pension Obligation Bond					
8000 General Fund	82,647	(16,504)	66,143	-	66,143
3400 Other Funds Ltd	70,407	14,594	85,001	-	85,001
6400 Federal Funds Ltd	40,848	(2,349)	38,499	-	38,499
All Funds	193,902	(4,259)	189,643	-	189,643
3230 Social Security Taxes					
8000 General Fund	126,383	19	126,402	-	126,402
3400 Other Funds Ltd	165,487	9	165,496	-	165,496
6400 Federal Funds Ltd	74,772	-	74,772	-	74,772
All Funds	366,642	28	366,670	-	366,670
3241 Paid Family Medical Leave Insurance					
8000 General Fund	6,577	1	6,578	-	6,578

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	8,649	-	8,649	-	8,649
6400 Federal Funds Ltd	3,906	-	3,906	-	3,906
All Funds	19,132	1	19,133	-	19,133
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	293	-	293	-	293
3400 Other Funds Ltd	394	-	394	-	394
6400 Federal Funds Ltd	185	-	185	-	185
All Funds	872	-	872	-	872
3260 Mass Transit Tax					
8000 General Fund	8,622	1,499	10,121	-	10,121
3400 Other Funds Ltd	9,975	3,032	13,007	-	13,007
All Funds	18,597	4,531	23,128	-	23,128
3270 Flexible Benefits					
8000 General Fund	294,734	-	294,734	-	294,734
3400 Other Funds Ltd	396,869	-	396,869	-	396,869
6400 Federal Funds Ltd	186,595	-	186,595	-	186,595
All Funds	878,198	-	878,198	-	878,198
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	874,632	(14,933)	859,699	-	859,699
3400 Other Funds Ltd	1,108,506	17,660	1,126,166	-	1,126,166
6400 Federal Funds Ltd	513,180	(2,349)	510,831	-	510,831
TOTAL OTHER PAYROLL EXPENSES	**$2,496,318**	**$378**	**$2,496,696**	**-**	**$2,496,696**
P.S. BUDGET ADJUSTMENTS					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3455 Vacancy Savings					
8000 General Fund	(162,894)	78,561	(84,333)	-	(84,333)
3400 Other Funds Ltd	(22,913)	(85,465)	(108,378)	-	(108,378)
6400 Federal Funds Ltd	(52,738)	3,651	(49,087)	-	(49,087)
All Funds	(238,545)	(3,253)	(241,798)	-	(241,798)
TOTAL PERSONAL SERVICES					
8000 General Fund	2,398,407	63,875	2,462,282	-	2,462,282
3400 Other Funds Ltd	3,253,152	(67,686)	3,185,466	-	3,185,466
6400 Federal Funds Ltd	1,442,181	1,302	1,443,483	-	1,443,483
TOTAL PERSONAL SERVICES	**$7,093,740**	**($2,509)**	**$7,091,231**	**-**	**$7,091,231**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	22,369	939	23,308	-	23,308
3400 Other Funds Ltd	179,490	7,539	187,029	-	187,029
6400 Federal Funds Ltd	22,084	928	23,012	-	23,012
All Funds	223,943	9,406	233,349	-	233,349
4125 Out of State Travel					
8000 General Fund	20,232	850	21,082	-	21,082
3400 Other Funds Ltd	45,570	1,913	47,483	-	47,483
6400 Federal Funds Ltd	30,610	1,286	31,896	-	31,896
All Funds	96,412	4,049	100,461	-	100,461
4150 Employee Training					
8000 General Fund	29,114	1,223	30,337	-	30,337

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	57,009	2,394	59,403	-	59,403
6400 Federal Funds Ltd	11,642	489	12,131	-	12,131
All Funds	97,765	4,106	101,871	-	101,871
4175 Office Expenses					
8000 General Fund	45,316	1,903	47,219	-	47,219
3400 Other Funds Ltd	112,285	4,716	117,001	-	117,001
6400 Federal Funds Ltd	24,666	1,036	25,702	-	25,702
All Funds	182,267	7,655	189,922	-	189,922
4200 Telecommunications					
8000 General Fund	49,126	2,063	51,189	-	51,189
3400 Other Funds Ltd	38,057	1,598	39,655	-	39,655
6400 Federal Funds Ltd	18,096	760	18,856	-	18,856
All Funds	105,279	4,421	109,700	-	109,700
4225 State Gov. Service Charges					
8000 General Fund	400,238	78,017	478,255	-	478,255
4250 Data Processing					
8000 General Fund	5,042	212	5,254	-	5,254
3400 Other Funds Ltd	3,572	150	3,722	-	3,722
6400 Federal Funds Ltd	677	28	705	-	705
All Funds	9,291	390	9,681	-	9,681
4275 Publicity and Publications					
8000 General Fund	8,075	339	8,414	-	8,414
3400 Other Funds Ltd	45,656	1,917	47,573	-	47,573

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	3,317	139	3,456	-	3,456
All Funds	57,048	2,395	59,443	-	59,443
4300 Professional Services					
8000 General Fund	526,966	35,834	562,800	-	562,800
3400 Other Funds Ltd	719,418	48,920	768,338	-	768,338
6400 Federal Funds Ltd	740,978	50,386	791,364	-	791,364
All Funds	1,987,362	135,140	2,122,502	-	2,122,502
4315 IT Professional Services					
8000 General Fund	462	31	493	-	493
3400 Other Funds Ltd	138,290	9,404	147,694	-	147,694
6400 Federal Funds Ltd	54,542	3,709	58,251	-	58,251
All Funds	193,294	13,144	206,438	-	206,438
4325 Attorney General					
8000 General Fund	39,088	9,092	48,180	-	48,180
3400 Other Funds Ltd	28,344	6,593	34,937	-	34,937
6400 Federal Funds Ltd	6,914	1,609	8,523	-	8,523
All Funds	74,346	17,294	91,640	-	91,640
4375 Employee Recruitment and Develop					
8000 General Fund	3,431	144	3,575	-	3,575
3400 Other Funds Ltd	7,142	300	7,442	-	7,442
6400 Federal Funds Ltd	294	12	306	-	306
All Funds	10,867	456	11,323	-	11,323
4400 Dues and Subscriptions					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	11,987	503	12,490	-	12,490
3400 Other Funds Ltd	18,743	787	19,530	-	19,530
6400 Federal Funds Ltd	19,867	834	20,701	-	20,701
All Funds	50,597	2,124	52,721	-	52,721
4425 Facilities Rental and Taxes					
8000 General Fund	48,805	2,050	50,855	-	50,855
3400 Other Funds Ltd	65,863	2,766	68,629	-	68,629
6400 Federal Funds Ltd	44,232	1,858	46,090	-	46,090
All Funds	158,900	6,674	165,574	-	165,574
4575 Agency Program Related S and S					
8000 General Fund	5,800	244	6,044	-	6,044
3400 Other Funds Ltd	8,558	359	8,917	-	8,917
6400 Federal Funds Ltd	12,666	532	13,198	-	13,198
All Funds	27,024	1,135	28,159	-	28,159
4650 Other Services and Supplies					
8000 General Fund	23,140	972	24,112	-	24,112
3400 Other Funds Ltd	128,276	5,387	133,663	-	133,663
All Funds	151,416	6,359	157,775	-	157,775
4700 Expendable Prop 250 - 5000					
8000 General Fund	19,203	807	20,010	-	20,010
3400 Other Funds Ltd	21,800	916	22,716	-	22,716
All Funds	41,003	1,723	42,726	-	42,726
4715 IT Expendable Property					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	4,751	200	4,951	-	4,951
3400 Other Funds Ltd	25,000	1,050	26,050	-	26,050
6400 Federal Funds Ltd	5,223	219	5,442	-	5,442
All Funds	34,974	1,469	36,443	-	36,443
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,263,145	135,423	1,398,568	-	1,398,568
3400 Other Funds Ltd	1,643,073	96,709	1,739,782	-	1,739,782
6400 Federal Funds Ltd	995,808	63,825	1,059,633	-	1,059,633
TOTAL SERVICES & SUPPLIES	**$3,902,026**	**$295,957**	**$4,197,983**	**-**	**$4,197,983**
SPECIAL PAYMENTS					
6030 Dist to Non-Gov Units					
8000 General Fund	1,937,234	131,732	2,068,966	-	2,068,966
3400 Other Funds Ltd	397,320	27,017	424,337	-	424,337
6400 Federal Funds Ltd	172,191	11,709	183,900	-	183,900
All Funds	2,506,745	170,458	2,677,203	-	2,677,203
6045 Dist to Comm College Districts					
8000 General Fund	363,645	24,728	388,373	-	388,373
3400 Other Funds Ltd	844,142	57,402	901,544	-	901,544
6400 Federal Funds Ltd	10,651,996	724,336	11,376,332	-	11,376,332
All Funds	11,859,783	806,466	12,666,249	-	12,666,249
6048 Spc Pmt to Public Universities					
8000 General Fund	363,645	24,728	388,373	-	388,373
6085 Other Special Payments					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	11,363,693	772,731	12,136,424	-	12,136,424
6291 Spc Pmt to Corrections, Dept of					
6400 Federal Funds Ltd	198,014	-	198,014	-	198,014
6581 Spc Pmt to Education, Dept of					
8000 General Fund	752,003	-	752,003	-	752,003
TOTAL SPECIAL PAYMENTS					
8000 General Fund	14,780,220	953,919	15,734,139	-	15,734,139
3400 Other Funds Ltd	1,241,462	84,419	1,325,881	-	1,325,881
6400 Federal Funds Ltd	11,022,201	736,045	11,758,246	-	11,758,246
TOTAL SPECIAL PAYMENTS	**$27,043,883**	**$1,774,383**	**$28,818,266**	**-**	**$28,818,266**
TOTAL EXPENDITURES					
8000 General Fund	18,441,772	1,153,217	19,594,989	-	19,594,989
3400 Other Funds Ltd	6,137,687	113,442	6,251,129	-	6,251,129
6400 Federal Funds Ltd	13,460,190	801,172	14,261,362	-	14,261,362
TOTAL EXPENDITURES	**$38,039,649**	**$2,067,831**	**$40,107,480**	**-**	**$40,107,480**
ENDING BALANCE					
3400 Other Funds Ltd	776,472	4,000	780,472	-	780,472
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	21	-	21	-	21
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	20.70	-	20.70	-	20.70

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	64,688,175	-	64,688,175	-	64,688,175
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	42,385,775	(12,950,372)	29,435,403	-	29,435,403
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	5,983	-	5,983	-	5,983
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	175,000	-	175,000	-	175,000
0910 Grants (Non-Fed)					
3400 Other Funds Ltd	609,527	-	609,527	-	609,527
TOTAL DONATIONS AND CONTRIBUTIONS					
3400 Other Funds Ltd	784,527	-	784,527	-	784,527
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	13,325,684	(9,246,279)	4,079,405	-	4,079,405
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	120,014,649	7,639,354	127,654,003	-	127,654,003
All Funds	140,550,951	7,639,354	148,190,305	-	148,190,305
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	111,808,631	(111,808,631)	-	-	-
1060 Transfer from General Fund					
3400 Other Funds Ltd	10,000,000	(1,005,757)	8,994,243	-	8,994,243
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	1,425,194	100,904	1,526,098	-	1,526,098
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	2,036,137	-	2,036,137	-	2,036,137
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	125,269,962	(112,713,484)	12,556,478	-	12,556,478
TOTAL REVENUES					
8000 General Fund	42,385,775	(12,950,372)	29,435,403	-	29,435,403
3400 Other Funds Ltd	139,386,156	(121,959,763)	17,426,393	-	17,426,393
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6400 Federal Funds Ltd	120,014,649	7,639,354	127,654,003	-	127,654,003
TOTAL REVENUES	**$322,322,882**	**($127,270,781)**	**$195,052,101**	**-**	**$195,052,101**
TRANSFERS OUT					
2121 Tsfr To Governor, Office of the					
6400 Federal Funds Ltd	(200,000)	-	(200,000)	-	(200,000)
AVAILABLE REVENUES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	42,385,775	(12,950,372)	29,435,403	-	29,435,403
3400 Other Funds Ltd	204,074,331	(121,959,763)	82,114,568	-	82,114,568
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6400 Federal Funds Ltd	119,814,649	7,639,354	127,454,003	-	127,454,003
TOTAL AVAILABLE REVENUES	**$386,811,057**	**($127,270,781)**	**$259,540,276**	**-**	**$259,540,276**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	2,608,384	-	2,608,384	-	2,608,384
3400 Other Funds Ltd	450,824	-	450,824	1,446,336	1,897,160
6400 Federal Funds Ltd	3,948,040	-	3,948,040	-	3,948,040
All Funds	7,007,248	-	7,007,248	1,446,336	8,453,584
3160 Temporary Appointments					
8000 General Fund	71,838	3,016	74,854	-	74,854
6400 Federal Funds Ltd	5,706	241	5,947	-	5,947
All Funds	77,544	3,257	80,801	-	80,801
3170 Overtime Payments					
8000 General Fund	127	4	131	-	131
3400 Other Funds Ltd	904	36	940	-	940
6400 Federal Funds Ltd	909	40	949	-	949
All Funds	1,940	80	2,020	-	2,020
3190 All Other Differential					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	362	15	377	-	377
3400 Other Funds Ltd	21	-	21	-	21
All Funds	383	15	398	-	398
TOTAL SALARIES & WAGES					
8000 General Fund	2,680,711	3,035	2,683,746	-	2,683,746
3400 Other Funds Ltd	451,749	36	451,785	1,446,336	1,898,121
6400 Federal Funds Ltd	3,954,655	281	3,954,936	-	3,954,936
TOTAL SALARIES & WAGES	**$7,087,115**	**$3,352**	**$7,090,467**	**$1,446,336**	**$8,536,803**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	878	-	878	-	878
3400 Other Funds Ltd	162	-	162	486	648
6400 Federal Funds Ltd	1,230	-	1,230	-	1,230
All Funds	2,270	-	2,270	486	2,756
3220 Public Employees' Retire Cont					
8000 General Fund	548,907	3	548,910	-	548,910
3400 Other Funds Ltd	95,048	7	95,055	304,308	399,363
6400 Federal Funds Ltd	799,052	7	799,059	-	799,059
All Funds	1,443,007	17	1,443,024	304,308	1,747,332
3221 Pension Obligation Bond					
8000 General Fund	111,209	(8,902)	102,307	-	102,307
3400 Other Funds Ltd	43,570	(25,855)	17,715	-	17,715
6400 Federal Funds Ltd	165,271	(10,412)	154,859	-	154,859

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	320,050	(45,169)	274,881	-	274,881
3230 Social Security Taxes					
8000 General Fund	205,081	232	205,313	-	205,313
3400 Other Funds Ltd	34,558	3	34,561	110,645	145,206
6400 Federal Funds Ltd	302,536	18	302,554	-	302,554
All Funds	542,175	253	542,428	110,645	653,073
3241 Paid Family Medical Leave Insurance					
8000 General Fund	10,431	-	10,431	-	10,431
3400 Other Funds Ltd	1,806	-	1,806	5,786	7,592
6400 Federal Funds Ltd	15,195	-	15,195	-	15,195
All Funds	27,432	-	27,432	5,786	33,218
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	512	-	512	-	512
3400 Other Funds Ltd	94	-	94	279	373
6400 Federal Funds Ltd	716	-	716	-	716
All Funds	1,322	-	1,322	279	1,601
3260 Mass Transit Tax					
8000 General Fund	12,336	3,765	16,101	-	16,101
3400 Other Funds Ltd	10,099	(7,388)	2,711	8,678	11,389
All Funds	22,435	(3,623)	18,812	8,678	27,490
3270 Flexible Benefits					
8000 General Fund	514,730	-	514,730	-	514,730
3400 Other Funds Ltd	94,535	-	94,535	286,254	380,789

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	723,061	-	723,061	-	723,061
All Funds	1,332,326	-	1,332,326	286,254	1,618,580
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,404,084	(4,902)	1,399,182	-	1,399,182
3400 Other Funds Ltd	279,872	(33,233)	246,639	716,436	963,075
6400 Federal Funds Ltd	2,007,061	(10,387)	1,996,674	-	1,996,674
TOTAL OTHER PAYROLL EXPENSES	**$3,691,017**	**($48,522)**	**$3,642,495**	**$716,436**	**$4,358,931**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(153,362)	19,327	(134,035)	-	(134,035)
3400 Other Funds Ltd	(432)	(22,155)	(22,587)	-	(22,587)
6400 Federal Funds Ltd	(101,488)	(96,243)	(197,731)	-	(197,731)
All Funds	(255,282)	(99,071)	(354,353)	-	(354,353)
TOTAL PERSONAL SERVICES					
8000 General Fund	3,931,433	17,460	3,948,893	-	3,948,893
3400 Other Funds Ltd	731,189	(55,352)	675,837	2,162,772	2,838,609
6400 Federal Funds Ltd	5,860,228	(106,349)	5,753,879	-	5,753,879
TOTAL PERSONAL SERVICES	**$10,522,850**	**($144,241)**	**$10,378,609**	**$2,162,772**	**$12,541,381**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	28,680	1,203	29,883	-	29,883
3400 Other Funds Ltd	23,409	(5,543)	17,866	51,527	69,393
6400 Federal Funds Ltd	36,268	1,523	37,791	-	37,791

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	88,357	(2,817)	85,540	51,527	137,067
4125 Out of State Travel					
8000 General Fund	20,794	872	21,666	-	21,666
3400 Other Funds Ltd	120	4	124	-	124
6400 Federal Funds Ltd	67,578	2,838	70,416	-	70,416
All Funds	88,492	3,714	92,206	-	92,206
4150 Employee Training					
8000 General Fund	53,192	2,235	55,427	-	55,427
3400 Other Funds Ltd	36,893	(32,178)	4,715	33,726	38,441
6400 Federal Funds Ltd	16,219	682	16,901	-	16,901
All Funds	106,304	(29,261)	77,043	33,726	110,769
4175 Office Expenses					
8000 General Fund	65,500	2,751	68,251	-	68,251
3400 Other Funds Ltd	27,115	(20,437)	6,678	21,576	28,254
6400 Federal Funds Ltd	19,604	823	20,427	-	20,427
All Funds	112,219	(16,863)	95,356	21,576	116,932
4200 Telecommunications					
8000 General Fund	32,220	1,354	33,574	-	33,574
3400 Other Funds Ltd	19,942	(15,903)	4,039	16,740	20,779
6400 Federal Funds Ltd	45,113	1,896	47,009	-	47,009
All Funds	97,275	(12,653)	84,622	16,740	101,362
4225 State Gov. Service Charges					
8000 General Fund	656,942	128,057	784,999	-	784,999

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	7,015	1,367	8,382	-	8,382
6400 Federal Funds Ltd	24,000	4,676	28,676	-	28,676
All Funds	687,957	134,100	822,057	-	822,057
4250 Data Processing					
8000 General Fund	11,808	494	12,302	-	12,302
3400 Other Funds Ltd	6,379	(6,370)	9	6,641	6,650
6400 Federal Funds Ltd	4,124	172	4,296	-	4,296
All Funds	22,311	(5,704)	16,607	6,641	23,248
4275 Publicity and Publications					
8000 General Fund	10,229	430	10,659	-	10,659
3400 Other Funds Ltd	7,576	(4,511)	3,065	4,829	7,894
6400 Federal Funds Ltd	13,886	586	14,472	-	14,472
All Funds	31,691	(3,495)	28,196	4,829	33,025
4300 Professional Services					
8000 General Fund	2,940,587	(119,906)	2,820,681	-	2,820,681
3400 Other Funds Ltd	136,775	9,301	146,076	-	146,076
6400 Federal Funds Ltd	3,879,789	263,826	4,143,615	-	4,143,615
All Funds	6,957,151	153,221	7,110,372	-	7,110,372
4315 IT Professional Services					
6400 Federal Funds Ltd	103,887	7,063	110,950	-	110,950
4325 Attorney General					
8000 General Fund	14,910	2,851	17,761	-	17,761
6400 Federal Funds Ltd	18,003	4,188	22,191	-	22,191

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	32,913	7,039	39,952	-	39,952
4375 Employee Recruitment and Develop					
8000 General Fund	5,818	245	6,063	-	6,063
3400 Other Funds Ltd	3,904	(3,804)	100	3,968	4,068
6400 Federal Funds Ltd	1,760	73	1,833	-	1,833
All Funds	11,482	(3,486)	7,996	3,968	11,964
4400 Dues and Subscriptions					
8000 General Fund	7,052	294	7,346	-	7,346
3400 Other Funds Ltd	5,536	(4,596)	940	4,829	5,769
6400 Federal Funds Ltd	4,466	189	4,655	-	4,655
All Funds	17,054	(4,113)	12,941	4,829	17,770
4425 Facilities Rental and Taxes					
8000 General Fund	86,773	3,645	90,418	-	90,418
3400 Other Funds Ltd	88,015	(73,344)	14,671	77,040	91,711
6400 Federal Funds Ltd	113,741	4,778	118,519	-	118,519
All Funds	288,529	(64,921)	223,608	77,040	300,648
4575 Agency Program Related S and S					
8000 General Fund	9,550	400	9,950	-	9,950
3400 Other Funds Ltd	7,131	300	7,431	-	7,431
All Funds	16,681	700	17,381	-	17,381
4650 Other Services and Supplies					
8000 General Fund	79,737	3,350	83,087	-	83,087
3400 Other Funds Ltd	41,375	(37,819)	3,556	39,556	43,112

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6400 Federal Funds Ltd	15,634	659	16,293	-	16,293
All Funds	136,746	(33,810)	102,936	39,556	142,492
4700 Expendable Prop 250 - 5000					
8000 General Fund	65,605	2,756	68,361	-	68,361
3400 Other Funds Ltd	22,972	(22,843)	129	23,808	23,937
6400 Federal Funds Ltd	5,894	246	6,140	-	6,140
All Funds	94,471	(19,841)	74,630	23,808	98,438
4715 IT Expendable Property					
8000 General Fund	3,384	142	3,526	-	3,526
3400 Other Funds Ltd	455	19	474	-	474
6400 Federal Funds Ltd	9,949	418	10,367	-	10,367
All Funds	13,788	579	14,367	-	14,367
TOTAL SERVICES & SUPPLIES					
8000 General Fund	4,092,781	31,173	4,123,954	-	4,123,954
3400 Other Funds Ltd	434,612	(216,357)	218,255	284,240	502,495
6400 Federal Funds Ltd	4,379,915	294,636	4,674,551	-	4,674,551
TOTAL SERVICES & SUPPLIES	**$8,907,308**	**$109,452**	**$9,016,760**	**$284,240**	**$9,301,000**
SPECIAL PAYMENTS					
6020 Dist to Counties					
3400 Other Funds Ltd	73,479	4,996	78,475	-	78,475
6400 Federal Funds Ltd	9,735	662	10,397	-	10,397
All Funds	83,214	5,658	88,872	-	88,872
6025 Dist to Other Gov Unit					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	109,034	7,414	116,448	-	116,448
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6400 Federal Funds Ltd	995,592	67,700	1,063,292	-	1,063,292
All Funds	21,640,928	75,114	21,716,042	-	21,716,042
6030 Dist to Non-Gov Units					
8000 General Fund	8,994,243	(8,994,243)	-	-	-
3400 Other Funds Ltd	2,571,402	9,780,706	12,352,108	-	12,352,108
6400 Federal Funds Ltd	100,689,044	6,846,855	107,535,899	-	107,535,899
All Funds	112,254,689	7,633,318	119,888,007	-	119,888,007
6035 Dist to Individuals					
3400 Other Funds Ltd	174,925	11,895	186,820	-	186,820
6040 Dist to Local School Districts					
3400 Other Funds Ltd	776,736	52,818	829,554	-	829,554
6045 Dist to Comm College Districts					
3400 Other Funds Ltd	38,160	2,595	40,755	-	40,755
6400 Federal Funds Ltd	6,062,067	412,221	6,474,288	-	6,474,288
All Funds	6,100,227	414,816	6,515,043	-	6,515,043
6050 Dist to Non-Profit Organizations					
6400 Federal Funds Ltd	1,818,068	123,629	1,941,697	-	1,941,697
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	10,000,000	(1,005,757)	8,994,243	-	8,994,243
6085 Other Special Payments					
8000 General Fund	15,367,318	(2,999,005)	12,368,313	-	12,368,313

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	129,522,742	(127,522,742)	2,000,000	59,804,484	61,804,484
All Funds	144,890,060	(130,521,747)	14,368,313	59,804,484	74,172,797
TOTAL SPECIAL PAYMENTS					
8000 General Fund	34,361,561	(12,999,005)	21,362,556	-	21,362,556
3400 Other Funds Ltd	133,266,478	(117,662,318)	15,604,160	59,804,484	75,408,644
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6400 Federal Funds Ltd	109,574,506	7,451,067	117,025,573	-	117,025,573
TOTAL SPECIAL PAYMENTS	**$297,738,847**	**($123,210,256)**	**$174,528,591**	**$59,804,484**	**$234,333,075**
TOTAL EXPENDITURES					
8000 General Fund	42,385,775	(12,950,372)	29,435,403	-	29,435,403
3400 Other Funds Ltd	134,432,279	(117,934,027)	16,498,252	62,251,496	78,749,748
6200 Federal Funds Non-Ltd	20,536,302	-	20,536,302	-	20,536,302
6400 Federal Funds Ltd	119,814,649	7,639,354	127,454,003	-	127,454,003
TOTAL EXPENDITURES	**$317,169,005**	**($123,245,045)**	**$193,923,960**	**$62,251,496**	**$256,175,456**
ENDING BALANCE					
3400 Other Funds Ltd	69,642,052	(4,025,736)	65,616,316	(62,251,496)	3,364,820
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	31	-	31	9	40
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	30.50	-	30.50	6.75	37.25

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
4400 Lottery Funds Ltd	29,445,780	-	29,445,780	-	29,445,780
3400 Other Funds Ltd	1,415,103	-	1,415,103	-	1,415,103
All Funds	30,860,883	-	30,860,883	-	30,860,883
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	251,607,302	84,457,487	336,064,789	30,324,253	366,389,042
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	372,234	-	372,234	-	372,234
0415 Admin and Service Charges					
3400 Other Funds Ltd	1,247,899	1,462	1,249,361	-	1,249,361
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	1,620,133	1,462	1,621,595	-	1,621,595
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	76,529	-	76,529	-	76,529
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	16,277,773	1,333,890	17,611,663	-	17,611,663
0910 Grants (Non-Fed)					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	73,158	-	73,158	-	73,158
TOTAL DONATIONS AND CONTRIBUTIONS					
3400 Other Funds Ltd	16,350,931	1,333,890	17,684,821	-	17,684,821
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	42,142,121	(36,968,706)	5,173,415	-	5,173,415
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	154,441	(5,466)	148,975	(145,063)	3,912
TRANSFERS IN					
1050 Transfer In Other					
3400 Other Funds Ltd	290,424	-	290,424	-	290,424
1100 Tsfr From Human Svcs, Dept of					
3400 Other Funds Ltd	1,282,691	119,593	1,402,284	-	1,402,284
1107 Tsfr From Administrative Svcs					
4400 Lottery Funds Ltd	101,500,000	(26,176,931)	75,323,069	-	75,323,069
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	5,187,293	22,707	5,210,000	3,126,000	8,336,000
TOTAL TRANSFERS IN					
4400 Lottery Funds Ltd	101,500,000	(26,176,931)	75,323,069	-	75,323,069
3400 Other Funds Ltd	6,760,408	142,300	6,902,708	3,126,000	10,028,708
TOTAL TRANSFERS IN	**$108,260,408**	**($26,034,631)**	**$82,225,777**	**$3,126,000**	**$85,351,777**
TOTAL REVENUES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	251,607,302	84,457,487	336,064,789	30,324,253	366,389,042
4400 Lottery Funds Ltd	101,500,000	(26,176,931)	75,323,069	-	75,323,069
3400 Other Funds Ltd	66,950,122	(35,491,054)	31,459,068	3,126,000	34,585,068
6400 Federal Funds Ltd	154,441	(5,466)	148,975	(145,063)	3,912
TOTAL REVENUES	**$420,211,865**	**$22,784,036**	**$442,995,901**	**$33,305,190**	**$476,301,091**
AVAILABLE REVENUES					
8000 General Fund	251,607,302	84,457,487	336,064,789	30,324,253	366,389,042
4400 Lottery Funds Ltd	130,945,780	(26,176,931)	104,768,849	-	104,768,849
3400 Other Funds Ltd	68,365,225	(35,491,054)	32,874,171	3,126,000	36,000,171
6400 Federal Funds Ltd	154,441	(5,466)	148,975	(145,063)	3,912
TOTAL AVAILABLE REVENUES	**$451,072,748**	**$22,784,036**	**$473,856,784**	**$33,305,190**	**$507,161,974**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	3,139,458	-	3,139,458	262,290	3,401,748
3400 Other Funds Ltd	1,171,776	-	1,171,776	74,940	1,246,716
6400 Federal Funds Ltd	99,768	-	99,768	(99,768)	-
All Funds	4,411,002	-	4,411,002	237,462	4,648,464
3160 Temporary Appointments					
8000 General Fund	227,846	(148,630)	79,216	-	79,216
3400 Other Funds Ltd	2,578	108	2,686	-	2,686
All Funds	230,424	(148,522)	81,902	-	81,902

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3170 Overtime Payments					
8000 General Fund	18,140	(16,489)	1,651	-	1,651
3400 Other Funds Ltd	93	4	97	-	97
All Funds	18,233	(16,485)	1,748	-	1,748
3190 All Other Differential					
8000 General Fund	26,080	(7,166)	18,914	-	18,914
TOTAL SALARIES & WAGES					
8000 General Fund	3,411,524	(172,285)	3,239,239	262,290	3,501,529
3400 Other Funds Ltd	1,174,447	112	1,174,559	74,940	1,249,499
6400 Federal Funds Ltd	99,768	-	99,768	(99,768)	-
TOTAL SALARIES & WAGES	**$4,685,739**	**($172,173)**	**$4,513,566**	**$237,462**	**$4,751,028**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	1,116	-	1,116	126	1,242
3400 Other Funds Ltd	468	-	468	36	504
6400 Federal Funds Ltd	36	-	36	(36)	-
All Funds	1,620	-	1,620	126	1,746
3220 Public Employees' Retire Cont					
8000 General Fund	669,847	(4,977)	664,870	55,186	720,056
3400 Other Funds Ltd	246,561	1	246,562	15,767	262,329
6400 Federal Funds Ltd	20,991	-	20,991	(20,991)	-
All Funds	937,399	(4,976)	932,423	49,962	982,385
3221 Pension Obligation Bond					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8000 General Fund	146,665	(21,817)	124,848	-	124,848
3400 Other Funds Ltd	71,348	(25,393)	45,955	-	45,955
6400 Federal Funds Ltd	4,390	(478)	3,912	-	3,912
All Funds	222,403	(47,688)	174,715	-	174,715
3230 Social Security Taxes					
8000 General Fund	259,151	(13,178)	245,973	20,066	266,039
3400 Other Funds Ltd	89,845	8	89,853	5,733	95,586
6400 Federal Funds Ltd	7,632	-	7,632	(7,632)	-
All Funds	356,628	(13,170)	343,458	18,167	361,625
3241 Paid Family Medical Leave Insurance					
8000 General Fund	12,616	(95)	12,521	1,050	13,571
3400 Other Funds Ltd	4,686	-	4,686	300	4,986
6400 Federal Funds Ltd	399	-	399	(399)	-
All Funds	17,701	(95)	17,606	951	18,557
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	650	-	650	74	724
3400 Other Funds Ltd	273	-	273	21	294
6400 Federal Funds Ltd	21	-	21	(21)	-
All Funds	944	-	944	74	1,018
3260 Mass Transit Tax					
8000 General Fund	16,715	2,720	19,435	1,574	21,009
3400 Other Funds Ltd	6,747	301	7,048	450	7,498
All Funds	23,462	3,021	26,483	2,024	28,507

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	657,324	-	657,324	74,214	731,538
3400 Other Funds Ltd	275,652	-	275,652	21,204	296,856
6400 Federal Funds Ltd	21,204	-	21,204	(21,204)	-
All Funds	954,180	-	954,180	74,214	1,028,394
3280 Other OPE					
8000 General Fund	34,868	(34,712)	156	-	156
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	1,798,952	(72,059)	1,726,893	152,290	1,879,183
3400 Other Funds Ltd	695,580	(25,083)	670,497	43,511	714,008
6400 Federal Funds Ltd	54,673	(478)	54,195	(50,283)	3,912
TOTAL OTHER PAYROLL EXPENSES	**$2,549,205**	**($97,620)**	**$2,451,585**	**$145,518**	**$2,597,103**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(342,328)	180,367	(161,961)	-	(161,961)
3400 Other Funds Ltd	(45,386)	(13,341)	(58,727)	-	(58,727)
6400 Federal Funds Ltd	-	(4,988)	(4,988)	4,988	-
All Funds	(387,714)	162,038	(225,676)	4,988	(220,688)
TOTAL PERSONAL SERVICES					
8000 General Fund	4,868,148	(63,977)	4,804,171	414,580	5,218,751
3400 Other Funds Ltd	1,824,641	(38,312)	1,786,329	118,451	1,904,780
6400 Federal Funds Ltd	154,441	(5,466)	148,975	(145,063)	3,912
TOTAL PERSONAL SERVICES	**$6,847,230**	**($107,755)**	**$6,739,475**	**$387,968**	**$7,127,443**

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	45,683	1,083	46,766	11,674	58,440
3400 Other Funds Ltd	79,532	3,340	82,872	5,837	88,709
All Funds	125,215	4,423	129,638	17,511	147,149
4125 Out of State Travel					
8000 General Fund	4,376	184	4,560	-	4,560
4150 Employee Training					
8000 General Fund	53,909	(2,076)	51,833	8,680	60,513
3400 Other Funds Ltd	-	-	-	4,340	4,340
All Funds	53,909	(2,076)	51,833	13,020	64,853
4175 Office Expenses					
8000 General Fund	83,387	1,023	84,410	4,960	89,370
3400 Other Funds Ltd	-	-	-	2,480	2,480
All Funds	83,387	1,023	84,410	7,440	91,850
4200 Telecommunications					
8000 General Fund	51,425	300	51,725	3,720	55,445
3400 Other Funds Ltd	-	-	-	1,860	1,860
All Funds	51,425	300	51,725	5,580	57,305
4225 State Gov. Service Charges					
8000 General Fund	624,816	121,794	746,610	-	746,610
4250 Data Processing					
8000 General Fund	10,754	(354)	10,400	1,614	12,014

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	-	-	-	807	807
All Funds	10,754	(354)	10,400	2,421	12,821
4275 Publicity and Publications					
8000 General Fund	70,478	(2,868)	67,610	1,238	68,848
3400 Other Funds Ltd	-	-	-	619	619
All Funds	70,478	(2,868)	67,610	1,857	69,467
4300 Professional Services					
8000 General Fund	96,772	6,580	103,352	-	103,352
4315 IT Professional Services					
3400 Other Funds Ltd	-	-	-	50,000	50,000
4325 Attorney General					
8000 General Fund	7,931	1,845	9,776	-	9,776
4375 Employee Recruitment and Develop					
8000 General Fund	4,274	(317)	3,957	992	4,949
3400 Other Funds Ltd	-	-	-	496	496
All Funds	4,274	(317)	3,957	1,488	5,445
4400 Dues and Subscriptions					
8000 General Fund	7,140	(319)	6,821	1,238	8,059
3400 Other Funds Ltd	-	-	-	619	619
All Funds	7,140	(319)	6,821	1,857	8,678
4425 Facilities Rental and Taxes					
8000 General Fund	353,523	6,288	359,811	17,120	376,931
3400 Other Funds Ltd	-	-	-	8,560	8,560

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	353,523	6,288	359,811	25,680	385,491
4575 Agency Program Related S and S					
3400 Other Funds Ltd	132,660	5,572	138,232	-	138,232
4650 Other Services and Supplies					
8000 General Fund	32,698	(3,091)	29,607	8,928	38,535
3400 Other Funds Ltd	12,118	509	12,627	4,464	17,091
All Funds	44,816	(2,582)	42,234	13,392	55,626
4700 Expendable Prop 250 - 5000					
8000 General Fund	156,604	(140,601)	16,003	5,952	21,955
3400 Other Funds Ltd	-	-	-	2,976	2,976
All Funds	156,604	(140,601)	16,003	8,928	24,931
4715 IT Expendable Property					
8000 General Fund	58,502	2,457	60,959	-	60,959
3400 Other Funds Ltd	12,338	518	12,856	-	12,856
All Funds	70,840	2,975	73,815	-	73,815
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,662,272	(8,072)	1,654,200	66,116	1,720,316
3400 Other Funds Ltd	236,648	9,939	246,587	83,058	329,645
TOTAL SERVICES & SUPPLIES	**$1,898,920**	**$1,867**	**$1,900,787**	**$149,174**	**$2,049,961**
SPECIAL PAYMENTS					
6035 Dist to Individuals					
8000 General Fund	239,885,654	89,077,584	328,963,238	29,843,557	358,806,795
4400 Lottery Funds Ltd	101,500,000	(26,176,931)	75,323,069	-	75,323,069

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3400 Other Funds Ltd	61,765,604	(35,486,368)	26,279,236	2,924,491	29,203,727
All Funds	403,151,258	27,414,285	430,565,543	32,768,048	463,333,591
6040 Dist to Local School Districts					
8000 General Fund	602,228	40,952	643,180	-	643,180
3400 Other Funds Ltd	87,840	5,973	93,813	-	93,813
All Funds	690,068	46,925	736,993	-	736,993
6045 Dist to Comm College Districts					
8000 General Fund	1,000,000	(1,000,000)	-	-	-
6085 Other Special Payments					
8000 General Fund	3,589,000	(3,589,000)	-	-	-
3400 Other Funds Ltd	260,500	17,714	278,214	-	278,214
All Funds	3,849,500	(3,571,286)	278,214	-	278,214
TOTAL SPECIAL PAYMENTS					
8000 General Fund	245,076,882	84,529,536	329,606,418	29,843,557	359,449,975
4400 Lottery Funds Ltd	101,500,000	(26,176,931)	75,323,069	-	75,323,069
3400 Other Funds Ltd	62,113,944	(35,462,681)	26,651,263	2,924,491	29,575,754
TOTAL SPECIAL PAYMENTS	**$408,690,826**	**$22,889,924**	**$431,580,750**	**$32,768,048**	**$464,348,798**
TOTAL EXPENDITURES					
8000 General Fund	251,607,302	84,457,487	336,064,789	30,324,253	366,389,042
4400 Lottery Funds Ltd	101,500,000	(26,176,931)	75,323,069	-	75,323,069
3400 Other Funds Ltd	64,175,233	(35,491,054)	28,684,179	3,126,000	31,810,179
6400 Federal Funds Ltd	154,441	(5,466)	148,975	(145,063)	3,912
TOTAL EXPENDITURES	**$417,436,976**	**$22,784,036**	**$440,221,012**	**$33,305,190**	**$473,526,202**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
ENDING BALANCE					
4400 Lottery Funds Ltd	29,445,780	-	29,445,780	-	29,445,780
3400 Other Funds Ltd	4,189,992	-	4,189,992	-	4,189,992
TOTAL ENDING BALANCE	**$33,635,772**	**-**	**$33,635,772**	**-**	**$33,635,772**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	25	-	25	3	28
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	22.50	-	22.50	1.76	24.26

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	803,535,704	55,762,771	859,298,475	-	859,298,475
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	100,089	3,509	103,598	-	103,598
TRANSFERS IN					
1050 Transfer In Other					
3400 Other Funds Ltd	10,812,366	454,042	11,266,408	-	11,266,408
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	51,037	5,480	56,517	-	56,517
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	10,863,403	459,522	11,322,925	-	11,322,925
TOTAL REVENUES					
8000 General Fund	803,535,704	55,762,771	859,298,475	-	859,298,475
3400 Other Funds Ltd	10,963,492	463,031	11,426,523	-	11,426,523
TOTAL REVENUES	**$814,499,196**	**$56,225,802**	**$870,724,998**	**-**	**$870,724,998**
AVAILABLE REVENUES					
8000 General Fund	803,535,704	55,762,771	859,298,475	-	859,298,475
3400 Other Funds Ltd	10,963,492	463,031	11,426,523	-	11,426,523
TOTAL AVAILABLE REVENUES	**$814,499,196**	**$56,225,802**	**$870,724,998**	**-**	**$870,724,998**
EXPENDITURES					

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
SPECIAL PAYMENTS					
6040 Dist to Local School Districts					
8000 General Fund	703,114	52,117	755,231	-	755,231
6045 Dist to Comm College Districts					
8000 General Fund	802,832,590	55,710,654	858,543,244	-	858,543,244
3400 Other Funds Ltd	10,963,492	463,031	11,426,523	-	11,426,523
All Funds	813,796,082	56,173,685	869,969,767	-	869,969,767
TOTAL SPECIAL PAYMENTS					
8000 General Fund	803,535,704	55,762,771	859,298,475	-	859,298,475
3400 Other Funds Ltd	10,963,492	463,031	11,426,523	-	11,426,523
TOTAL SPECIAL PAYMENTS	**$814,499,196**	**$56,225,802**	**$870,724,998**	**-**	**$870,724,998**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,006,164,482	62,660,648	1,068,825,130	-	1,068,825,130
AVAILABLE REVENUES					
8000 General Fund	1,006,164,482	62,660,648	1,068,825,130	-	1,068,825,130
EXPENDITURES					
SPECIAL PAYMENTS					
6048 Spc Pmt to Public Universities					
8000 General Fund	169,914,211	4,106,522	174,020,733	-	174,020,733
6085 Other Special Payments					
8000 General Fund	836,250,271	58,554,126	894,804,397	-	894,804,397
TOTAL SPECIAL PAYMENTS					
8000 General Fund	1,006,164,482	62,660,648	1,068,825,130	-	1,068,825,130

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	95,218,627	(33,591,932)	61,626,695	-	61,626,695
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	-	325,593	325,593	-	325,593
TRANSFERS IN					
1050 Transfer In Other					
8000 General Fund	126,000	-	126,000	-	126,000
1060 Transfer from General Fund					
3400 Other Funds Ltd	4,900,000	(250,000)	4,650,000	-	4,650,000
TOTAL TRANSFERS IN					
8000 General Fund	126,000	-	126,000	-	126,000
3400 Other Funds Ltd	4,900,000	(250,000)	4,650,000	-	4,650,000
TOTAL TRANSFERS IN	**$5,026,000**	**($250,000)**	**$4,776,000**	**-**	**$4,776,000**
TOTAL REVENUES					
8000 General Fund	95,344,627	(33,591,932)	61,752,695	-	61,752,695
3400 Other Funds Ltd	4,900,000	75,593	4,975,593	-	4,975,593
TOTAL REVENUES	**$100,244,627**	**($33,516,339)**	**$66,728,288**	**-**	**$66,728,288**
AVAILABLE REVENUES					
8000 General Fund	95,344,627	(33,591,932)	61,752,695	-	61,752,695
3400 Other Funds Ltd	4,900,000	75,593	4,975,593	-	4,975,593

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL AVAILABLE REVENUES	**$100,244,627**	**($33,516,339)**	**$66,728,288**	**-**	**$66,728,288**
EXPENDITURES					
SPECIAL PAYMENTS					
6048 Spc Pmt to Public Universities					
8000 General Fund	42,800,495	(17,275,897)	25,524,598	-	25,524,598
3400 Other Funds Ltd	4,900,000	75,593	4,975,593	-	4,975,593
All Funds	47,700,495	(17,200,304)	30,500,191	-	30,500,191
6060 Intra-Agency Gen Fund Transfer					
8000 General Fund	4,900,000	(250,000)	4,650,000	-	4,650,000
6085 Other Special Payments					
8000 General Fund	47,644,132	(16,066,035)	31,578,097	-	31,578,097
TOTAL SPECIAL PAYMENTS					
8000 General Fund	95,344,627	(33,591,932)	61,752,695	-	61,752,695
3400 Other Funds Ltd	4,900,000	75,593	4,975,593	-	4,975,593
TOTAL SPECIAL PAYMENTS	**$100,244,627**	**($33,516,339)**	**$66,728,288**	**-**	**$66,728,288**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	186,862,022	9,697,440	196,559,462	-	196,559,462
TRANSFERS IN					
1107 Tsfr From Administrative Svcs					
4400 Lottery Funds Ltd	36,406,064	23,724,519	60,130,583	-	60,130,583
TOTAL REVENUES					
8000 General Fund	186,862,022	9,697,440	196,559,462	-	196,559,462
4400 Lottery Funds Ltd	36,406,064	23,724,519	60,130,583	-	60,130,583
TOTAL REVENUES	**$223,268,086**	**$33,421,959**	**$256,690,045**	**-**	**$256,690,045**
AVAILABLE REVENUES					
8000 General Fund	186,862,022	9,697,440	196,559,462	-	196,559,462
4400 Lottery Funds Ltd	36,406,064	23,724,519	60,130,583	-	60,130,583
TOTAL AVAILABLE REVENUES	**$223,268,086**	**$33,421,959**	**$256,690,045**	**-**	**$256,690,045**
EXPENDITURES					
SPECIAL PAYMENTS					
6048 Spc Pmt to Public Universities					
8000 General Fund	23,577,140	1,650,867	25,228,007	-	25,228,007
4400 Lottery Funds Ltd	36,406,064	23,724,519	60,130,583	-	60,130,583
All Funds	59,983,204	25,375,386	85,358,590	-	85,358,590
6085 Other Special Payments					
8000 General Fund	163,284,882	8,046,573	171,331,455	-	171,331,455

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
TOTAL SPECIAL PAYMENTS					
8000 General Fund	186,862,022	9,697,440	196,559,462	-	196,559,462
4400 Lottery Funds Ltd	36,406,064	23,724,519	60,130,583	-	60,130,583
TOTAL SPECIAL PAYMENTS	**$223,268,086**	**$33,421,959**	**$256,690,045**	**-**	**$256,690,045**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1107 Tsfr From Administrative Svcs					
4400 Lottery Funds Ltd	18,369,513	1,246,436	19,615,949	-	19,615,949
AVAILABLE REVENUES					
4400 Lottery Funds Ltd	18,369,513	1,246,436	19,615,949	-	19,615,949
EXPENDITURES					
SPECIAL PAYMENTS					
6048 Spc Pmt to Public Universities					
4400 Lottery Funds Ltd	4,797,943	326,260	5,124,203	-	5,124,203
6085 Other Special Payments					
4400 Lottery Funds Ltd	13,532,000	920,176	14,452,176	39,570	14,491,746
TOTAL SPECIAL PAYMENTS					
4400 Lottery Funds Ltd	18,329,943	1,246,436	19,576,379	39,570	19,615,949
ENDING BALANCE					
4400 Lottery Funds Ltd	39,570	-	39,570	(39,570)	-

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	140,792,377	5,685,186	146,477,563	-	146,477,563
AVAILABLE REVENUES					
8000 General Fund	140,792,377	5,685,186	146,477,563	-	146,477,563
EXPENDITURES					
SPECIAL PAYMENTS					
6085 Other Special Payments					
8000 General Fund	140,792,377	5,685,186	146,477,563	-	146,477,563

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	14,368,427	243,506	14,611,933	-	14,611,933
8030 General Fund Debt Svc	311,924,293	-	311,924,293	8,742,403	320,666,696
All Funds	326,292,720	243,506	326,536,226	8,742,403	335,278,629
BOND SALES					
0555 General Fund Obligation Bonds					
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3400 Other Funds Ltd	115,000	(115,000)	-	6,090,595	6,090,595
3430 Other Funds Debt Svc Ltd	2,504,909	-	2,504,909	-	2,504,909
All Funds	192,899,560	(115,000)	192,784,560	6,090,595	198,875,155
0560 Dedicated Fund Oblig Bonds					
3400 Other Funds Ltd	-	-	-	1,130,000	1,130,000
TOTAL BOND SALES					
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3400 Other Funds Ltd	115,000	(115,000)	-	7,220,595	7,220,595
3430 Other Funds Debt Svc Ltd	2,504,909	-	2,504,909	-	2,504,909
TOTAL BOND SALES	**$192,899,560**	**($115,000)**	**$192,784,560**	**$7,220,595**	**$200,005,155**
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	3,511,449	(3,511,449)	-	-	-
3430 Other Funds Debt Svc Ltd	1,298,457	-	1,298,457	-	1,298,457

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
All Funds	4,809,906	(3,511,449)	1,298,457	-	1,298,457
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
TRANSFERS IN					
1107 Tsfr From Administrative Svcs					
4430 Lottery Funds Debt Svc Ltd	35,479,189	-	35,479,189	-	35,479,189
TOTAL REVENUES					
8000 General Fund	14,368,427	243,506	14,611,933	-	14,611,933
8030 General Fund Debt Svc	311,924,293	-	311,924,293	8,742,403	320,666,696
4430 Lottery Funds Debt Svc Ltd	35,479,189	-	35,479,189	-	35,479,189
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3400 Other Funds Ltd	3,626,449	(3,626,449)	-	7,220,595	7,220,595
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
TOTAL REVENUES	**$563,380,375**	**($3,382,943)**	**$559,997,432**	**$15,962,998**	**$575,960,430**
AVAILABLE REVENUES					
8000 General Fund	14,368,427	243,506	14,611,933	-	14,611,933
8030 General Fund Debt Svc	311,924,293	-	311,924,293	8,742,403	320,666,696
4430 Lottery Funds Debt Svc Ltd	35,479,189	-	35,479,189	-	35,479,189
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3400 Other Funds Ltd	3,626,449	(3,626,449)	-	7,220,595	7,220,595
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
TOTAL AVAILABLE REVENUES	**$563,380,375**	**($3,382,943)**	**$559,997,432**	**$15,962,998**	**$575,960,430**
EXPENDITURES					
SERVICES & SUPPLIES					
4225 State Gov. Service Charges					
8000 General Fund	1,249,211	243,506	1,492,717	-	1,492,717
4625 Other COP Costs					
3400 Other Funds Ltd	3,626,449	(3,626,449)	-	-	-
4650 Other Services and Supplies					
3400 Other Funds Ltd	-	-	-	7,220,595	7,220,595
TOTAL SERVICES & SUPPLIES					
8000 General Fund	1,249,211	243,506	1,492,717	-	1,492,717
3400 Other Funds Ltd	3,626,449	(3,626,449)	-	7,220,595	7,220,595
TOTAL SERVICES & SUPPLIES	**$4,875,660**	**($3,382,943)**	**$1,492,717**	**$7,220,595**	**$8,713,312**
SPECIAL PAYMENTS					
6048 Spc Pmt to Public Universities					
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
6065 Loan Repaid To State Agencies					
8000 General Fund	13,119,216	-	13,119,216	-	13,119,216
TOTAL SPECIAL PAYMENTS					
8000 General Fund	13,119,216	-	13,119,216	-	13,119,216
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
TOTAL SPECIAL PAYMENTS	**$17,018,216**	**-**	**$17,018,216**	**-**	**$17,018,216**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	175,892,599	-	175,892,599	1,550,000	177,442,599
4430 Lottery Funds Debt Svc Ltd	30,109,297	-	30,109,297	-	30,109,297
3230 Other Funds Debt Svc Non-Ltd	124,845,006	-	124,845,006	-	124,845,006
3430 Other Funds Debt Svc Ltd	2,795,000	-	2,795,000	-	2,795,000
All Funds	333,641,902	-	333,641,902	1,550,000	335,191,902
7150 Interest - Bonds					
8030 General Fund Debt Svc	136,031,694	-	136,031,694	7,192,403	143,224,097
4430 Lottery Funds Debt Svc Ltd	5,369,892	-	5,369,892	-	5,369,892
3230 Other Funds Debt Svc Non-Ltd	65,434,645	-	65,434,645	-	65,434,645
3430 Other Funds Debt Svc Ltd	1,008,366	-	1,008,366	-	1,008,366
All Funds	207,844,597	-	207,844,597	7,192,403	215,037,000
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	311,924,293	-	311,924,293	8,742,403	320,666,696
4430 Lottery Funds Debt Svc Ltd	35,479,189	-	35,479,189	-	35,479,189
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366
TOTAL DEBT SERVICE	**$541,486,499**	**-**	**$541,486,499**	**$8,742,403**	**$550,228,902**
TOTAL EXPENDITURES					
8000 General Fund	14,368,427	243,506	14,611,933	-	14,611,933
8030 General Fund Debt Svc	311,924,293	-	311,924,293	8,742,403	320,666,696
4430 Lottery Funds Debt Svc Ltd	35,479,189	-	35,479,189	-	35,479,189

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3230 Other Funds Debt Svc Non-Ltd	190,279,651	-	190,279,651	-	190,279,651
3400 Other Funds Ltd	3,626,449	(3,626,449)	-	7,220,595	7,220,595
3430 Other Funds Debt Svc Ltd	3,803,366	-	3,803,366	-	3,803,366
6230 Federal Funds Debt Svc NL	3,899,000	-	3,899,000	-	3,899,000
TOTAL EXPENDITURES	**$563,380,375**	**($3,382,943)**	**$559,997,432**	**$15,962,998**	**$575,960,430**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	162,662	31,708	194,370	-	194,370
8030 General Fund Debt Svc	49,620,182	-	49,620,182	-	49,620,182
All Funds	49,782,844	31,708	49,814,552	-	49,814,552
BOND SALES					
0555 General Fund Obligation Bonds					
3400 Other Funds Ltd	-	-	-	170,000	170,000
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	1,055,000	(1,055,000)	-	-	-
TRANSFERS IN					
1107 Tsfr From Administrative Svcs					
4430 Lottery Funds Debt Svc Ltd	11,683,799	-	11,683,799	-	11,683,799
TOTAL REVENUES					
8000 General Fund	162,662	31,708	194,370	-	194,370
8030 General Fund Debt Svc	49,620,182	-	49,620,182	-	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,683,799	-	11,683,799	-	11,683,799
3400 Other Funds Ltd	1,055,000	(1,055,000)	-	170,000	170,000
TOTAL REVENUES	**$62,521,643**	**($1,023,292)**	**$61,498,351**	**$170,000**	**$61,668,351**
AVAILABLE REVENUES					
8000 General Fund	162,662	31,708	194,370	-	194,370

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
8030 General Fund Debt Svc	49,620,182	-	49,620,182	-	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,683,799	-	11,683,799	-	11,683,799
3400 Other Funds Ltd	1,055,000	(1,055,000)	-	170,000	170,000
TOTAL AVAILABLE REVENUES	**$62,521,643**	**($1,023,292)**	**$61,498,351**	**$170,000**	**$61,668,351**
EXPENDITURES					
SERVICES & SUPPLIES					
4225 State Gov. Service Charges					
8000 General Fund	162,662	31,708	194,370	-	194,370
4625 Other COP Costs					
3400 Other Funds Ltd	1,055,000	(1,055,000)	-	-	-
4650 Other Services and Supplies					
3400 Other Funds Ltd	-	-	-	170,000	170,000
TOTAL SERVICES & SUPPLIES					
8000 General Fund	162,662	31,708	194,370	-	194,370
3400 Other Funds Ltd	1,055,000	(1,055,000)	-	170,000	170,000
TOTAL SERVICES & SUPPLIES	**$1,217,662**	**($1,023,292)**	**$194,370**	**$170,000**	**$364,370**
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	28,270,000	-	28,270,000	-	28,270,000
4430 Lottery Funds Debt Svc Ltd	9,801,661	-	9,801,661	-	9,801,661
All Funds	38,071,661	-	38,071,661	-	38,071,661
7150 Interest - Bonds					
8030 General Fund Debt Svc	21,350,182	-	21,350,182	-	21,350,182

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	1,882,138	-	1,882,138	-	1,882,138
All Funds	23,232,320	-	23,232,320	-	23,232,320
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	49,620,182	-	49,620,182	-	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,683,799	-	11,683,799	-	11,683,799
TOTAL DEBT SERVICE	**$61,303,981**	**-**	**$61,303,981**	**-**	**$61,303,981**
TOTAL EXPENDITURES					
8000 General Fund	162,662	31,708	194,370	-	194,370
8030 General Fund Debt Svc	49,620,182	-	49,620,182	-	49,620,182
4430 Lottery Funds Debt Svc Ltd	11,683,799	-	11,683,799	-	11,683,799
3400 Other Funds Ltd	1,055,000	(1,055,000)	-	170,000	170,000
TOTAL EXPENDITURES	**$62,521,643**	**($1,023,292)**	**$61,498,351**	**$170,000**	**$61,668,351**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8030 General Fund Debt Svc	23,571,125	-	23,571,125	-	23,571,125
OTHER					
0975 Other Revenues					
3230 Other Funds Debt Svc Non-Ltd	3,317,168	-	3,317,168	-	3,317,168
TOTAL REVENUES					
8030 General Fund Debt Svc	23,571,125	-	23,571,125	-	23,571,125
3230 Other Funds Debt Svc Non-Ltd	3,317,168	-	3,317,168	-	3,317,168
TOTAL REVENUES	**$26,888,293**	**-**	**$26,888,293**	**-**	**$26,888,293**
AVAILABLE REVENUES					
8030 General Fund Debt Svc	23,571,125	-	23,571,125	-	23,571,125
3230 Other Funds Debt Svc Non-Ltd	3,317,168	-	3,317,168	-	3,317,168
TOTAL AVAILABLE REVENUES	**$26,888,293**	**-**	**$26,888,293**	**-**	**$26,888,293**
EXPENDITURES					
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	10,335,000	-	10,335,000	-	10,335,000
3230 Other Funds Debt Svc Non-Ltd	1,925,000	-	1,925,000	-	1,925,000
All Funds	12,260,000	-	12,260,000	-	12,260,000
7150 Interest - Bonds					
8030 General Fund Debt Svc	13,236,125	-	13,236,125	-	13,236,125

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
3230 Other Funds Debt Svc Non-Ltd	1,392,168	-	1,392,168	-	1,392,168
All Funds	14,628,293	-	14,628,293	-	14,628,293
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	23,571,125	-	23,571,125	-	23,571,125
3230 Other Funds Debt Svc Non-Ltd	3,317,168	-	3,317,168	-	3,317,168
TOTAL DEBT SERVICE	**$26,888,293**	**-**	**$26,888,293**	**-**	**$26,888,293**

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	662,464,405	662,464,405
0560 Dedicated Fund Oblig Bonds					
3020 Other Funds Cap Construct	-	-	-	137,540,000	137,540,000
TOTAL BOND SALES					
3020 Other Funds Cap Construct	-	-	-	800,004,405	800,004,405
AVAILABLE REVENUES					
3020 Other Funds Cap Construct	-	-	-	800,004,405	800,004,405
EXPENDITURES					
SPECIAL PAYMENTS					
6048 Spc Pmt to Public Universities					
3020 Other Funds Cap Construct	-	-	-	800,004,405	800,004,405

Description	2025-27 Base Budget	Essential Packages	2025-27 Current Service Level	Policy Packages	2025-27 Agency Request Budget
REVENUE CATEGORIES					
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	16,000,000	16,000,000
AVAILABLE REVENUES					
3020 Other Funds Cap Construct	-	-	-	16,000,000	16,000,000
EXPENDITURES					
SPECIAL PAYMENTS					
6045 Dist to Comm College Districts					
3020 Other Funds Cap Construct	-	-	-	16,000,000	16,000,000

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Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	174,361,814	637,226	(74,547,171)	160,781,025	14,725,374	72,765,360
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	(10,291)	(17,957)	-	7,666	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	(49,043)	(85,585)	-	36,542	-	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	1,462	1,462	-	-	-	-
CHARGES FOR SERVICES						
3400 Other Funds Ltd	(47,581)	(84,123)	-	36,542	-	-
TOTAL CHARGES FOR SERVICES	**($47,581)**	**($84,123)**	**-**	**$36,542**	**-**	**-**
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	(115,000)	-	(115,000)	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	1,333,890	16,647	-	806,515	510,728	-
OTHER						
0975 Other Revenues						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	(49,154,278)	(152,407)	(14,566,449)	3,508,736	1,742,271	(39,686,429)
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	8,483,736	(167,616)	-	5,520,986	3,130,366	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	(111,808,631)	(30,561)	(111,778,070)	-	-	-
1050 Transfer In Other						
3400 Other Funds Ltd	454,042	-	-	454,042	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	(1,255,757)	-	(1,255,757)	-	-	-
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	220,497	-	-	136,189	84,308	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	(1,205,976)	-	-	7,985,048	23,887,907	(33,078,931)
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	5,480	-	-	5,480	-	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	177,383	(108,327)	-	285,710	-	-
TRANSFERS IN						
4400 Lottery Funds Ltd	(1,205,976)	-	-	7,985,048	23,887,907	(33,078,931)
3400 Other Funds Ltd	(112,206,986)	(138,888)	(113,033,827)	881,421	84,308	-
TOTAL TRANSFERS IN	**($113,412,962)**	**($138,888)**	**($113,033,827)**	**$8,866,469**	**$23,972,215**	**($33,078,931)**

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
8000 General Fund	174,361,814	637,226	(74,547,171)	160,781,025	14,725,374	72,765,360
4400 Lottery Funds Ltd	(1,205,976)	-	-	7,985,048	23,887,907	(33,078,931)
3400 Other Funds Ltd	(160,200,246)	(376,728)	(127,715,276)	5,240,880	2,337,307	(39,686,429)
6400 Federal Funds Ltd	8,483,736	(167,616)	-	5,520,986	3,130,366	-
TOTAL REVENUE CATEGORIES	**$21,439,328**	**$92,882**	**($202,262,447)**	**$179,527,939**	**$44,080,954**	**-**
AVAILABLE REVENUES						
8000 General Fund	174,361,814	637,226	(74,547,171)	160,781,025	14,725,374	72,765,360
4400 Lottery Funds Ltd	(1,205,976)	-	-	7,985,048	23,887,907	(33,078,931)
3400 Other Funds Ltd	(160,200,246)	(376,728)	(127,715,276)	5,240,880	2,337,307	(39,686,429)
6400 Federal Funds Ltd	8,483,736	(167,616)	-	5,520,986	3,130,366	-
TOTAL AVAILABLE REVENUES	**$21,439,328**	**$92,882**	**($202,262,447)**	**$179,527,939**	**$44,080,954**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	(141,411)	10,412	(151,823)	-	-	-
3400 Other Funds Ltd	108	108	-	-	-	-
6400 Federal Funds Ltd	241	241	-	-	-	-
All Funds	(141,062)	10,761	(151,823)	-	-	-
3170 Overtime Payments						
8000 General Fund	(16,370)	185	(16,555)	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	40	40	-	-	-	-
6400 Federal Funds Ltd	40	40	-	-	-	-
All Funds	(16,290)	265	(16,555)	-	-	-
3190 All Other Differential						
8000 General Fund	(5,708)	2,220	(7,928)	-	-	-
3400 Other Funds Ltd	119	119	-	-	-	-
All Funds	(5,589)	2,339	(7,928)	-	-	-
SALARIES & WAGES						
8000 General Fund	(163,489)	12,817	(176,306)	-	-	-
3400 Other Funds Ltd	267	267	-	-	-	-
6400 Federal Funds Ltd	281	281	-	-	-	-
TOTAL SALARIES & WAGES	**($162,941)**	**$13,365**	**($176,306)**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	(4,646)	505	(5,151)	-	-	-
3400 Other Funds Ltd	33	33	-	-	-	-
6400 Federal Funds Ltd	7	7	-	-	-	-
All Funds	(4,606)	545	(5,151)	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	(23,540)	(13,667)	(9,873)	-	-	-
3400 Other Funds Ltd	(107,654)	(107,654)	-	-	-	-
6400 Federal Funds Ltd	(17,766)	(17,766)	-	-	-	-
All Funds	(148,960)	(139,087)	(9,873)	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3230 Social Security Taxes						
8000 General Fund	(12,505)	981	(13,486)	-	-	-
3400 Other Funds Ltd	20	20	-	-	-	-
6400 Federal Funds Ltd	18	18	-	-	-	-
All Funds	(12,467)	1,019	(13,486)	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	(90)	8	(98)	-	-	-
3260 Mass Transit Tax						
8000 General Fund	27,498	28,556	(1,058)	-	-	-
3400 Other Funds Ltd	(5,071)	(5,071)	-	-	-	-
All Funds	22,427	23,485	(1,058)	-	-	-
3280 Other OPE						
8000 General Fund	(34,712)	-	(34,712)	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	(47,995)	16,383	(64,378)	-	-	-
3400 Other Funds Ltd	(112,672)	(112,672)	-	-	-	-
6400 Federal Funds Ltd	(17,741)	(17,741)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($178,408)**	**($114,030)**	**($64,378)**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	608,026	608,026	-	-	-	-
3400 Other Funds Ltd	(264,323)	(264,323)	-	-	-	-
6400 Federal Funds Ltd	(150,155)	(150,155)	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	193,548	193,548	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	396,542	637,226	(240,684)	-	-	-
3400 Other Funds Ltd	(376,728)	(376,728)	-	-	-	-
6400 Federal Funds Ltd	(167,615)	(167,615)	-	-	-	-
TOTAL PERSONAL SERVICES	**($147,801)**	**$92,883**	**($240,684)**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	5,780	-	(3,273)	9,053	-	-
3400 Other Funds Ltd	5,800	-	(6,263)	12,063	-	-
6400 Federal Funds Ltd	4,902	-	-	4,902	-	-
All Funds	16,482	-	(9,536)	26,018	-	-
4125 Out of State Travel						
8000 General Fund	3,647	-	-	3,647	-	-
3400 Other Funds Ltd	2,188	-	-	2,188	-	-
6400 Federal Funds Ltd	6,865	-	-	6,865	-	-
All Funds	12,700	-	-	12,700	-	-
4150 Employee Training						
8000 General Fund	2,564	-	(11,795)	14,359	-	-
3400 Other Funds Ltd	(27,029)	-	(32,367)	5,338	-	-
6400 Federal Funds Ltd	2,410	-	-	2,410	-	-
All Funds	(22,055)	-	(44,162)	22,107	-	-
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: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	8,659	-	(6,740)	15,399	-	-
3400 Other Funds Ltd	(13,675)	-	(20,706)	7,031	-	-
6400 Federal Funds Ltd	4,969	-	-	4,969	-	-
All Funds	(47)	-	(27,446)	27,399	-	-
4200 Telecommunications						
8000 General Fund	6,189	-	(5,055)	11,244	-	-
3400 Other Funds Ltd	(11,865)	-	(16,065)	4,200	-	-
6400 Federal Funds Ltd	4,406	-	-	4,406	-	-
All Funds	(1,270)	-	(21,120)	19,850	-	-
4225 State Gov. Service Charges						
8000 General Fund	1,028,549	-	-	1,028,549	-	-
3400 Other Funds Ltd	26,954	-	-	26,954	-	-
6400 Federal Funds Ltd	76,261	-	-	76,261	-	-
All Funds	1,131,764	-	-	1,131,764	-	-
4250 Data Processing						
8000 General Fund	780	-	(2,190)	2,970	-	-
3400 Other Funds Ltd	50,306	-	(6,370)	56,676	-	-
6400 Federal Funds Ltd	287	-	-	287	-	-
All Funds	51,373	-	(8,560)	59,933	-	-
4275 Publicity and Publications						
8000 General Fund	(1,872)	-	(6,682)	4,810	-	-
3400 Other Funds Ltd	(1,676)	-	(4,634)	2,958	-	-
6400 Federal Funds Ltd	1,335	-	-	1,335	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	(2,213)	-	(11,316)	9,103	-	-
4300 Professional Services						
8000 General Fund	(148,185)	-	(499,500)	351,315	-	-
3400 Other Funds Ltd	102,960	-	-	102,960	-	-
6400 Federal Funds Ltd	323,573	-	-	323,573	-	-
All Funds	278,348	-	(499,500)	777,848	-	-
4315 IT Professional Services						
8000 General Fund	34,410	-	-	34,410	-	-
3400 Other Funds Ltd	9,834	-	-	9,834	-	-
6400 Federal Funds Ltd	10,772	-	-	10,772	-	-
All Funds	55,016	-	-	55,016	-	-
4325 Attorney General						
8000 General Fund	33,356	-	(500)	33,856	-	-
3400 Other Funds Ltd	9,872	-	-	9,872	-	-
6400 Federal Funds Ltd	5,797	-	-	5,797	-	-
All Funds	49,025	-	(500)	49,525	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	317	-	(1,348)	1,665	-	-
3400 Other Funds Ltd	(3,128)	-	(3,808)	680	-	-
6400 Federal Funds Ltd	118	-	-	118	-	-
All Funds	(2,693)	-	(5,156)	2,463	-	-
4400 Dues and Subscriptions						
8000 General Fund	15,238	-	(5,966)	21,204	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	(3,454)	-	(4,634)	1,180	-	-
6400 Federal Funds Ltd	1,038	-	-	1,038	-	-
All Funds	12,822	-	(10,600)	23,422	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	31,712	-	(23,265)	54,977	-	-
3400 Other Funds Ltd	(61,770)	-	(73,935)	12,165	-	-
6400 Federal Funds Ltd	15,349	-	-	15,349	-	-
All Funds	(14,709)	-	(97,200)	82,491	-	-
4575 Agency Program Related S and S						
8000 General Fund	782	-	-	782	-	-
3400 Other Funds Ltd	10,044	-	-	10,044	-	-
6400 Federal Funds Ltd	710	-	-	710	-	-
All Funds	11,536	-	-	11,536	-	-
4600 Intra-agency Charges						
3400 Other Funds Ltd	1,369	-	-	1,369	-	-
4625 Other COP Costs						
3400 Other Funds Ltd	(4,677,459)	-	(4,681,449)	3,990	-	-
4650 Other Services and Supplies						
8000 General Fund	19,758	-	(7,848)	27,606	-	-
3400 Other Funds Ltd	(26,897)	-	(37,962)	11,065	-	-
6400 Federal Funds Ltd	3,455	-	-	3,455	-	-
All Funds	(3,684)	-	(45,810)	42,126	-	-
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: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	(134,224)	-	(146,478)	12,254	-	-
3400 Other Funds Ltd	(17,616)	-	(22,848)	5,232	-	-
6400 Federal Funds Ltd	306	-	-	306	-	-
All Funds	(151,534)	-	(169,326)	17,792	-	-
4715 IT Expendable Property						
8000 General Fund	5,029	-	-	5,029	-	-
3400 Other Funds Ltd	1,861	-	-	1,861	-	-
6400 Federal Funds Ltd	1,584	-	-	1,584	-	-
All Funds	8,474	-	-	8,474	-	-
SERVICES & SUPPLIES						
8000 General Fund	912,489	-	(720,640)	1,633,129	-	-
3400 Other Funds Ltd	(4,623,381)	-	(4,911,041)	287,660	-	-
6400 Federal Funds Ltd	464,137	-	-	464,137	-	-
TOTAL SERVICES & SUPPLIES	**($3,246,755)**	**-**	**($5,631,681)**	**$2,384,926**	**-**	**-**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	363,307	-	-	363,307	-	-
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	4,996	-	-	3,086	1,910	-
6400 Federal Funds Ltd	662	-	-	409	253	-
All Funds	5,658	-	-	3,495	2,163	-
6025 Dist to Other Gov Unit						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	7,414	-	-	4,579	2,835	-
6400 Federal Funds Ltd	67,700	-	-	41,815	25,885	-
All Funds	75,114	-	-	46,394	28,720	-
6030 Dist to Non-Gov Units						
8000 General Fund	(8,862,511)	-	(8,994,243)	81,364	50,368	-
3400 Other Funds Ltd	9,807,723	-	8,994,243	502,444	311,036	-
6400 Federal Funds Ltd	6,858,564	-	-	4,236,172	2,622,392	-
All Funds	7,803,776	-	-	4,819,980	2,983,796	-
6035 Dist to Individuals						
8000 General Fund	89,077,584	-	-	10,075,197	6,237,027	72,765,360
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
3400 Other Funds Ltd	(35,474,473)	-	-	2,601,502	1,610,454	(39,686,429)
All Funds	27,426,180	-	-	16,939,699	10,486,481	-
6040 Dist to Local School Districts						
8000 General Fund	93,069	-	-	73,106	19,963	-
3400 Other Funds Ltd	58,791	-	-	36,312	22,479	-
All Funds	151,860	-	-	109,418	42,442	-
6045 Dist to Comm College Districts						
8000 General Fund	54,735,382	-	(4,535,704)	54,367,461	4,903,625	-
3400 Other Funds Ltd	523,028	-	-	500,088	22,940	-
6400 Federal Funds Ltd	1,136,557	-	-	701,991	434,566	-
All Funds	56,394,967	-	(4,535,704)	55,569,540	5,361,131	-
6048 Spc Pmt to Public Universities						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	(11,493,780)	-	(26,227,204)	14,299,668	433,756	-
4400 Lottery Funds Ltd	24,050,779	-	-	2,801,872	21,248,907	-
3400 Other Funds Ltd	121,793	-	(250,000)	362,400	9,393	-
All Funds	12,678,792	-	(26,477,204)	17,463,940	21,692,056	-
6050 Dist to Non-Profit Organizations						
6400 Federal Funds Ltd	123,629	-	-	76,359	47,270	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(1,255,757)	-	(1,255,757)	-	-	-
6085 Other Special Payments						
8000 General Fund	50,758,796	-	(32,572,939)	80,251,100	3,080,635	-
4400 Lottery Funds Ltd	920,176	-	-	920,176	-	-
3400 Other Funds Ltd	(126,590,985)	-	(127,522,742)	575,497	356,260	-
All Funds	(74,912,013)	-	(160,095,681)	81,746,773	3,436,895	-
SPECIAL PAYMENTS						
8000 General Fund	173,052,783	-	(73,585,847)	159,147,896	14,725,374	72,765,360
4400 Lottery Funds Ltd	(1,205,976)	-	-	7,985,048	23,887,907	(33,078,931)
3400 Other Funds Ltd	(151,541,713)	-	(118,778,499)	4,585,908	2,337,307	(39,686,429)
6400 Federal Funds Ltd	8,187,112	-	-	5,056,746	3,130,366	-
TOTAL SPECIAL PAYMENTS	**$28,492,206**	**-**	**($192,364,346)**	**$176,775,598**	**$44,080,954**	**-**
EXPENDITURES						
8000 General Fund	174,361,814	637,226	(74,547,171)	160,781,025	14,725,374	72,765,360
4400 Lottery Funds Ltd	(1,205,976)	-	-	7,985,048	23,887,907	(33,078,931)
3400 Other Funds Ltd	(156,178,515)	(376,728)	(123,689,540)	5,236,875	2,337,307	(39,686,429)

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
6400 Federal Funds Ltd	8,483,634	(167,615)	-	5,520,883	3,130,366	-
TOTAL EXPENDITURES	**$25,460,957**	**$92,883**	**($198,236,711)**	**$179,523,831**	**$44,080,954**	**-**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
4400 Lottery Funds Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	(4,021,731)	-	(4,025,736)	4,005	-	-
6400 Federal Funds Ltd	102	(1)	-	103	-	-
TOTAL ENDING BALANCE	**($4,021,629)**	**($1)**	**($4,025,736)**	**$4,108**	**-**	**-**

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	484,255	16,091	332,727	135,437		
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	8,841	(18,160)	27,001	-		
REVENUE CATEGORIES						
8000 General Fund	484,255	16,091	332,727	135,437		
6400 Federal Funds Ltd	8,841	(18,160)	27,001	-		
TOTAL REVENUE CATEGORIES	**$493,096**	**($2,069)**	**$359,728**	**$135,437**		
AVAILABLE REVENUES						
8000 General Fund	484,255	16,091	332,727	135,437		
6400 Federal Funds Ltd	8,841	(18,160)	27,001	-		
TOTAL AVAILABLE REVENUES	**$493,096**	**($2,069)**	**$359,728**	**$135,437**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	164	164	-	-		
3170 Overtime Payments						
8000 General Fund	4	4	-	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
3190 All Other Differential						
8000 General Fund	604	604	-	-		
SALARIES & WAGES						
8000 General Fund	772	772	-	-		
TOTAL SALARIES & WAGES	**$772**	**$772**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	128	128	-	-		
3221 Pension Obligation Bond						
8000 General Fund	(2,563)	(2,563)	-	-		
6400 Federal Funds Ltd	(1,819)	(1,819)	-	-		
All Funds	(4,382)	(4,382)	-	-		
3230 Social Security Taxes						
8000 General Fund	59	59	-	-		
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2	2	-	-		
3260 Mass Transit Tax						
8000 General Fund	4,701	4,701	-	-		
OTHER PAYROLL EXPENSES						
8000 General Fund	2,327	2,327	-	-		
6400 Federal Funds Ltd	(1,819)	(1,819)	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$508**	**$508**	**-**	**-**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	12,992	12,992	-	-		
6400 Federal Funds Ltd	(16,340)	(16,340)	-	-		
All Funds	(3,348)	(3,348)	-	-		
PERSONAL SERVICES						
8000 General Fund	16,091	16,091	-	-		
6400 Federal Funds Ltd	(18,159)	(18,159)	-	-		
TOTAL PERSONAL SERVICES	**($2,068)**	**($2,068)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,060	-	1,060	-		
6400 Federal Funds Ltd	17	-	17	-		
All Funds	1,077	-	1,077	-		
4125 Out of State Travel						
8000 General Fund	909	-	909	-		
4150 Employee Training						
8000 General Fund	2,421	-	2,421	-		
6400 Federal Funds Ltd	87	-	87	-		
All Funds	2,508	-	2,508	-		
4175 Office Expenses						
8000 General Fund	1,762	-	1,762	-		
6400 Federal Funds Ltd	50	-	50	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
All Funds	1,812	-	1,812	-		
4200 Telecommunications						
8000 General Fund	1,550	-	1,550	-		
6400 Federal Funds Ltd	38	-	38	-		
All Funds	1,588	-	1,588	-		
4225 State Gov. Service Charges						
8000 General Fund	80,649	-	80,649	-		
6400 Federal Funds Ltd	18,536	-	18,536	-		
All Funds	99,185	-	99,185	-		
4250 Data Processing						
8000 General Fund	429	-	429	-		
6400 Federal Funds Ltd	16	-	16	-		
All Funds	445	-	445	-		
4275 Publicity and Publications						
8000 General Fund	350	-	350	-		
6400 Federal Funds Ltd	12	-	12	-		
All Funds	362	-	362	-		
4300 Professional Services						
8000 General Fund	1,965	-	1,965	-		
6400 Federal Funds Ltd	8,024	-	8,024	-		
All Funds	9,989	-	9,989	-		
4315 IT Professional Services						
8000 General Fund	6,119	-	6,119	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
4325 Attorney General						
8000 General Fund	2,337	-	2,337	-		
4375 Employee Recruitment and Develop						
8000 General Fund	328	-	328	-		
6400 Federal Funds Ltd	10	-	10	-		
All Funds	338	-	338	-		
4400 Dues and Subscriptions						
8000 General Fund	6,968	-	6,968	-		
6400 Federal Funds Ltd	12	-	12	-		
All Funds	6,980	-	6,980	-		
4425 Facilities Rental and Taxes						
8000 General Fund	3,263	-	3,263	-		
6400 Federal Funds Ltd	126	-	126	-		
All Funds	3,389	-	3,389	-		
4575 Agency Program Related S and S						
8000 General Fund	24	-	24	-		
4650 Other Services and Supplies						
8000 General Fund	862	-	862	-		
6400 Federal Funds Ltd	12	-	12	-		
All Funds	874	-	874	-		
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,342	-	2,342	-		
6400 Federal Funds Ltd	60	-	60	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
All Funds	2,402	-	2,402	-		
4715 IT Expendable Property						
8000 General Fund	606	-	606	-		
SERVICES & SUPPLIES						
8000 General Fund	113,944	-	113,944	-		
6400 Federal Funds Ltd	27,000	-	27,000	-		
TOTAL SERVICES & SUPPLIES	**$140,944**	**-**	**$140,944**	**-**		
SPECIAL PAYMENTS						
6085 Other Special Payments						
8000 General Fund	354,220	-	218,783	135,437		
EXPENDITURES						
8000 General Fund	484,255	16,091	332,727	135,437		
6400 Federal Funds Ltd	8,841	(18,159)	27,000	-		
TOTAL EXPENDITURES	**$493,096**	**($2,068)**	**$359,727**	**$135,437**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
6400 Federal Funds Ltd	-	(1)	1	-		
TOTAL ENDING BALANCE	**-**	**($1)**	**$1**	**-**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	613,356	212,086	401,270	-		
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,284,934	(6,797)	942,244	349,487		
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	28,271	(36,547)	64,818	-		
REVENUE CATEGORIES						
8000 General Fund	613,356	212,086	401,270	-		
3400 Other Funds Ltd	1,284,934	(6,797)	942,244	349,487		
6400 Federal Funds Ltd	28,271	(36,547)	64,818	-		
TOTAL REVENUE CATEGORIES	**$1,926,561**	**$168,742**	**$1,408,332**	**$349,487**		
AVAILABLE REVENUES						
8000 General Fund	613,356	212,086	401,270	-		
3400 Other Funds Ltd	1,284,934	(6,797)	942,244	349,487		
6400 Federal Funds Ltd	28,271	(36,547)	64,818	-		
TOTAL AVAILABLE REVENUES	**$1,926,561**	**$168,742**	**$1,408,332**	**$349,487**		
EXPENDITURES						
PERSONAL SERVICES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	1,524	1,524	-	-		
3170 Overtime Payments						
8000 General Fund	48	48	-	-		
3190 All Other Differential						
8000 General Fund	449	449	-	-		
SALARIES & WAGES						
8000 General Fund	2,021	2,021	-	-		
TOTAL SALARIES & WAGES	**$2,021**	**$2,021**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	104	104	-	-		
3221 Pension Obligation Bond						
8000 General Fund	31,156	31,156	-	-		
3400 Other Funds Ltd	(4,330)	(4,330)	-	-		
6400 Federal Funds Ltd	(1,809)	(1,809)	-	-		
All Funds	25,017	25,017	-	-		
3230 Social Security Taxes						
8000 General Fund	155	155	-	-		
3241 Paid Family Medical Leave Insurance						
8000 General Fund	2	2	-	-		
3260 Mass Transit Tax						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
8000 General Fund	10,632	10,632	-	-		
3400 Other Funds Ltd	(2,467)	(2,467)	-	-		
All Funds	8,165	8,165	-	-		
OTHER PAYROLL EXPENSES						
8000 General Fund	42,049	42,049	-	-		
3400 Other Funds Ltd	(6,797)	(6,797)	-	-		
6400 Federal Funds Ltd	(1,809)	(1,809)	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$33,443**	**$33,443**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	168,016	168,016	-	-		
6400 Federal Funds Ltd	(34,738)	(34,738)	-	-		
All Funds	133,278	133,278	-	-		
PERSONAL SERVICES						
8000 General Fund	212,086	212,086	-	-		
3400 Other Funds Ltd	(6,797)	(6,797)	-	-		
6400 Federal Funds Ltd	(36,547)	(36,547)	-	-		
TOTAL PERSONAL SERVICES	**$168,742**	**$168,742**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	2,072	-	2,072	-		
6400 Federal Funds Ltd	2,226	-	2,226	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
All Funds	4,298	-	4,298	-		
4125 Out of State Travel						
8000 General Fund	112	-	112	-		
6400 Federal Funds Ltd	2,551	-	2,551	-		
All Funds	2,663	-	2,663	-		
4150 Employee Training						
8000 General Fund	3,552	-	3,552	-		
6400 Federal Funds Ltd	1,036	-	1,036	-		
All Funds	4,588	-	4,588	-		
4175 Office Expenses						
8000 General Fund	3,218	-	3,218	-		
6400 Federal Funds Ltd	2,813	-	2,813	-		
All Funds	6,031	-	6,031	-		
4200 Telecommunications						
8000 General Fund	2,448	-	2,448	-		
6400 Federal Funds Ltd	1,531	-	1,531	-		
All Funds	3,979	-	3,979	-		
4225 State Gov. Service Charges						
8000 General Fund	222,531	-	222,531	-		
3400 Other Funds Ltd	10,391	-	10,391	-		
6400 Federal Funds Ltd	41,931	-	41,931	-		
All Funds	274,853	-	274,853	-		
4250 Data Processing						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
8000 General Fund	620	-	620	-		
6400 Federal Funds Ltd	64	-	64	-		
All Funds	684	-	684	-		
4275 Publicity and Publications						
8000 General Fund	484	-	484	-		
6400 Federal Funds Ltd	565	-	565	-		
All Funds	1,049	-	1,049	-		
4300 Professional Services						
8000 General Fund	78,913	-	78,913	-		
4315 IT Professional Services						
8000 General Fund	20,992	-	20,992	-		
4325 Attorney General						
8000 General Fund	10,615	-	10,615	-		
4375 Employee Recruitment and Develop						
8000 General Fund	418	-	418	-		
6400 Federal Funds Ltd	20	-	20	-		
All Funds	438	-	438	-		
4400 Dues and Subscriptions						
8000 General Fund	6,740	-	6,740	-		
4425 Facilities Rental and Taxes						
8000 General Fund	25,743	-	25,743	-		
6400 Federal Funds Ltd	8,272	-	8,272	-		
All Funds	34,015	-	34,015	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
4575 Agency Program Related S and S						
8000 General Fund	66	-	66	-		
6400 Federal Funds Ltd	155	-	155	-		
All Funds	221	-	221	-		
4625 Other COP Costs						
3400 Other Funds Ltd	3,990	-	3,990	-		
4650 Other Services and Supplies						
8000 General Fund	18,761	-	18,761	-		
6400 Federal Funds Ltd	2,784	-	2,784	-		
All Funds	21,545	-	21,545	-		
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,983	-	2,983	-		
4715 IT Expendable Property						
8000 General Fund	1,002	-	1,002	-		
6400 Federal Funds Ltd	870	-	870	-		
All Funds	1,872	-	1,872	-		
SERVICES & SUPPLIES						
8000 General Fund	401,270	-	401,270	-		
3400 Other Funds Ltd	14,381	-	14,381	-		
6400 Federal Funds Ltd	64,818	-	64,818	-		
TOTAL SERVICES & SUPPLIES	**$480,469**	**-**	**$480,469**	**-**		
CAPITAL OUTLAY						
5550 Data Processing Software						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
3400 Other Funds Ltd	363,307	-	363,307	-		
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	914,043	-	564,556	349,487		
EXPENDITURES						
8000 General Fund	613,356	212,086	401,270	-		
3400 Other Funds Ltd	1,284,934	(6,797)	942,244	349,487		
6400 Federal Funds Ltd	28,271	(36,547)	64,818	-		
TOTAL EXPENDITURES	**$1,926,561**	**$168,742**	**$1,408,332**	**$349,487**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
6400 Federal 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		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	112,588	128,122	(123,398)	107,864		
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(2,016)	(3,312)	-	1,296		
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	11,564	(2,396)	-	13,960		
TRANSFERS IN						
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	(9,630)	(108,327)	-	98,697		
REVENUE CATEGORIES						
8000 General Fund	112,588	128,122	(123,398)	107,864		
3400 Other Funds Ltd	(11,646)	(111,639)	-	99,993		
6400 Federal Funds Ltd	11,564	(2,396)	-	13,960		
TOTAL REVENUE CATEGORIES	**$112,506**	**$14,087**	**($123,398)**	**$221,817**		
AVAILABLE REVENUES						
8000 General Fund	112,588	128,122	(123,398)	107,864		
3400 Other Funds Ltd	(11,646)	(111,639)	-	99,993		
6400 Federal Funds Ltd	11,564	(2,396)	-	13,960		

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 AVAILABLE REVENUES	**$112,506**	**$14,087**	**($123,398)**	**$221,817**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	2,515	2,515	-	-		
3170 Overtime Payments						
8000 General Fund	63	63	-	-		
3190 All Other Differential						
8000 General Fund	112	112	-	-		
SALARIES & WAGES						
8000 General Fund	2,690	2,690	-	-		
TOTAL SALARIES & WAGES	**$2,690**	**$2,690**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	37	37	-	-		
3221 Pension Obligation Bond						
8000 General Fund	13,102	13,102	-	-		
3400 Other Funds Ltd	(29,603)	(29,603)	-	-		
6400 Federal Funds Ltd	(899)	(899)	-	-		
All Funds	(17,400)	(17,400)	-	-		
3230 Social Security Taxes						

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		
8000 General Fund	206	206	-	-		
3260 Mass Transit Tax						
8000 General Fund	787	787	-	-		
3400 Other Funds Ltd	625	625	-	-		
All Funds	1,412	1,412	-	-		
OTHER PAYROLL EXPENSES						
8000 General Fund	14,132	14,132	-	-		
3400 Other Funds Ltd	(28,978)	(28,978)	-	-		
6400 Federal Funds Ltd	(899)	(899)	-	-		
TOTAL OTHER PAYROLL EXPENSES	**($15,745)**	**($15,745)**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	111,300	111,300	-	-		
3400 Other Funds Ltd	(82,661)	(82,661)	-	-		
6400 Federal Funds Ltd	(1,497)	(1,497)	-	-		
All Funds	27,142	27,142	-	-		
PERSONAL SERVICES						
8000 General Fund	128,122	128,122	-	-		
3400 Other Funds Ltd	(111,639)	(111,639)	-	-		
6400 Federal Funds Ltd	(2,396)	(2,396)	-	-		
TOTAL PERSONAL SERVICES	**$14,087**	**$14,087**	**-**	**-**		
SERVICES & 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		
4100 Instate Travel						
8000 General Fund	(574)	-	(1,667)	1,093		
3400 Other Funds Ltd	371	-	-	371		
6400 Federal Funds Ltd	208	-	-	208		
All Funds	5	-	(1,667)	1,672		
4125 Out of State Travel						
8000 General Fund	266	-	-	266		
6400 Federal Funds Ltd	190	-	-	190		
All Funds	456	-	-	456		
4150 Employee Training						
8000 General Fund	(1,457)	-	(3,465)	2,008		
3400 Other Funds Ltd	2,009	-	-	2,009		
6400 Federal Funds Ltd	116	-	-	116		
All Funds	668	-	(3,465)	4,133		
4175 Office Expenses						
8000 General Fund	(228)	-	(1,980)	1,752		
3400 Other Funds Ltd	1,059	-	-	1,059		
6400 Federal Funds Ltd	247	-	-	247		
All Funds	1,078	-	(1,980)	3,058		
4200 Telecommunications						
8000 General Fund	(310)	-	(1,485)	1,175		
3400 Other Funds Ltd	1,431	-	-	1,431		
6400 Federal Funds Ltd	181	-	-	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		
All Funds	1,302	-	(1,485)	2,787		
4225 State Gov. Service Charges						
8000 General Fund	42,050	-	-	42,050		
3400 Other Funds Ltd	9,858	-	-	9,858		
6400 Federal Funds Ltd	11,118	-	-	11,118		
All Funds	63,026	-	-	63,026		
4250 Data Processing						
8000 General Fund	(165)	-	(642)	477		
3400 Other Funds Ltd	55,283	-	-	55,283		
6400 Federal Funds Ltd	7	-	-	7		
All Funds	55,125	-	(642)	55,767		
4275 Publicity and Publications						
8000 General Fund	(134)	-	(494)	360		
3400 Other Funds Ltd	793	-	-	793		
6400 Federal Funds Ltd	33	-	-	33		
All Funds	692	-	(494)	1,186		
4300 Professional Services						
8000 General Fund	(60,843)	-	(100,000)	39,157		
3400 Other Funds Ltd	14,264	-	-	14,264		
6400 Federal Funds Ltd	1,337	-	-	1,337		
All Funds	(45,242)	-	(100,000)	54,758		
4315 IT Professional Services						
8000 General Fund	3,858	-	-	3,858		

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	430	-	-	430		
All Funds	4,288	-	-	4,288		
4325 Attorney General						
8000 General Fund	4,178	-	-	4,178		
3400 Other Funds Ltd	1,256	-	-	1,256		
All Funds	5,434	-	-	5,434		
4375 Employee Recruitment and Develop						
8000 General Fund	(154)	-	(396)	242		
3400 Other Funds Ltd	200	-	-	200		
6400 Federal Funds Ltd	3	-	-	3		
All Funds	49	-	(396)	445		
4400 Dues and Subscriptions						
8000 General Fund	2,518	-	(494)	3,012		
3400 Other Funds Ltd	240	-	-	240		
6400 Federal Funds Ltd	3	-	-	3		
All Funds	2,761	-	(494)	3,255		
4425 Facilities Rental and Taxes						
8000 General Fund	(2,844)	-	(6,835)	3,991		
3400 Other Funds Ltd	5,265	-	-	5,265		
6400 Federal Funds Ltd	315	-	-	315		
All Funds	2,736	-	(6,835)	9,571		
4575 Agency Program Related S and S						
8000 General Fund	34	-	-	34		

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		
6400 Federal Funds Ltd	23	-	-	23		
All Funds	57	-	-	57		
4600 Intra-agency Charges						
3400 Other Funds Ltd	1,369	-	-	1,369		
4650 Other Services and Supplies						
8000 General Fund	(1,299)	-	(3,564)	2,265		
3400 Other Funds Ltd	4,567	-	-	4,567		
All Funds	3,268	-	(3,564)	6,832		
4700 Expendable Prop 250 - 5000						
8000 General Fund	(714)	-	(2,376)	1,662		
3400 Other Funds Ltd	1,319	-	-	1,319		
All Funds	605	-	(2,376)	2,981		
4715 IT Expendable Property						
8000 General Fund	284	-	-	284		
3400 Other Funds Ltd	274	-	-	274		
6400 Federal Funds Ltd	77	-	-	77		
All Funds	635	-	-	635		
SERVICES & SUPPLIES						
8000 General Fund	(15,534)	-	(123,398)	107,864		
3400 Other Funds Ltd	99,988	-	-	99,988		
6400 Federal Funds Ltd	13,858	-	-	13,858		
TOTAL SERVICES & SUPPLIES	**$98,312**	**-**	**($123,398)**	**$221,710**		

EXPENDITURES

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		
8000 General Fund	112,588	128,122	(123,398)	107,864		
3400 Other Funds Ltd	(11,651)	(111,639)	-	99,988		
6400 Federal Funds Ltd	11,462	(2,396)	-	13,858		
TOTAL EXPENDITURES	**$112,399**	**$14,087**	**($123,398)**	**$221,710**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	5	-	-	5		
6400 Federal Funds Ltd	102	-	-	102		
TOTAL ENDING BALANCE	**$107**	**-**	**-**	**$107**		

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						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	69,035	31,817	(26,926)	64,144		
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3400 Other Funds Ltd	(10,291)	(17,957)	-	7,666		
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	(49,043)	(85,585)	-	36,542		
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	15,800	6,600	-	9,200		
TRANSFERS IN						
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	46,200	-	-	46,200		
REVENUE CATEGORIES						
8000 General Fund	69,035	31,817	(26,926)	64,144		
3400 Other Funds Ltd	2,666	(96,942)	-	99,608		
TOTAL REVENUE CATEGORIES	**$71,701**	**($65,125)**	**($26,926)**	**$163,752**		
AVAILABLE REVENUES						
8000 General Fund	69,035	31,817	(26,926)	64,144		
3400 Other Funds Ltd	2,666	(96,942)	-	99,608		

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 AVAILABLE REVENUES	**$71,701**	**($65,125)**	**($26,926)**	**$163,752**		
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
8000 General Fund	(6,372)	(6,372)	-	-		
3400 Other Funds Ltd	(37,067)	(37,067)	-	-		
All Funds	(43,439)	(43,439)	-	-		
3260 Mass Transit Tax						
8000 General Fund	2,245	2,245	-	-		
3400 Other Funds Ltd	826	826	-	-		
All Funds	3,071	3,071	-	-		
OTHER PAYROLL EXPENSES						
8000 General Fund	(4,127)	(4,127)	-	-		
3400 Other Funds Ltd	(36,241)	(36,241)	-	-		
TOTAL OTHER PAYROLL EXPENSES	**($40,368)**	**($40,368)**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	35,944	35,944	-	-		
3400 Other Funds Ltd	(60,701)	(60,701)	-	-		
All Funds	(24,757)	(24,757)	-	-		
PERSONAL SERVICES						

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		
8000 General Fund	31,817	31,817	-	-		
3400 Other Funds Ltd	(96,942)	(96,942)	-	-		
TOTAL PERSONAL SERVICES	**($65,125)**	**($65,125)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	(436)	-	(803)	367		
3400 Other Funds Ltd	93	-	-	93		
All Funds	(343)	-	(803)	460		
4125 Out of State Travel						
8000 General Fund	227	-	-	227		
3400 Other Funds Ltd	271	-	-	271		
All Funds	498	-	-	498		
4150 Employee Training						
8000 General Fund	(3,921)	-	(4,165)	244		
3400 Other Funds Ltd	746	-	-	746		
All Funds	(3,175)	-	(4,165)	990		
4175 Office Expenses						
8000 General Fund	(2,173)	-	(2,380)	207		
3400 Other Funds Ltd	987	-	-	987		
All Funds	(1,186)	-	(2,380)	1,194		
4200 Telecommunications						
8000 General Fund	(1,574)	-	(1,785)	211		
3400 Other Funds Ltd	1,009	-	-	1,009		

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		
All Funds	(565)	-	(1,785)	1,220		
4225 State Gov. Service Charges						
8000 General Fund	52,599	-	-	52,599		
3400 Other Funds Ltd	5,338	-	-	5,338		
All Funds	57,937	-	-	57,937		
4250 Data Processing						
8000 General Fund	(647)	-	(774)	127		
3400 Other Funds Ltd	1,243	-	-	1,243		
All Funds	596	-	(774)	1,370		
4275 Publicity and Publications						
8000 General Fund	(558)	-	(594)	36		
3400 Other Funds Ltd	125	-	-	125		
All Funds	(433)	-	(594)	161		
4300 Professional Services						
8000 General Fund	4,636	-	-	4,636		
3400 Other Funds Ltd	30,475	-	-	30,475		
All Funds	35,111	-	-	35,111		
4315 IT Professional Services						
8000 General Fund	1,705	-	-	1,705		
4325 Attorney General						
8000 General Fund	1,219	-	-	1,219		
3400 Other Funds Ltd	2,023	-	-	2,023		
All Funds	3,242	-	-	3,242		

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		
4375 Employee Recruitment and Develop						
8000 General Fund	(431)	-	(476)	45		
3400 Other Funds Ltd	176	-	-	176		
All Funds	(255)	-	(476)	221		
4400 Dues and Subscriptions						
8000 General Fund	(3,395)	-	(4,878)	1,483		
3400 Other Funds Ltd	115	-	-	115		
All Funds	(3,280)	-	(4,878)	1,598		
4425 Facilities Rental and Taxes						
8000 General Fund	(7,886)	-	(8,215)	329		
3400 Other Funds Ltd	3,543	-	-	3,543		
All Funds	(4,343)	-	(8,215)	3,872		
4575 Agency Program Related S and S						
8000 General Fund	7	-	-	7		
3400 Other Funds Ltd	3,813	-	-	3,813		
All Funds	3,820	-	-	3,820		
4650 Other Services and Supplies						
8000 General Fund	7	-	-	7		
3400 Other Funds Ltd	459	-	-	459		
All Funds	466	-	-	466		
4700 Expendable Prop 250 - 5000						
8000 General Fund	(2,330)	-	(2,856)	526		
3400 Other Funds Ltd	2,992	-	-	2,992		

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		
All Funds	662	-	(2,856)	3,518		
4715 IT Expendable Property						
8000 General Fund	169	-	-	169		
SERVICES & SUPPLIES						
8000 General Fund	37,218	-	(26,926)	64,144		
3400 Other Funds Ltd	53,408	-	-	53,408		
TOTAL SERVICES & SUPPLIES	**$90,626**	**-**	**($26,926)**	**$117,552**		
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
3400 Other Funds Ltd	46,200	-	-	46,200		
EXPENDITURES						
8000 General Fund	69,035	31,817	(26,926)	64,144		
3400 Other Funds Ltd	2,666	(96,942)	-	99,608		
TOTAL EXPENDITURES	**$71,701**	**($65,125)**	**($26,926)**	**$163,752**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
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		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(67,079)	(8,932)	(100,000)	41,853		
AVAILABLE REVENUES						
8000 General Fund	(67,079)	(8,932)	(100,000)	41,853		
TOTAL AVAILABLE REVENUES	**($67,079)**	**($8,932)**	**($100,000)**	**$41,853**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3190 All Other Differential						
8000 General Fund	31	31	-	-		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	7	7	-	-		
3221 Pension Obligation Bond						
8000 General Fund	(11,640)	(11,640)	-	-		
3230 Social Security Taxes						
8000 General Fund	2	2	-	-		
3260 Mass Transit Tax						
8000 General Fund	1,149	1,149	-	-		
OTHER PAYROLL EXPENSES						
8000 General Fund	(10,482)	(10,482)	-	-		

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 OTHER PAYROLL EXPENSES	**($10,482)**	**($10,482)**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	1,519	1,519	-	-		
PERSONAL SERVICES						
8000 General Fund	(8,932)	(8,932)	-	-		
TOTAL PERSONAL SERVICES	**($8,932)**	**($8,932)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	433	-	-	433		
4125 Out of State Travel						
8000 General Fund	227	-	-	227		
4150 Employee Training						
8000 General Fund	587	-	-	587		
4175 Office Expenses						
8000 General Fund	403	-	-	403		
4200 Telecommunications						
8000 General Fund	358	-	-	358		
4225 State Gov. Service Charges						
8000 General Fund	27,638	-	-	27,638		
4250 Data Processing						
8000 General Fund	191	-	-	191		

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		
4275 Publicity and Publications						
8000 General Fund	85	-	-	85		
4300 Professional Services						
8000 General Fund	(95,364)	-	(100,000)	4,636		
4315 IT Professional Services						
8000 General Fund	1,705	-	-	1,705		
4325 Attorney General						
8000 General Fund	1,219	-	-	1,219		
4375 Employee Recruitment and Develop						
8000 General Fund	84	-	-	84		
4400 Dues and Subscriptions						
8000 General Fund	1,929	-	-	1,929		
4425 Facilities Rental and Taxes						
8000 General Fund	1,453	-	-	1,453		
4575 Agency Program Related S and S						
8000 General Fund	7	-	-	7		
4650 Other Services and Supplies						
8000 General Fund	196	-	-	196		
4700 Expendable Prop 250 - 5000						
8000 General Fund	533	-	-	533		
4715 IT Expendable Property						
8000 General Fund	169	-	-	169		
SERVICES & 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		
8000 General Fund	(58,147)	-	(100,000)	41,853		
TOTAL SERVICES & SUPPLIES	**($58,147)**	**-**	**($100,000)**	**$41,853**		
EXPENDITURES						
8000 General Fund	(67,079)	(8,932)	(100,000)	41,853		
TOTAL EXPENDITURES	**($67,079)**	**($8,932)**	**($100,000)**	**$41,853**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,153,217	63,875	724,608	364,734		
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(664)	(67,686)	34,744	32,278		
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	801,172	1,302	518,441	281,429		
TRANSFERS IN						
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	118,106	-	118,106	-		
REVENUE CATEGORIES						
8000 General Fund	1,153,217	63,875	724,608	364,734		
3400 Other Funds Ltd	117,442	(67,686)	152,850	32,278		
6400 Federal Funds Ltd	801,172	1,302	518,441	281,429		
TOTAL REVENUE CATEGORIES	**$2,071,831**	**($2,509)**	**$1,395,899**	**$678,441**		
AVAILABLE REVENUES						
8000 General Fund	1,153,217	63,875	724,608	364,734		
3400 Other Funds Ltd	117,442	(67,686)	152,850	32,278		
6400 Federal Funds Ltd	801,172	1,302	518,441	281,429		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
TOTAL AVAILABLE REVENUES	**$2,071,831**	**($2,509)**	**$1,395,899**	**$678,441**		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3190 All Other Differential						
8000 General Fund	247	247	-	-		
3400 Other Funds Ltd	119	119	-	-		
All Funds	366	366	-	-		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	52	52	-	-		
3400 Other Funds Ltd	25	25	-	-		
All Funds	77	77	-	-		
3221 Pension Obligation Bond						
8000 General Fund	(16,504)	(16,504)	-	-		
3400 Other Funds Ltd	14,594	14,594	-	-		
6400 Federal Funds Ltd	(2,349)	(2,349)	-	-		
All Funds	(4,259)	(4,259)	-	-		
3230 Social Security Taxes						
8000 General Fund	19	19	-	-		
3400 Other Funds Ltd	9	9	-	-		
All Funds	28	28	-	-		
3241 Paid Family Medical Leave Insurance						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
8000 General Fund	1	1	-	-		
3260 Mass Transit Tax						
8000 General Fund	1,499	1,499	-	-		
3400 Other Funds Ltd	3,032	3,032	-	-		
All Funds	4,531	4,531	-	-		
OTHER PAYROLL EXPENSES						
8000 General Fund	(14,933)	(14,933)	-	-		
3400 Other Funds Ltd	17,660	17,660	-	-		
6400 Federal Funds Ltd	(2,349)	(2,349)	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$378**	**$378**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	78,561	78,561	-	-		
3400 Other Funds Ltd	(85,465)	(85,465)	-	-		
6400 Federal Funds Ltd	3,651	3,651	-	-		
All Funds	(3,253)	(3,253)	-	-		
PERSONAL SERVICES						
8000 General Fund	63,875	63,875	-	-		
3400 Other Funds Ltd	(67,686)	(67,686)	-	-		
6400 Federal Funds Ltd	1,302	1,302	-	-		
TOTAL PERSONAL SERVICES	**($2,509)**	**($2,509)**	**-**	**-**		
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
4100 Instate Travel						
8000 General Fund	939	-	939	-		
3400 Other Funds Ltd	7,539	-	7,539	-		
6400 Federal Funds Ltd	928	-	928	-		
All Funds	9,406	-	9,406	-		
4125 Out of State Travel						
8000 General Fund	850	-	850	-		
3400 Other Funds Ltd	1,913	-	1,913	-		
6400 Federal Funds Ltd	1,286	-	1,286	-		
All Funds	4,049	-	4,049	-		
4150 Employee Training						
8000 General Fund	1,223	-	1,223	-		
3400 Other Funds Ltd	2,394	-	2,394	-		
6400 Federal Funds Ltd	489	-	489	-		
All Funds	4,106	-	4,106	-		
4175 Office Expenses						
8000 General Fund	1,903	-	1,903	-		
3400 Other Funds Ltd	4,716	-	4,716	-		
6400 Federal Funds Ltd	1,036	-	1,036	-		
All Funds	7,655	-	7,655	-		
4200 Telecommunications						
8000 General Fund	2,063	-	2,063	-		
3400 Other Funds Ltd	1,598	-	1,598	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
6400 Federal Funds Ltd	760	-	760	-		
All Funds	4,421	-	4,421	-		
4225 State Gov. Service Charges						
8000 General Fund	78,017	-	78,017	-		
4250 Data Processing						
8000 General Fund	212	-	212	-		
3400 Other Funds Ltd	150	-	150	-		
6400 Federal Funds Ltd	28	-	28	-		
All Funds	390	-	390	-		
4275 Publicity and Publications						
8000 General Fund	339	-	339	-		
3400 Other Funds Ltd	1,917	-	1,917	-		
6400 Federal Funds Ltd	139	-	139	-		
All Funds	2,395	-	2,395	-		
4300 Professional Services						
8000 General Fund	35,834	-	35,834	-		
3400 Other Funds Ltd	48,920	-	48,920	-		
6400 Federal Funds Ltd	50,386	-	50,386	-		
All Funds	135,140	-	135,140	-		
4315 IT Professional Services						
8000 General Fund	31	-	31	-		
3400 Other Funds Ltd	9,404	-	9,404	-		
6400 Federal Funds Ltd	3,709	-	3,709	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
All Funds	13,144	-	13,144	-		
4325 Attorney General						
8000 General Fund	9,092	-	9,092	-		
3400 Other Funds Ltd	6,593	-	6,593	-		
6400 Federal Funds Ltd	1,609	-	1,609	-		
All Funds	17,294	-	17,294	-		
4375 Employee Recruitment and Develop						
8000 General Fund	144	-	144	-		
3400 Other Funds Ltd	300	-	300	-		
6400 Federal Funds Ltd	12	-	12	-		
All Funds	456	-	456	-		
4400 Dues and Subscriptions						
8000 General Fund	503	-	503	-		
3400 Other Funds Ltd	787	-	787	-		
6400 Federal Funds Ltd	834	-	834	-		
All Funds	2,124	-	2,124	-		
4425 Facilities Rental and Taxes						
8000 General Fund	2,050	-	2,050	-		
3400 Other Funds Ltd	2,766	-	2,766	-		
6400 Federal Funds Ltd	1,858	-	1,858	-		
All Funds	6,674	-	6,674	-		
4575 Agency Program Related S and S						
8000 General Fund	244	-	244	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
3400 Other Funds Ltd	359	-	359	-		
6400 Federal Funds Ltd	532	-	532	-		
All Funds	1,135	-	1,135	-		
4650 Other Services and Supplies						
8000 General Fund	972	-	972	-		
3400 Other Funds Ltd	5,387	-	5,387	-		
All Funds	6,359	-	6,359	-		
4700 Expendable Prop 250 - 5000						
8000 General Fund	807	-	807	-		
3400 Other Funds Ltd	916	-	916	-		
All Funds	1,723	-	1,723	-		
4715 IT Expendable Property						
8000 General Fund	200	-	200	-		
3400 Other Funds Ltd	1,050	-	1,050	-		
6400 Federal Funds Ltd	219	-	219	-		
All Funds	1,469	-	1,469	-		
SERVICES & SUPPLIES						
8000 General Fund	135,423	-	135,423	-		
3400 Other Funds Ltd	96,709	-	96,709	-		
6400 Federal Funds Ltd	63,825	-	63,825	-		
TOTAL SERVICES & SUPPLIES	**$295,957**	**-**	**$295,957**	**-**		
SPECIAL PAYMENTS						
6030 Dist to Non-Gov Units						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
8000 General Fund	131,732	-	81,364	50,368		
3400 Other Funds Ltd	27,017	-	16,687	10,330		
6400 Federal Funds Ltd	11,709	-	7,232	4,477		
All Funds	170,458	-	105,283	65,175		
6045 Dist to Comm College Districts						
8000 General Fund	24,728	-	15,273	9,455		
3400 Other Funds Ltd	57,402	-	35,454	21,948		
6400 Federal Funds Ltd	724,336	-	447,384	276,952		
All Funds	806,466	-	498,111	308,355		
6048 Spc Pmt to Public Universities						
8000 General Fund	24,728	-	15,273	9,455		
6085 Other Special Payments						
8000 General Fund	772,731	-	477,275	295,456		
SPECIAL PAYMENTS						
8000 General Fund	953,919	-	589,185	364,734		
3400 Other Funds Ltd	84,419	-	52,141	32,278		
6400 Federal Funds Ltd	736,045	-	454,616	281,429		
TOTAL SPECIAL PAYMENTS	**$1,774,383**	**-**	**$1,095,942**	**$678,441**		
EXPENDITURES						
8000 General Fund	1,153,217	63,875	724,608	364,734		
3400 Other Funds Ltd	113,442	(67,686)	148,850	32,278		
6400 Federal Funds Ltd	801,172	1,302	518,441	281,429		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
TOTAL EXPENDITURES	**$2,067,831**	**($2,509)**	**$1,391,899**	**$678,441**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	4,000	-	4,000	-		
6400 Federal Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**$4,000**	**-**	**$4,000**	**-**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(12,950,372)	17,460	(14,086,500)	817,567	301,101	
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(9,246,279)	(24,791)	(10,000,000)	485,907	292,605	
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	7,639,354	(106,349)	-	4,896,766	2,848,937	
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	(111,808,631)	(30,561)	(111,778,070)	-	-	
1060 Transfer from General Fund						
3400 Other Funds Ltd	(1,005,757)	-	(1,005,757)	-	-	
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	100,904	-	-	62,323	38,581	
TRANSFERS IN						
3400 Other Funds Ltd	(112,713,484)	(30,561)	(112,783,827)	62,323	38,581	
TOTAL TRANSFERS IN	**($112,713,484)**	**($30,561)**	**($112,783,827)**	**$62,323**	**$38,581**	
REVENUE CATEGORIES						
8000 General Fund	(12,950,372)	17,460	(14,086,500)	817,567	301,101	
3400 Other Funds Ltd	(121,959,763)	(55,352)	(122,783,827)	548,230	331,186	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
6400 Federal Funds Ltd	7,639,354	(106,349)	-	4,896,766	2,848,937	
TOTAL REVENUE CATEGORIES	**($127,270,781)**	**($144,241)**	**($136,870,327)**	**$6,262,563**	**$3,481,224**	
AVAILABLE REVENUES						
8000 General Fund	(12,950,372)	17,460	(14,086,500)	817,567	301,101	
3400 Other Funds Ltd	(121,959,763)	(55,352)	(122,783,827)	548,230	331,186	
6400 Federal Funds Ltd	7,639,354	(106,349)	-	4,896,766	2,848,937	
TOTAL AVAILABLE REVENUES	**($127,270,781)**	**($144,241)**	**($136,870,327)**	**$6,262,563**	**$3,481,224**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	3,016	3,016	-	-	-	
6400 Federal Funds Ltd	241	241	-	-	-	
All Funds	3,257	3,257	-	-	-	
3170 Overtime Payments						
8000 General Fund	4	4	-	-	-	
3400 Other Funds Ltd	36	36	-	-	-	
6400 Federal Funds Ltd	40	40	-	-	-	
All Funds	80	80	-	-	-	
3190 All Other Differential						
8000 General Fund	15	15	-	-	-	
SALARIES & WAGES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
8000 General Fund	3,035	3,035	-	-	-	
3400 Other Funds Ltd	36	36	-	-	-	
6400 Federal Funds Ltd	281	281	-	-	-	
TOTAL SALARIES & WAGES	**$3,352**	**$3,352**	**-**	**-**	**-**	
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	3	3	-	-	-	
3400 Other Funds Ltd	7	7	-	-	-	
6400 Federal Funds Ltd	7	7	-	-	-	
All Funds	17	17	-	-	-	
3221 Pension Obligation Bond						
8000 General Fund	(8,902)	(8,902)	-	-	-	
3400 Other Funds Ltd	(25,855)	(25,855)	-	-	-	
6400 Federal Funds Ltd	(10,412)	(10,412)	-	-	-	
All Funds	(45,169)	(45,169)	-	-	-	
3230 Social Security Taxes						
8000 General Fund	232	232	-	-	-	
3400 Other Funds Ltd	3	3	-	-	-	
6400 Federal Funds Ltd	18	18	-	-	-	
All Funds	253	253	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	3,765	3,765	-	-	-	
3400 Other Funds Ltd	(7,388)	(7,388)	-	-	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
All Funds	(3,623)	(3,623)	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	(4,902)	(4,902)	-	-	-	
3400 Other Funds Ltd	(33,233)	(33,233)	-	-	-	
6400 Federal Funds Ltd	(10,387)	(10,387)	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**($48,522)**	**($48,522)**	**-**	**-**	**-**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	19,327	19,327	-	-	-	
3400 Other Funds Ltd	(22,155)	(22,155)	-	-	-	
6400 Federal Funds Ltd	(96,243)	(96,243)	-	-	-	
All Funds	(99,071)	(99,071)	-	-	-	
PERSONAL SERVICES						
8000 General Fund	17,460	17,460	-	-	-	
3400 Other Funds Ltd	(55,352)	(55,352)	-	-	-	
6400 Federal Funds Ltd	(106,349)	(106,349)	-	-	-	
TOTAL PERSONAL SERVICES	**($144,241)**	**($144,241)**	**-**	**-**	**-**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,203	-	-	1,203	-	
3400 Other Funds Ltd	(5,543)	-	(6,263)	720	-	
6400 Federal Funds Ltd	1,523	-	-	1,523	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
All Funds	(2,817)	-	(6,263)	3,446	-	
4125 Out of State Travel						
8000 General Fund	872	-	-	872	-	
3400 Other Funds Ltd	4	-	-	4	-	
6400 Federal Funds Ltd	2,838	-	-	2,838	-	
All Funds	3,714	-	-	3,714	-	
4150 Employee Training						
8000 General Fund	2,235	-	-	2,235	-	
3400 Other Funds Ltd	(32,178)	-	(32,367)	189	-	
6400 Federal Funds Ltd	682	-	-	682	-	
All Funds	(29,261)	-	(32,367)	3,106	-	
4175 Office Expenses						
8000 General Fund	2,751	-	-	2,751	-	
3400 Other Funds Ltd	(20,437)	-	(20,706)	269	-	
6400 Federal Funds Ltd	823	-	-	823	-	
All Funds	(16,863)	-	(20,706)	3,843	-	
4200 Telecommunications						
8000 General Fund	1,354	-	-	1,354	-	
3400 Other Funds Ltd	(15,903)	-	(16,065)	162	-	
6400 Federal Funds Ltd	1,896	-	-	1,896	-	
All Funds	(12,653)	-	(16,065)	3,412	-	
4225 State Gov. Service Charges						
8000 General Fund	128,057	-	-	128,057	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
3400 Other Funds Ltd	1,367	-	-	1,367	-	
6400 Federal Funds Ltd	4,676	-	-	4,676	-	
All Funds	134,100	-	-	134,100	-	
4250 Data Processing						
8000 General Fund	494	-	-	494	-	
3400 Other Funds Ltd	(6,370)	-	(6,370)	-	-	
6400 Federal Funds Ltd	172	-	-	172	-	
All Funds	(5,704)	-	(6,370)	666	-	
4275 Publicity and Publications						
8000 General Fund	430	-	-	430	-	
3400 Other Funds Ltd	(4,511)	-	(4,634)	123	-	
6400 Federal Funds Ltd	586	-	-	586	-	
All Funds	(3,495)	-	(4,634)	1,139	-	
4300 Professional Services						
8000 General Fund	(119,906)	-	(299,500)	179,594	-	
3400 Other Funds Ltd	9,301	-	-	9,301	-	
6400 Federal Funds Ltd	263,826	-	-	263,826	-	
All Funds	153,221	-	(299,500)	452,721	-	
4315 IT Professional Services						
6400 Federal Funds Ltd	7,063	-	-	7,063	-	
4325 Attorney General						
8000 General Fund	2,851	-	(500)	3,351	-	
6400 Federal Funds Ltd	4,188	-	-	4,188	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
All Funds	7,039	-	(500)	7,539	-	
4375 Employee Recruitment and Develop						
8000 General Fund	245	-	-	245	-	
3400 Other Funds Ltd	(3,804)	-	(3,808)	4	-	
6400 Federal Funds Ltd	73	-	-	73	-	
All Funds	(3,486)	-	(3,808)	322	-	
4400 Dues and Subscriptions						
8000 General Fund	294	-	-	294	-	
3400 Other Funds Ltd	(4,596)	-	(4,634)	38	-	
6400 Federal Funds Ltd	189	-	-	189	-	
All Funds	(4,113)	-	(4,634)	521	-	
4425 Facilities Rental and Taxes						
8000 General Fund	3,645	-	-	3,645	-	
3400 Other Funds Ltd	(73,344)	-	(73,935)	591	-	
6400 Federal Funds Ltd	4,778	-	-	4,778	-	
All Funds	(64,921)	-	(73,935)	9,014	-	
4575 Agency Program Related S and S						
8000 General Fund	400	-	-	400	-	
3400 Other Funds Ltd	300	-	-	300	-	
All Funds	700	-	-	700	-	
4650 Other Services and Supplies						
8000 General Fund	3,350	-	-	3,350	-	
3400 Other Funds Ltd	(37,819)	-	(37,962)	143	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
6400 Federal Funds Ltd	659	-	-	659	-	
All Funds	(33,810)	-	(37,962)	4,152	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,756	-	-	2,756	-	
3400 Other Funds Ltd	(22,843)	-	(22,848)	5	-	
6400 Federal Funds Ltd	246	-	-	246	-	
All Funds	(19,841)	-	(22,848)	3,007	-	
4715 IT Expendable Property						
8000 General Fund	142	-	-	142	-	
3400 Other Funds Ltd	19	-	-	19	-	
6400 Federal Funds Ltd	418	-	-	418	-	
All Funds	579	-	-	579	-	
SERVICES & SUPPLIES						
8000 General Fund	31,173	-	(300,000)	331,173	-	
3400 Other Funds Ltd	(216,357)	-	(229,592)	13,235	-	
6400 Federal Funds Ltd	294,636	-	-	294,636	-	
TOTAL SERVICES & SUPPLIES	**$109,452**	**-**	**($529,592)**	**$639,044**	**-**	
SPECIAL PAYMENTS						
6020 Dist to Counties						
3400 Other Funds Ltd	4,996	-	-	3,086	1,910	
6400 Federal Funds Ltd	662	-	-	409	253	
All Funds	5,658	-	-	3,495	2,163	
6025 Dist to Other Gov Unit						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
3400 Other Funds Ltd	7,414	-	-	4,579	2,835	
6400 Federal Funds Ltd	67,700	-	-	41,815	25,885	
All Funds	75,114	-	-	46,394	28,720	
6030 Dist to Non-Gov Units						
8000 General Fund	(8,994,243)	-	(8,994,243)	-	-	
3400 Other Funds Ltd	9,780,706	-	8,994,243	485,757	300,706	
6400 Federal Funds Ltd	6,846,855	-	-	4,228,940	2,617,915	
All Funds	7,633,318	-	-	4,714,697	2,918,621	
6035 Dist to Individuals						
3400 Other Funds Ltd	11,895	-	-	7,347	4,548	
6040 Dist to Local School Districts						
3400 Other Funds Ltd	52,818	-	-	32,623	20,195	
6045 Dist to Comm College Districts						
3400 Other Funds Ltd	2,595	-	-	1,603	992	
6400 Federal Funds Ltd	412,221	-	-	254,607	157,614	
All Funds	414,816	-	-	256,210	158,606	
6050 Dist to Non-Profit Organizations						
6400 Federal Funds Ltd	123,629	-	-	76,359	47,270	
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(1,005,757)	-	(1,005,757)	-	-	
6085 Other Special Payments						
8000 General Fund	(2,999,005)	-	(3,786,500)	486,394	301,101	
3400 Other Funds Ltd	(127,522,742)	-	(127,522,742)	-	-	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
All Funds	(130,521,747)	-	(131,309,242)	486,394	301,101	
SPECIAL PAYMENTS						
8000 General Fund	(12,999,005)	-	(13,786,500)	486,394	301,101	
3400 Other Funds Ltd	(117,662,318)	-	(118,528,499)	534,995	331,186	
6400 Federal Funds Ltd	7,451,067	-	-	4,602,130	2,848,937	
TOTAL SPECIAL PAYMENTS	**($123,210,256)**	**-**	**($132,314,999)**	**$5,623,519**	**$3,481,224**	
EXPENDITURES						
8000 General Fund	(12,950,372)	17,460	(14,086,500)	817,567	301,101	
3400 Other Funds Ltd	(117,934,027)	(55,352)	(118,758,091)	548,230	331,186	
6400 Federal Funds Ltd	7,639,354	(106,349)	-	4,896,766	2,848,937	
TOTAL EXPENDITURES	**($123,245,045)**	**($144,241)**	**($132,844,591)**	**$6,262,563**	**$3,481,224**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(4,025,736)	-	(4,025,736)	-	-	
6400 Federal Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	**($4,025,736)**	**-**	**($4,025,736)**	**-**	**-**	

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	84,457,487	176,707	(5,000,000)	10,262,735	6,252,685	72,765,360
CHARGES FOR SERVICES						
0415 Admin and Service Charges						
3400 Other Funds Ltd	1,462	1,462	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	1,333,890	16,647	-	806,515	510,728	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(36,968,706)	(56,421)	-	1,715,636	1,058,508	(39,686,429)
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	(5,466)	(5,466)	-	-	-	-
TRANSFERS IN						
1100 Tsfr From Human Svcs, Dept of						
3400 Other Funds Ltd	119,593	-	-	73,866	45,727	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	22,707	-	-	22,707	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
TRANSFERS IN						
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
3400 Other Funds Ltd	142,300	-	-	96,573	45,727	-
TOTAL TRANSFERS IN	**($26,034,631)**	**-**	**-**	**$4,359,573**	**$2,684,727**	**($33,078,931)**
REVENUE CATEGORIES						
8000 General Fund	84,457,487	176,707	(5,000,000)	10,262,735	6,252,685	72,765,360
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
3400 Other Funds Ltd	(35,491,054)	(38,312)	-	2,618,724	1,614,963	(39,686,429)
6400 Federal Funds Ltd	(5,466)	(5,466)	-	-	-	-
TOTAL REVENUE CATEGORIES	**$22,784,036**	**$132,929**	**($5,000,000)**	**$17,144,459**	**$10,506,648**	**-**
AVAILABLE REVENUES						
8000 General Fund	84,457,487	176,707	(5,000,000)	10,262,735	6,252,685	72,765,360
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
3400 Other Funds Ltd	(35,491,054)	(38,312)	-	2,618,724	1,614,963	(39,686,429)
6400 Federal Funds Ltd	(5,466)	(5,466)	-	-	-	-
TOTAL AVAILABLE REVENUES	**$22,784,036**	**$132,929**	**($5,000,000)**	**$17,144,459**	**$10,506,648**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	(148,630)	3,193	(151,823)	-	-	-
3400 Other Funds Ltd	108	108	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
All Funds	(148,522)	3,301	(151,823)	-	-	-
3170 Overtime Payments						
8000 General Fund	(16,489)	66	(16,555)	-	-	-
3400 Other Funds Ltd	4	4	-	-	-	-
All Funds	(16,485)	70	(16,555)	-	-	-
3190 All Other Differential						
8000 General Fund	(7,166)	762	(7,928)	-	-	-
SALARIES & WAGES						
8000 General Fund	(172,285)	4,021	(176,306)	-	-	-
3400 Other Funds Ltd	112	112	-	-	-	-
TOTAL SALARIES & WAGES	**($172,173)**	**$4,133**	**($176,306)**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	(4,977)	174	(5,151)	-	-	-
3400 Other Funds Ltd	1	1	-	-	-	-
All Funds	(4,976)	175	(5,151)	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	(21,817)	(11,944)	(9,873)	-	-	-
3400 Other Funds Ltd	(25,393)	(25,393)	-	-	-	-
6400 Federal Funds Ltd	(478)	(478)	-	-	-	-
All Funds	(47,688)	(37,815)	(9,873)	-	-	-
3230 Social Security Taxes						
8000 General Fund	(13,178)	308	(13,486)	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	8	8	-	-	-	-
All Funds	(13,170)	316	(13,486)	-	-	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	(95)	3	(98)	-	-	-
3260 Mass Transit Tax						
8000 General Fund	2,720	3,778	(1,058)	-	-	-
3400 Other Funds Ltd	301	301	-	-	-	-
All Funds	3,021	4,079	(1,058)	-	-	-
3280 Other OPE						
8000 General Fund	(34,712)	-	(34,712)	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	(72,059)	(7,681)	(64,378)	-	-	-
3400 Other Funds Ltd	(25,083)	(25,083)	-	-	-	-
6400 Federal Funds Ltd	(478)	(478)	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**($97,620)**	**($33,242)**	**($64,378)**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	180,367	180,367	-	-	-	-
3400 Other Funds Ltd	(13,341)	(13,341)	-	-	-	-
6400 Federal Funds Ltd	(4,988)	(4,988)	-	-	-	-
All Funds	162,038	162,038	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	(63,977)	176,707	(240,684)	-	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	(38,312)	(38,312)	-	-	-	-
6400 Federal Funds Ltd	(5,466)	(5,466)	-	-	-	-
TOTAL PERSONAL SERVICES	**($107,755)**	**$132,929**	**($240,684)**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,083	-	(803)	1,886	-	-
3400 Other Funds Ltd	3,340	-	-	3,340	-	-
All Funds	4,423	-	(803)	5,226	-	-
4125 Out of State Travel						
8000 General Fund	184	-	-	184	-	-
4150 Employee Training						
8000 General Fund	(2,076)	-	(4,165)	2,089	-	-
4175 Office Expenses						
8000 General Fund	1,023	-	(2,380)	3,403	-	-
4200 Telecommunications						
8000 General Fund	300	-	(1,785)	2,085	-	-
4225 State Gov. Service Charges						
8000 General Fund	121,794	-	-	121,794	-	-
4250 Data Processing						
8000 General Fund	(354)	-	(774)	420	-	-
4275 Publicity and Publications						
8000 General Fund	(2,868)	-	(5,594)	2,726	-	-
4300 Professional Services						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
8000 General Fund	6,580	-	-	6,580	-	-
4325 Attorney General						
8000 General Fund	1,845	-	-	1,845	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	(317)	-	(476)	159	-	-
4400 Dues and Subscriptions						
8000 General Fund	(319)	-	(594)	275	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	6,288	-	(8,215)	14,503	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	5,572	-	-	5,572	-	-
4650 Other Services and Supplies						
8000 General Fund	(3,091)	-	(4,284)	1,193	-	-
3400 Other Funds Ltd	509	-	-	509	-	-
All Funds	(2,582)	-	(4,284)	1,702	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(140,601)	-	(141,246)	645	-	-
4715 IT Expendable Property						
8000 General Fund	2,457	-	-	2,457	-	-
3400 Other Funds Ltd	518	-	-	518	-	-
All Funds	2,975	-	-	2,975	-	-
SERVICES & SUPPLIES						
8000 General Fund	(8,072)	-	(170,316)	162,244	-	-

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
3400 Other Funds Ltd	9,939	-	-	9,939	-	-
TOTAL SERVICES & SUPPLIES	**$1,867**	**-**	**($170,316)**	**$172,183**	**-**	**-**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	89,077,584	-	-	10,075,197	6,237,027	72,765,360
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
3400 Other Funds Ltd	(35,486,368)	-	-	2,594,155	1,605,906	(39,686,429)
All Funds	27,414,285	-	-	16,932,352	10,481,933	-
6040 Dist to Local School Districts						
8000 General Fund	40,952	-	-	25,294	15,658	-
3400 Other Funds Ltd	5,973	-	-	3,689	2,284	-
All Funds	46,925	-	-	28,983	17,942	-
6045 Dist to Comm College Districts						
8000 General Fund	(1,000,000)	-	(1,000,000)	-	-	-
6085 Other Special Payments						
8000 General Fund	(3,589,000)	-	(3,589,000)	-	-	-
3400 Other Funds Ltd	17,714	-	-	10,941	6,773	-
All Funds	(3,571,286)	-	(3,589,000)	10,941	6,773	-
SPECIAL PAYMENTS						
8000 General Fund	84,529,536	-	(4,589,000)	10,100,491	6,252,685	72,765,360
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
3400 Other Funds Ltd	(35,462,681)	-	-	2,608,785	1,614,963	(39,686,429)

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 050 Fundshifts Priority: 00
TOTAL SPECIAL PAYMENTS	**$22,889,924**	**-**	**($4,589,000)**	**$16,972,276**	**$10,506,648**	**-**
EXPENDITURES						
8000 General Fund	84,457,487	176,707	(5,000,000)	10,262,735	6,252,685	72,765,360
4400 Lottery Funds Ltd	(26,176,931)	-	-	4,263,000	2,639,000	(33,078,931)
3400 Other Funds Ltd	(35,491,054)	(38,312)	-	2,618,724	1,614,963	(39,686,429)
6400 Federal Funds Ltd	(5,466)	(5,466)	-	-	-	-
TOTAL EXPENDITURES	**$22,784,036**	**$132,929**	**($5,000,000)**	**$17,144,459**	**$10,506,648**	**-**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
4400 Lottery Funds Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	55,762,771	(3,535,704)	54,400,000	4,898,475		
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	3,509	-	3,509	-		
TRANSFERS IN						
1050 Transfer In Other						
3400 Other Funds Ltd	454,042	-	454,042	-		
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	5,480	-	5,480	-		
TRANSFERS IN						
3400 Other Funds Ltd	459,522	-	459,522	-		
TOTAL TRANSFERS IN	**$459,522**	**-**	**$459,522**	**-**		
REVENUE CATEGORIES						
8000 General Fund	55,762,771	(3,535,704)	54,400,000	4,898,475		
3400 Other Funds Ltd	463,031	-	463,031	-		
TOTAL REVENUE CATEGORIES	**$56,225,802**	**($3,535,704)**	**$54,863,031**	**$4,898,475**		
AVAILABLE REVENUES						
8000 General Fund	55,762,771	(3,535,704)	54,400,000	4,898,475		
3400 Other Funds Ltd	463,031	-	463,031	-		

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
TOTAL AVAILABLE REVENUES	**$56,225,802**	**($3,535,704)**	**$54,863,031**	**$4,898,475**		
EXPENDITURES						
SPECIAL PAYMENTS						
6040 Dist to Local School Districts						
8000 General Fund	52,117	-	47,812	4,305		
6045 Dist to Comm College Districts						
8000 General Fund	55,710,654	(3,535,704)	54,352,188	4,894,170		
3400 Other Funds Ltd	463,031	-	463,031	-		
All Funds	56,173,685	(3,535,704)	54,815,219	4,894,170		
SPECIAL PAYMENTS						
8000 General Fund	55,762,771	(3,535,704)	54,400,000	4,898,475		
3400 Other Funds Ltd	463,031	-	463,031	-		
TOTAL SPECIAL PAYMENTS	**$56,225,802**	**($3,535,704)**	**$54,863,031**	**$4,898,475**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	62,660,648	(7,281,031)	67,924,075	2,017,604		
AVAILABLE REVENUES						
8000 General Fund	62,660,648	(7,281,031)	67,924,075	2,017,604		
TOTAL AVAILABLE REVENUES	**$62,660,648**	**($7,281,031)**	**$67,924,075**	**$2,017,604**		
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
8000 General Fund	4,106,522	(7,281,031)	11,059,056	328,497		
6085 Other Special Payments						
8000 General Fund	58,554,126	-	56,865,019	1,689,107		
SPECIAL PAYMENTS						
8000 General Fund	62,660,648	(7,281,031)	67,924,075	2,017,604		
TOTAL SPECIAL PAYMENTS	**$62,660,648**	**($7,281,031)**	**$67,924,075**	**$2,017,604**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(33,591,932)	(37,328,612)	3,628,889	107,791		
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	325,593	-	316,200	9,393		
TRANSFERS IN						
1060 Transfer from General Fund						
3400 Other Funds Ltd	(250,000)	(250,000)	-	-		
REVENUE CATEGORIES						
8000 General Fund	(33,591,932)	(37,328,612)	3,628,889	107,791		
3400 Other Funds Ltd	75,593	(250,000)	316,200	9,393		
TOTAL REVENUE CATEGORIES	**($33,516,339)**	**($37,578,612)**	**$3,945,089**	**$117,184**		
AVAILABLE REVENUES						
8000 General Fund	(33,591,932)	(37,328,612)	3,628,889	107,791		
3400 Other Funds Ltd	75,593	(250,000)	316,200	9,393		
TOTAL AVAILABLE REVENUES	**($33,516,339)**	**($37,578,612)**	**$3,945,089**	**$117,184**		
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
8000 General Fund	(17,275,897)	(18,946,173)	1,622,094	48,182		

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
3400 Other Funds Ltd	75,593	(250,000)	316,200	9,393		
All Funds	(17,200,304)	(19,196,173)	1,938,294	57,575		
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	(250,000)	(250,000)	-	-		
6085 Other Special Payments						
8000 General Fund	(16,066,035)	(18,132,439)	2,006,795	59,609		
SPECIAL PAYMENTS						
8000 General Fund	(33,591,932)	(37,328,612)	3,628,889	107,791		
3400 Other Funds Ltd	75,593	(250,000)	316,200	9,393		
TOTAL SPECIAL PAYMENTS	**($33,516,339)**	**($37,578,612)**	**$3,945,089**	**$117,184**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
3400 Other Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	9,697,440	(3,165,000)	12,491,398	371,042		
TRANSFERS IN						
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	23,724,519	-	2,475,612	21,248,907		
REVENUE CATEGORIES						
8000 General Fund	9,697,440	(3,165,000)	12,491,398	371,042		
4400 Lottery Funds Ltd	23,724,519	-	2,475,612	21,248,907		
TOTAL REVENUE CATEGORIES	**$33,421,959**	**($3,165,000)**	**$14,967,010**	**$21,619,949**		
AVAILABLE REVENUES						
8000 General Fund	9,697,440	(3,165,000)	12,491,398	371,042		
4400 Lottery Funds Ltd	23,724,519	-	2,475,612	21,248,907		
TOTAL AVAILABLE REVENUES	**$33,421,959**	**($3,165,000)**	**$14,967,010**	**$21,619,949**		
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
8000 General Fund	1,650,867	-	1,603,245	47,622		
4400 Lottery Funds Ltd	23,724,519	-	2,475,612	21,248,907		
All Funds	25,375,386	-	4,078,857	21,296,529		
6085 Other Special Payments						

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
8000 General Fund	8,046,573	(3,165,000)	10,888,153	323,420		
SPECIAL PAYMENTS						
8000 General Fund	9,697,440	(3,165,000)	12,491,398	371,042		
4400 Lottery Funds Ltd	23,724,519	-	2,475,612	21,248,907		
TOTAL SPECIAL PAYMENTS	**$33,421,959**	**($3,165,000)**	**$14,967,010**	**$21,619,949**		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
4400 Lottery Funds Ltd	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
REVENUE CATEGORIES						
TRANSFERS IN						
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	1,246,436	1,246,436				
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	1,246,436	1,246,436				
TOTAL AVAILABLE REVENUES	**$1,246,436**	**$1,246,436**				
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
4400 Lottery Funds Ltd	326,260	326,260				
6085 Other Special Payments						
4400 Lottery Funds Ltd	920,176	920,176				
SPECIAL PAYMENTS						
4400 Lottery Funds Ltd	1,246,436	1,246,436				
TOTAL SPECIAL PAYMENTS	**$1,246,436**	**$1,246,436**				
ENDING BALANCE						
4400 Lottery Funds Ltd	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	5,685,186	(3,900,000)	9,308,681	276,505		
AVAILABLE REVENUES						
8000 General Fund	5,685,186	(3,900,000)	9,308,681	276,505		
TOTAL AVAILABLE REVENUES	**$5,685,186**	**($3,900,000)**	**$9,308,681**	**$276,505**		
EXPENDITURES						
SPECIAL PAYMENTS						
6085 Other Special Payments						
8000 General Fund	5,685,186	(3,900,000)	9,308,681	276,505		
ENDING BALANCE						
8000 General Fund	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

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	243,506	-	243,506			
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	(115,000)	(115,000)	-			
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(3,511,449)	(3,511,449)	-			
REVENUE CATEGORIES						
8000 General Fund	243,506	-	243,506			
3400 Other Funds Ltd	(3,626,449)	(3,626,449)	-			
TOTAL REVENUE CATEGORIES	**($3,382,943)**	**($3,626,449)**	**$243,506**			
AVAILABLE REVENUES						
8000 General Fund	243,506	-	243,506			
3400 Other Funds Ltd	(3,626,449)	(3,626,449)	-			
TOTAL AVAILABLE REVENUES	**($3,382,943)**	**($3,626,449)**	**$243,506**			
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
8000 General Fund	243,506	-	243,506			

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4625 Other COP Costs						
3400 Other Funds Ltd	(3,626,449)	(3,626,449)	-			
SERVICES & SUPPLIES						
8000 General Fund	243,506	-	243,506			
3400 Other Funds Ltd	(3,626,449)	(3,626,449)	-			
TOTAL SERVICES & SUPPLIES	**($3,382,943)**	**($3,626,449)**	**$243,506**			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			

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	31,708	-	31,708			
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	(1,055,000)	(1,055,000)	-			
REVENUE CATEGORIES						
8000 General Fund	31,708	-	31,708			
3400 Other Funds Ltd	(1,055,000)	(1,055,000)	-			
TOTAL REVENUE CATEGORIES	**($1,023,292)**	**($1,055,000)**	**$31,708**			
AVAILABLE REVENUES						
8000 General Fund	31,708	-	31,708			
3400 Other Funds Ltd	(1,055,000)	(1,055,000)	-			
TOTAL AVAILABLE REVENUES	**($1,023,292)**	**($1,055,000)**	**$31,708**			
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
8000 General Fund	31,708	-	31,708			
4625 Other COP Costs						
3400 Other Funds Ltd	(1,055,000)	(1,055,000)	-			
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
8000 General Fund	31,708	-	31,708			
3400 Other Funds Ltd	(1,055,000)	(1,055,000)	-			
TOTAL SERVICES & SUPPLIES	**($1,023,292)**	**($1,055,000)**	**$31,708**			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			

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Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	31,281,448	957,195	5,240,348	-	25,083,905	-
8030 General Fund Debt Svc	9,950,540	1,208,137	-	-	-	-
All Funds	41,231,988	2,165,332	5,240,348	-	25,083,905	-
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	678,464,405	-	-	-	-	-
3400 Other Funds Ltd	7,135,595	5,875,000	-	-	-	-
All Funds	685,600,000	5,875,000	-	-	-	-
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	137,540,000	-	-	-	-	-
3400 Other Funds Ltd	1,130,000	-	-	-	-	-
All Funds	138,670,000	-	-	-	-	-
BOND SALES						
3020 Other Funds Cap Construct	816,004,405	-	-	-	-	-
3400 Other Funds Ltd	8,265,595	5,875,000	-	-	-	-
TOTAL BOND SALES	**$824,270,000**	**$5,875,000**	**-**	**-**	**-**	**-**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	786,536	4,800,000	-	-	-	-
FEDERAL FUNDS REVENUE						

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
0995 Federal Funds						
6400 Federal Funds Ltd	(145,063)	-	-	-	-	-
TRANSFERS IN						
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	3,126,000	-	-	-	-	3,126,000
REVENUE CATEGORIES						
8000 General Fund	31,281,448	957,195	5,240,348	-	25,083,905	-
8030 General Fund Debt Svc	9,950,540	1,208,137	-	-	-	-
3020 Other Funds Cap Construct	816,004,405	-	-	-	-	-
3400 Other Funds Ltd	12,178,131	10,675,000	-	-	-	3,126,000
6400 Federal Funds Ltd	(145,063)	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$869,269,461**	**$12,840,332**	**$5,240,348**	**-**	**$25,083,905**	**$3,126,000**
AVAILABLE REVENUES						
8000 General Fund	31,281,448	957,195	5,240,348	-	25,083,905	-
8030 General Fund Debt Svc	9,950,540	1,208,137	-	-	-	-
3020 Other Funds Cap Construct	816,004,405	-	-	-	-	-
3400 Other Funds Ltd	12,178,131	10,675,000	-	-	-	3,126,000
6400 Federal Funds Ltd	(145,063)	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$869,269,461**	**$12,840,332**	**$5,240,348**	**-**	**$25,083,905**	**$3,126,000**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	833,718	571,428	131,145	-	131,145	-
3400 Other Funds Ltd	1,881,090	218,280	-	1,587,870	-	74,940
6400 Federal Funds Ltd	(99,768)	-	-	-	-	-
All Funds	2,615,040	789,708	131,145	1,587,870	131,145	74,940
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	324	198	63	-	63	-
3400 Other Funds Ltd	648	72	-	540	-	36
6400 Federal Funds Ltd	(36)	-	-	-	-	-
All Funds	936	270	63	540	63	36
3220 Public Employees Retire Cont						
8000 General Fund	175,415	120,229	27,593	-	27,593	-
3400 Other Funds Ltd	395,780	45,926	-	334,087	-	15,767
6400 Federal Funds Ltd	(20,991)	-	-	-	-	-
All Funds	550,204	166,155	27,593	334,087	27,593	15,767
3230 Social Security Taxes						
8000 General Fund	63,780	43,714	10,033	-	10,033	-
3400 Other Funds Ltd	143,903	16,698	-	121,472	-	5,733
6400 Federal Funds Ltd	(7,632)	-	-	-	-	-
All Funds	200,051	60,412	10,033	121,472	10,033	5,733
3241 Paid Family Medical Leave Insurance						
8000 General Fund	3,335	2,285	525	-	525	-

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
3400 Other Funds Ltd	7,525	873	-	6,352	-	300
6400 Federal Funds Ltd	(399)	-	-	-	-	-
All Funds	10,461	3,158	525	6,352	525	300
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	190	116	37	-	37	-
3400 Other Funds Ltd	373	42	-	310	-	21
6400 Federal Funds Ltd	(21)	-	-	-	-	-
All Funds	542	158	37	310	37	21
3260 Mass Transit Tax						
8000 General Fund	5,003	3,429	787	-	787	-
3400 Other Funds Ltd	11,287	1,310	-	9,527	-	450
All Funds	16,290	4,739	787	9,527	787	450
3270 Flexible Benefits						
8000 General Fund	190,836	116,622	37,107	-	37,107	-
3400 Other Funds Ltd	381,672	42,408	-	318,060	-	21,204
6400 Federal Funds Ltd	(21,204)	-	-	-	-	-
All Funds	551,304	159,030	37,107	318,060	37,107	21,204
OTHER PAYROLL EXPENSES						
8000 General Fund	438,883	286,593	76,145	-	76,145	-
3400 Other Funds Ltd	941,188	107,329	-	790,348	-	43,511
6400 Federal Funds Ltd	(50,283)	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$1,329,788**	**$393,922**	**$76,145**	**$790,348**	**$76,145**	**$43,511**
P.S. BUDGET ADJUSTMENTS						

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
3455 Vacancy Savings						
6400 Federal Funds Ltd	4,988	-	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	1,272,601	858,021	207,290	-	207,290	-
3400 Other Funds Ltd	2,822,278	325,609	-	2,378,218	-	118,451
6400 Federal Funds Ltd	(145,063)	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$3,949,816**	**$1,183,630**	**$207,290**	**$2,378,218**	**$207,290**	**$118,451**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	29,185	17,511	5,837	-	5,837	-
3400 Other Funds Ltd	69,038	5,837	-	57,364	-	5,837
All Funds	98,223	23,348	5,837	57,364	5,837	5,837
4150 Employee Training						
8000 General Fund	21,700	13,020	4,340	-	4,340	-
3400 Other Funds Ltd	46,746	4,340	-	38,066	-	4,340
All Funds	68,446	17,360	4,340	38,066	4,340	4,340
4175 Office Expenses						
8000 General Fund	12,400	7,440	2,480	-	2,480	-
3400 Other Funds Ltd	29,016	2,480	-	24,056	-	2,480
All Funds	41,416	9,920	2,480	24,056	2,480	2,480
4200 Telecommunications						
8000 General Fund	9,300	5,580	1,860	-	1,860	-
3400 Other Funds Ltd	22,320	1,860	-	18,600	-	1,860

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
All Funds	31,620	7,440	1,860	18,600	1,860	1,860
4250 Data Processing						
8000 General Fund	4,035	2,421	807	-	807	-
3400 Other Funds Ltd	9,062	807	-	7,448	-	807
All Funds	13,097	3,228	807	7,448	807	807
4275 Publicity and Publications						
8000 General Fund	3,095	1,857	619	-	619	-
3400 Other Funds Ltd	6,686	619	-	5,448	-	619
All Funds	9,781	2,476	619	5,448	619	619
4300 Professional Services						
3400 Other Funds Ltd	4,441,333	4,441,333	-	-	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	50,000	-	-	-	-	50,000
4375 Employee Recruitment and Develop						
8000 General Fund	2,480	1,488	496	-	496	-
3400 Other Funds Ltd	5,456	496	-	4,464	-	496
All Funds	7,936	1,984	496	4,464	496	496
4400 Dues and Subscriptions						
8000 General Fund	3,095	1,857	619	-	619	-
3400 Other Funds Ltd	6,686	619	-	5,448	-	619
All Funds	9,781	2,476	619	5,448	619	619
4425 Facilities Rental and Taxes						
8000 General Fund	42,800	25,680	8,560	-	8,560	-

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
3400 Other Funds Ltd	102,720	8,560	-	85,600	-	8,560
All Funds	145,520	34,240	8,560	85,600	8,560	8,560
4650 Other Services and Supplies						
8000 General Fund	22,320	13,392	4,464	-	4,464	-
3400 Other Funds Ltd	7,518,543	79,464	-	44,020	-	4,464
All Funds	7,540,863	92,856	4,464	44,020	4,464	4,464
4700 Expendable Prop 250 - 5000						
8000 General Fund	14,880	8,928	2,976	-	2,976	-
3400 Other Funds Ltd	32,736	2,976	-	26,784	-	2,976
All Funds	47,616	11,904	2,976	26,784	2,976	2,976
SERVICES & SUPPLIES						
8000 General Fund	165,290	99,174	33,058	-	33,058	-
3400 Other Funds Ltd	12,340,342	4,549,391	-	317,298	-	83,058
TOTAL SERVICES & SUPPLIES	**$12,505,632**	**$4,648,565**	**$33,058**	**$317,298**	**$33,058**	**$83,058**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	(3,213,464)	5,800,000	-	-	-	-
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	29,843,557	-	5,000,000	-	24,843,557	-
3400 Other Funds Ltd	2,924,491	-	-	-	-	2,924,491
All Funds	32,768,048	-	5,000,000	-	24,843,557	2,924,491
6045 Dist to Comm College Districts						

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
3020 Other Funds Cap Construct	16,000,000	-	-	-	-	-
6048 Spc Pmt to Public Universities						
3020 Other Funds Cap Construct	800,004,405	-	-	-	-	-
6085 Other Special Payments						
4400 Lottery Funds Ltd	39,570	-	-	-	39,570	-
3400 Other Funds Ltd	59,804,484	-	-	59,804,484	-	-
All Funds	59,844,054	-	-	59,804,484	39,570	-
SPECIAL PAYMENTS						
8000 General Fund	29,843,557	-	5,000,000	-	24,843,557	-
4400 Lottery Funds Ltd	39,570	-	-	-	39,570	-
3020 Other Funds Cap Construct	816,004,405	-	-	-	-	-
3400 Other Funds Ltd	62,728,975	-	-	59,804,484	-	2,924,491
TOTAL SPECIAL PAYMENTS	**$908,616,507**	**-**	**$5,000,000**	**$59,804,484**	**$24,883,127**	**$2,924,491**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	2,330,000	780,000	-	-	-	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	7,620,540	428,137	-	-	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	9,950,540	1,208,137	-	-	-	-
TOTAL DEBT SERVICE	**$9,950,540**	**$1,208,137**	**-**	**-**	**-**	**-**
EXPENDITURES						

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00
8000 General Fund	31,281,448	957,195	5,240,348	-	25,083,905	-
8030 General Fund Debt Svc	9,950,540	1,208,137	-	-	-	-
4400 Lottery Funds Ltd	39,570	-	-	-	39,570	-
3020 Other Funds Cap Construct	816,004,405	-	-	-	-	-
3400 Other Funds Ltd	74,678,131	10,675,000	-	62,500,000	-	3,126,000
6400 Federal Funds Ltd	(145,063)	-	-	-	-	-
TOTAL EXPENDITURES	**$931,809,031**	**$12,840,332**	**$5,240,348**	**$62,500,000**	**$25,123,475**	**$3,126,000**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
4400 Lottery Funds Ltd	(39,570)	-	-	-	(39,570)	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3400 Other Funds Ltd	(62,500,000)	-	-	(62,500,000)	-	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**($62,539,570)**	**-**	**-**	**($62,500,000)**	**($39,570)**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	17	4	1	10	1	1
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	13.02	3.76	0.88	7.50	0.88	0.50

Description	Pkg: 107 Public University Capital Projects Priority: 00	Pkg: 108 Community College Capital Projects Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	8,742,403	-	-			
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	662,464,405	16,000,000	-			
3400 Other Funds Ltd	6,090,595	170,000	(5,000,000)			
All Funds	668,555,000	16,170,000	(5,000,000)			
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	137,540,000	-	-			
3400 Other Funds Ltd	1,130,000	-	-			
All Funds	138,670,000	-	-			
BOND SALES						
3020 Other Funds Cap Construct	800,004,405	16,000,000	-			
3400 Other Funds Ltd	7,220,595	170,000	(5,000,000)			
TOTAL BOND SALES	**$807,225,000**	**$16,170,000**	**($5,000,000)**			
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	-	(4,013,464)			
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	-	-	(145,063)			

Description	Pkg: 107 Public University Capital Projects Priority: 00	Pkg: 108 Community College Capital Projects Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
REVENUE CATEGORIES						
8030 General Fund Debt Svc	8,742,403	-	-			
3020 Other Funds Cap Construct	800,004,405	16,000,000	-			
3400 Other Funds Ltd	7,220,595	170,000	(9,013,464)			
6400 Federal Funds Ltd	-	-	(145,063)			
TOTAL REVENUE CATEGORIES	**$815,967,403**	**$16,170,000**	**($9,158,527)**			
AVAILABLE REVENUES						
8030 General Fund Debt Svc	8,742,403	-	-			
3020 Other Funds Cap Construct	800,004,405	16,000,000	-			
3400 Other Funds Ltd	7,220,595	170,000	(9,013,464)			
6400 Federal Funds Ltd	-	-	(145,063)			
TOTAL AVAILABLE REVENUES	**$815,967,403**	**$16,170,000**	**($9,158,527)**			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
6400 Federal Funds Ltd	-	-	(99,768)			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
6400 Federal Funds Ltd	-	-	(36)			
3220 Public Employees Retire Cont						
6400 Federal Funds Ltd	-	-	(20,991)			

Description	Pkg: 107 Public University Capital Projects Priority: 00	Pkg: 108 Community College Capital Projects Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
3230 Social Security Taxes						
6400 Federal Funds Ltd	-	-	(7,632)			
3241 Paid Family Medical Leave Insurance						
6400 Federal Funds Ltd	-	-	(399)			
3250 Workers Comp. Assess. (WCD)						
6400 Federal Funds Ltd	-	-	(21)			
3270 Flexible Benefits						
6400 Federal Funds Ltd	-	-	(21,204)			
OTHER PAYROLL EXPENSES						
6400 Federal Funds Ltd	-	-	(50,283)			
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**($50,283)**			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
6400 Federal Funds Ltd	-	-	4,988			
PERSONAL SERVICES						
6400 Federal Funds Ltd	-	-	(145,063)			
TOTAL PERSONAL SERVICES	**-**	**-**	**($145,063)**			
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3400 Other Funds Ltd	7,220,595	170,000	-			
CAPITAL OUTLAY						
5550 Data Processing Software						

Description	Pkg: 107 Public University Capital Projects Priority: 00	Pkg: 108 Community College Capital Projects Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
3400 Other Funds Ltd	-	-	(9,013,464)			
SPECIAL PAYMENTS						
6045 Dist to Comm College Districts						
3020 Other Funds Cap Construct	-	16,000,000	-			
6048 Spc Pmt to Public Universities						
3020 Other Funds Cap Construct	800,004,405	-	-			
SPECIAL PAYMENTS						
3020 Other Funds Cap Construct	800,004,405	16,000,000	-			
TOTAL SPECIAL PAYMENTS	**$800,004,405**	**$16,000,000**	**-**			
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	1,550,000	-	-			
7150 Interest - Bonds						
8030 General Fund Debt Svc	7,192,403	-	-			
DEBT SERVICE						
8030 General Fund Debt Svc	8,742,403	-	-			
TOTAL DEBT SERVICE	**$8,742,403**	**-**	**-**			
EXPENDITURES						
8030 General Fund Debt Svc	8,742,403	-	-			
3020 Other Funds Cap Construct	800,004,405	16,000,000	-			
3400 Other Funds Ltd	7,220,595	170,000	(9,013,464)			
6400 Federal Funds Ltd	-	-	(145,063)			

Description	Pkg: 107 Public University Capital Projects Priority: 00	Pkg: 108 Community College Capital Projects Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
TOTAL EXPENDITURES	**$815,967,403**	**$16,170,000**	**($9,158,527)**			
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-			
3020 Other Funds Cap Construct	-	-	-			
3400 Other Funds Ltd	-	-	-			
6400 Federal Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	-	(0.50)			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	651,130	651,130	-			
8030 General Fund Debt Svc	1,208,137	1,208,137	-			
All Funds	1,859,267	1,859,267	-			
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	875,000	5,875,000	(5,000,000)			
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	786,536	4,800,000	(4,013,464)			
REVENUE CATEGORIES						
8000 General Fund	651,130	651,130	-			
8030 General Fund Debt Svc	1,208,137	1,208,137	-			
3400 Other Funds Ltd	1,661,536	10,675,000	(9,013,464)			
TOTAL REVENUE CATEGORIES	**$3,520,803**	**$12,534,267**	**($9,013,464)**			
AVAILABLE REVENUES						
8000 General Fund	651,130	651,130	-			
8030 General Fund Debt Svc	1,208,137	1,208,137	-			
3400 Other Funds Ltd	1,661,536	10,675,000	(9,013,464)			
TOTAL AVAILABLE REVENUES	**$3,520,803**	**$12,534,267**	**($9,013,464)**			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	389,610	389,610	-			
3400 Other Funds Ltd	218,280	218,280	-			
All Funds	607,890	607,890	-			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	135	135	-			
3400 Other Funds Ltd	72	72	-			
All Funds	207	207	-			
3220 Public Employees Retire Cont						
8000 General Fund	81,974	81,974	-			
3400 Other Funds Ltd	45,926	45,926	-			
All Funds	127,900	127,900	-			
3230 Social Security Taxes						
8000 General Fund	29,805	29,805	-			
3400 Other Funds Ltd	16,698	16,698	-			
All Funds	46,503	46,503	-			
3241 Paid Family Medical Leave Insurance						
8000 General Fund	1,558	1,558	-			
3400 Other Funds Ltd	873	873	-			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
All Funds	2,431	2,431	-			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	79	79	-			
3400 Other Funds Ltd	42	42	-			
All Funds	121	121	-			
3260 Mass Transit Tax						
8000 General Fund	2,338	2,338	-			
3400 Other Funds Ltd	1,310	1,310	-			
All Funds	3,648	3,648	-			
3270 Flexible Benefits						
8000 General Fund	79,515	79,515	-			
3400 Other Funds Ltd	42,408	42,408	-			
All Funds	121,923	121,923	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	195,404	195,404	-			
3400 Other Funds Ltd	107,329	107,329	-			
TOTAL OTHER PAYROLL EXPENSES	**$302,733**	**$302,733**	**-**			
PERSONAL SERVICES						
8000 General Fund	585,014	585,014	-			
3400 Other Funds Ltd	325,609	325,609	-			
TOTAL PERSONAL SERVICES	**$910,623**	**$910,623**	**-**			
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
4100 Instate Travel						
8000 General Fund	11,674	11,674	-			
3400 Other Funds Ltd	5,837	5,837	-			
All Funds	17,511	17,511	-			
4150 Employee Training						
8000 General Fund	8,680	8,680	-			
3400 Other Funds Ltd	4,340	4,340	-			
All Funds	13,020	13,020	-			
4175 Office Expenses						
8000 General Fund	4,960	4,960	-			
3400 Other Funds Ltd	2,480	2,480	-			
All Funds	7,440	7,440	-			
4200 Telecommunications						
8000 General Fund	3,720	3,720	-			
3400 Other Funds Ltd	1,860	1,860	-			
All Funds	5,580	5,580	-			
4250 Data Processing						
8000 General Fund	1,614	1,614	-			
3400 Other Funds Ltd	807	807	-			
All Funds	2,421	2,421	-			
4275 Publicity and Publications						
8000 General Fund	1,238	1,238	-			
3400 Other Funds Ltd	619	619	-			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
All Funds	1,857	1,857	-			
4300 Professional Services						
3400 Other Funds Ltd	4,441,333	4,441,333	-			
4375 Employee Recruitment and Develop						
8000 General Fund	992	992	-			
3400 Other Funds Ltd	496	496	-			
All Funds	1,488	1,488	-			
4400 Dues and Subscriptions						
8000 General Fund	1,238	1,238	-			
3400 Other Funds Ltd	619	619	-			
All Funds	1,857	1,857	-			
4425 Facilities Rental and Taxes						
8000 General Fund	17,120	17,120	-			
3400 Other Funds Ltd	8,560	8,560	-			
All Funds	25,680	25,680	-			
4650 Other Services and Supplies						
8000 General Fund	8,928	8,928	-			
3400 Other Funds Ltd	79,464	79,464	-			
All Funds	88,392	88,392	-			
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,952	5,952	-			
3400 Other Funds Ltd	2,976	2,976	-			
All Funds	8,928	8,928	-			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
SERVICES & SUPPLIES						
8000 General Fund	66,116	66,116	-			
3400 Other Funds Ltd	4,549,391	4,549,391	-			
TOTAL SERVICES & SUPPLIES	**$4,615,507**	**$4,615,507**	**-**			
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	(3,213,464)	5,800,000	(9,013,464)			
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	780,000	780,000	-			
7150 Interest - Bonds						
8030 General Fund Debt Svc	428,137	428,137	-			
DEBT SERVICE						
8030 General Fund Debt Svc	1,208,137	1,208,137	-			
TOTAL DEBT SERVICE	**$1,208,137**	**$1,208,137**	**-**			
EXPENDITURES						
8000 General Fund	651,130	651,130	-			
8030 General Fund Debt Svc	1,208,137	1,208,137	-			
3400 Other Funds Ltd	1,661,536	10,675,000	(9,013,464)			
TOTAL EXPENDITURES	**$3,520,803**	**$12,534,267**	**($9,013,464)**			
ENDING BALANCE						
8000 General Fund	-	-	-			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00			
8030 General Fund Debt Svc	-	-	-			
3400 Other Funds Ltd	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3	3	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	2.88	2.88	-			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	306,065	306,065	-			
AVAILABLE REVENUES						
8000 General Fund	306,065	306,065	-			
TOTAL AVAILABLE REVENUES	**$306,065**	**$306,065**	**-**			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	181,818	181,818	-			
3400 Other Funds Ltd	141,534	-	141,534			
All Funds	323,352	181,818	141,534			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	63	63	-			
3400 Other Funds Ltd	54	-	54			
All Funds	117	63	54			
3220 Public Employees Retire Cont						
8000 General Fund	38,255	38,255	-			
3400 Other Funds Ltd	29,779	-	29,779			
All Funds	68,034	38,255	29,779			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00			
3230 Social Security Taxes						
8000 General Fund	13,909	13,909	-			
3400 Other Funds Ltd	10,827	-	10,827			
All Funds	24,736	13,909	10,827			
3241 Paid Family Medical Leave Insurance						
8000 General Fund	727	727	-			
3400 Other Funds Ltd	566	-	566			
All Funds	1,293	727	566			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	37	37	-			
3400 Other Funds Ltd	31	-	31			
All Funds	68	37	31			
3260 Mass Transit Tax						
8000 General Fund	1,091	1,091	-			
3400 Other Funds Ltd	849	-	849			
All Funds	1,940	1,091	849			
3270 Flexible Benefits						
8000 General Fund	37,107	37,107	-			
3400 Other Funds Ltd	31,806	-	31,806			
All Funds	68,913	37,107	31,806			
OTHER PAYROLL EXPENSES						
8000 General Fund	91,189	91,189	-			
3400 Other Funds Ltd	73,912	-	73,912			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00			
TOTAL OTHER PAYROLL EXPENSES	**$165,101**	**$91,189**	**$73,912**			
PERSONAL SERVICES						
8000 General Fund	273,007	273,007	-			
3400 Other Funds Ltd	215,446	-	215,446			
TOTAL PERSONAL SERVICES	**$488,453**	**$273,007**	**$215,446**			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	5,837	5,837	-			
3400 Other Funds Ltd	5,837	-	5,837			
All Funds	11,674	5,837	5,837			
4150 Employee Training						
8000 General Fund	4,340	4,340	-			
3400 Other Funds Ltd	4,340	-	4,340			
All Funds	8,680	4,340	4,340			
4175 Office Expenses						
8000 General Fund	2,480	2,480	-			
3400 Other Funds Ltd	2,480	-	2,480			
All Funds	4,960	2,480	2,480			
4200 Telecommunications						
8000 General Fund	1,860	1,860	-			
3400 Other Funds Ltd	1,860	-	1,860			
All Funds	3,720	1,860	1,860			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00			
4250 Data Processing						
8000 General Fund	807	807	-			
3400 Other Funds Ltd	807	-	807			
All Funds	1,614	807	807			
4275 Publicity and Publications						
8000 General Fund	619	619	-			
3400 Other Funds Ltd	619	-	619			
All Funds	1,238	619	619			
4375 Employee Recruitment and Develop						
8000 General Fund	496	496	-			
3400 Other Funds Ltd	496	-	496			
All Funds	992	496	496			
4400 Dues and Subscriptions						
8000 General Fund	619	619	-			
3400 Other Funds Ltd	619	-	619			
All Funds	1,238	619	619			
4425 Facilities Rental and Taxes						
8000 General Fund	8,560	8,560	-			
3400 Other Funds Ltd	8,560	-	8,560			
All Funds	17,120	8,560	8,560			
4650 Other Services and Supplies						
8000 General Fund	4,464	4,464	-			
3400 Other Funds Ltd	4,464	-	4,464			

Description	Total Policy Packages	Pkg: 101 Modernization Project Priority: 00	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00			
All Funds	8,928	4,464	4,464			
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,976	2,976	-			
3400 Other Funds Ltd	2,976	-	2,976			
All Funds	5,952	2,976	2,976			
SERVICES & SUPPLIES						
8000 General Fund	33,058	33,058	-			
3400 Other Funds Ltd	33,058	-	33,058			
TOTAL SERVICES & SUPPLIES	**$66,116**	**$33,058**	**$33,058**			
EXPENDITURES						
8000 General Fund	306,065	306,065	-			
3400 Other Funds Ltd	248,504	-	248,504			
TOTAL EXPENDITURES	**$554,569**	**$306,065**	**$248,504**			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	(248,504)	-	(248,504)			
TOTAL ENDING BALANCE	**($248,504)**	**-**	**($248,504)**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	1	1			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.63	0.88	0.75			

Description	Total Policy Packages	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,446,336	1,446,336				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	486	486				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	304,308	304,308				
3230 Social Security Taxes						
3400 Other Funds Ltd	110,645	110,645				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	5,786	5,786				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	279	279				
3260 Mass Transit Tax						
3400 Other Funds Ltd	8,678	8,678				
3270 Flexible Benefits						
3400 Other Funds Ltd	286,254	286,254				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	716,436	716,436				
TOTAL OTHER PAYROLL EXPENSES	**$716,436**	**$716,436**				

Description	Total Policy Packages	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00				
PERSONAL SERVICES						
3400 Other Funds Ltd	2,162,772	2,162,772				
TOTAL PERSONAL SERVICES	**$2,162,772**	**$2,162,772**				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	51,527	51,527				
4150 Employee Training						
3400 Other Funds Ltd	33,726	33,726				
4175 Office Expenses						
3400 Other Funds Ltd	21,576	21,576				
4200 Telecommunications						
3400 Other Funds Ltd	16,740	16,740				
4250 Data Processing						
3400 Other Funds Ltd	6,641	6,641				
4275 Publicity and Publications						
3400 Other Funds Ltd	4,829	4,829				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	3,968	3,968				
4400 Dues and Subscriptions						
3400 Other Funds Ltd	4,829	4,829				
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	77,040	77,040				
4650 Other Services and Supplies						

Description	Total Policy Packages	Pkg: 104 Future Ready Oregon ARPA Continuation Priority: 00				
3400 Other Funds Ltd	39,556	39,556				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	23,808	23,808				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	284,240	284,240				
TOTAL SERVICES & SUPPLIES	**$284,240**	**$284,240**				
SPECIAL PAYMENTS						
6085 Other Special Payments						
3400 Other Funds Ltd	59,804,484	59,804,484				
EXPENDITURES						
3400 Other Funds Ltd	62,251,496	62,251,496				
TOTAL EXPENDITURES	**$62,251,496**	**$62,251,496**				
ENDING BALANCE						
3400 Other Funds Ltd	(62,251,496)	(62,251,496)				
TOTAL ENDING BALANCE	**($62,251,496)**	**($62,251,496)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	9	9				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	6.75	6.75				

Description	Total Policy Packages	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	30,324,253	5,240,348	25,083,905	-	-	
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	(145,063)	-	-	-	(145,063)	
TRANSFERS IN						
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	3,126,000	-	-	3,126,000	-	
REVENUE CATEGORIES						
8000 General Fund	30,324,253	5,240,348	25,083,905	-	-	
3400 Other Funds Ltd	3,126,000	-	-	3,126,000	-	
6400 Federal Funds Ltd	(145,063)	-	-	-	(145,063)	
TOTAL REVENUE CATEGORIES	**$33,305,190**	**$5,240,348**	**$25,083,905**	**$3,126,000**	**($145,063)**	
AVAILABLE REVENUES						
8000 General Fund	30,324,253	5,240,348	25,083,905	-	-	
3400 Other Funds Ltd	3,126,000	-	-	3,126,000	-	
6400 Federal Funds Ltd	(145,063)	-	-	-	(145,063)	
TOTAL AVAILABLE REVENUES	**$33,305,190**	**$5,240,348**	**$25,083,905**	**$3,126,000**	**($145,063)**	
EXPENDITURES						
PERSONAL SERVICES						

Description	Total Policy Packages	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00	
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	262,290	131,145	131,145	-	-	
3400 Other Funds Ltd	74,940	-	-	74,940	-	
6400 Federal Funds Ltd	(99,768)	-	-	-	(99,768)	
All Funds	237,462	131,145	131,145	74,940	(99,768)	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	126	63	63	-	-	
3400 Other Funds Ltd	36	-	-	36	-	
6400 Federal Funds Ltd	(36)	-	-	-	(36)	
All Funds	126	63	63	36	(36)	
3220 Public Employees Retire Cont						
8000 General Fund	55,186	27,593	27,593	-	-	
3400 Other Funds Ltd	15,767	-	-	15,767	-	
6400 Federal Funds Ltd	(20,991)	-	-	-	(20,991)	
All Funds	49,962	27,593	27,593	15,767	(20,991)	
3230 Social Security Taxes						
8000 General Fund	20,066	10,033	10,033	-	-	
3400 Other Funds Ltd	5,733	-	-	5,733	-	
6400 Federal Funds Ltd	(7,632)	-	-	-	(7,632)	
All Funds	18,167	10,033	10,033	5,733	(7,632)	
3241 Paid Family Medical Leave Insurance						

Description	Total Policy Packages	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00	
8000 General Fund	1,050	525	525	-	-	
3400 Other Funds Ltd	300	-	-	300	-	
6400 Federal Funds Ltd	(399)	-	-	-	(399)	
All Funds	951	525	525	300	(399)	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	74	37	37	-	-	
3400 Other Funds Ltd	21	-	-	21	-	
6400 Federal Funds Ltd	(21)	-	-	-	(21)	
All Funds	74	37	37	21	(21)	
3260 Mass Transit Tax						
8000 General Fund	1,574	787	787	-	-	
3400 Other Funds Ltd	450	-	-	450	-	
All Funds	2,024	787	787	450	-	
3270 Flexible Benefits						
8000 General Fund	74,214	37,107	37,107	-	-	
3400 Other Funds Ltd	21,204	-	-	21,204	-	
6400 Federal Funds Ltd	(21,204)	-	-	-	(21,204)	
All Funds	74,214	37,107	37,107	21,204	(21,204)	
OTHER PAYROLL EXPENSES						
8000 General Fund	152,290	76,145	76,145	-	-	
3400 Other Funds Ltd	43,511	-	-	43,511	-	
6400 Federal Funds Ltd	(50,283)	-	-	-	(50,283)	
TOTAL OTHER PAYROLL EXPENSES	**$145,518**	**$76,145**	**$76,145**	**$43,511**	**($50,283)**	

Description	Total Policy Packages	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
6400 Federal Funds Ltd	4,988	-	-	-	4,988	
PERSONAL SERVICES						
8000 General Fund	414,580	207,290	207,290	-	-	
3400 Other Funds Ltd	118,451	-	-	118,451	-	
6400 Federal Funds Ltd	(145,063)	-	-	-	(145,063)	
TOTAL PERSONAL SERVICES	**$387,968**	**$207,290**	**$207,290**	**$118,451**	**($145,063)**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	11,674	5,837	5,837	-	-	
3400 Other Funds Ltd	5,837	-	-	5,837	-	
All Funds	17,511	5,837	5,837	5,837	-	
4150 Employee Training						
8000 General Fund	8,680	4,340	4,340	-	-	
3400 Other Funds Ltd	4,340	-	-	4,340	-	
All Funds	13,020	4,340	4,340	4,340	-	
4175 Office Expenses						
8000 General Fund	4,960	2,480	2,480	-	-	
3400 Other Funds Ltd	2,480	-	-	2,480	-	
All Funds	7,440	2,480	2,480	2,480	-	
4200 Telecommunications						
8000 General Fund	3,720	1,860	1,860	-	-	

Description	Total Policy Packages	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00	
3400 Other Funds Ltd	1,860	-	-	1,860	-	
All Funds	5,580	1,860	1,860	1,860	-	
4250 Data Processing						
8000 General Fund	1,614	807	807	-	-	
3400 Other Funds Ltd	807	-	-	807	-	
All Funds	2,421	807	807	807	-	
4275 Publicity and Publications						
8000 General Fund	1,238	619	619	-	-	
3400 Other Funds Ltd	619	-	-	619	-	
All Funds	1,857	619	619	619	-	
4315 IT Professional Services						
3400 Other Funds Ltd	50,000	-	-	50,000	-	
4375 Employee Recruitment and Develop						
8000 General Fund	992	496	496	-	-	
3400 Other Funds Ltd	496	-	-	496	-	
All Funds	1,488	496	496	496	-	
4400 Dues and Subscriptions						
8000 General Fund	1,238	619	619	-	-	
3400 Other Funds Ltd	619	-	-	619	-	
All Funds	1,857	619	619	619	-	
4425 Facilities Rental and Taxes						
8000 General Fund	17,120	8,560	8,560	-	-	
3400 Other Funds Ltd	8,560	-	-	8,560	-	

Description	Total Policy Packages	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00	
All Funds	25,680	8,560	8,560	8,560	-	
4650 Other Services and Supplies						
8000 General Fund	8,928	4,464	4,464	-	-	
3400 Other Funds Ltd	4,464	-	-	4,464	-	
All Funds	13,392	4,464	4,464	4,464	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,952	2,976	2,976	-	-	
3400 Other Funds Ltd	2,976	-	-	2,976	-	
All Funds	8,928	2,976	2,976	2,976	-	
SERVICES & SUPPLIES						
8000 General Fund	66,116	33,058	33,058	-	-	
3400 Other Funds Ltd	83,058	-	-	83,058	-	
TOTAL SERVICES & SUPPLIES	**$149,174**	**$33,058**	**$33,058**	**$83,058**	**-**	
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	29,843,557	5,000,000	24,843,557	-	-	
3400 Other Funds Ltd	2,924,491	-	-	2,924,491	-	
All Funds	32,768,048	5,000,000	24,843,557	2,924,491	-	
EXPENDITURES						
8000 General Fund	30,324,253	5,240,348	25,083,905	-	-	
3400 Other Funds Ltd	3,126,000	-	-	3,126,000	-	
6400 Federal Funds Ltd	(145,063)	-	-	-	(145,063)	

Description	Total Policy Packages	Pkg: 102 Early Learning Professional Grants Funding Priority: 00	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00	Pkg: 106 Educator Administrator Scholarships Program Priority: 00	Pkg: 070 Revenue Shortfalls Priority: 00	
TOTAL EXPENDITURES	**$33,305,190**	**$5,240,348**	**$25,083,905**	**$3,126,000**	**($145,063)**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	-	-	-	-	
6400 Federal Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3	1	1	1	-	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.76	0.88	0.88	0.50	(0.50)	

Description	Total Policy Packages	Pkg: 105 Oregon Opportunity Grant Funding Priority: 00				
EXPENDITURES						
SPECIAL PAYMENTS						
6085 Other Special Payments						
4400 Lottery Funds Ltd	39,570	39,570				
ENDING BALANCE						
4400 Lottery Funds Ltd	(39,570)	(39,570)				
TOTAL ENDING BALANCE	**($39,570)**	**($39,570)**				

Description	Total Policy Packages	Pkg: 107 Public University Capital Projects Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	8,742,403	8,742,403				
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	6,090,595	6,090,595				
0560 Dedicated Fund Oblig Bonds						
3400 Other Funds Ltd	1,130,000	1,130,000				
BOND SALES						
3400 Other Funds Ltd	7,220,595	7,220,595				
TOTAL BOND SALES	**$7,220,595**	**$7,220,595**				
REVENUE CATEGORIES						
8030 General Fund Debt Svc	8,742,403	8,742,403				
3400 Other Funds Ltd	7,220,595	7,220,595				
TOTAL REVENUE CATEGORIES	**$15,962,998**	**$15,962,998**				
AVAILABLE REVENUES						
8030 General Fund Debt Svc	8,742,403	8,742,403				
3400 Other Funds Ltd	7,220,595	7,220,595				
TOTAL AVAILABLE REVENUES	**$15,962,998**	**$15,962,998**				
EXPENDITURES						
SERVICES & SUPPLIES						

Description	Total Policy Packages	Pkg: 107 Public University Capital Projects Priority: 00				
4650 Other Services and Supplies						
3400 Other Funds Ltd	7,220,595	7,220,595				
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	1,550,000	1,550,000				
7150 Interest - Bonds						
8030 General Fund Debt Svc	7,192,403	7,192,403				
DEBT SERVICE						
8030 General Fund Debt Svc	8,742,403	8,742,403				
TOTAL DEBT SERVICE	**$8,742,403**	**$8,742,403**				
EXPENDITURES						
8030 General Fund Debt Svc	8,742,403	8,742,403				
3400 Other Funds Ltd	7,220,595	7,220,595				
TOTAL EXPENDITURES	**$15,962,998**	**$15,962,998**				
ENDING BALANCE						
8030 General Fund Debt Svc	-	-				
3400 Other Funds Ltd	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 108 Community College Capital Projects Priority: 00				
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	170,000	170,000				
AVAILABLE REVENUES						
3400 Other Funds Ltd	170,000	170,000				
TOTAL AVAILABLE REVENUES	**$170,000**	**$170,000**				
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3400 Other Funds Ltd	170,000	170,000				
ENDING BALANCE						
3400 Other Funds Ltd	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 107 Public University Capital Projects Priority: 00				
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	662,464,405	662,464,405				
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	137,540,000	137,540,000				
BOND SALES						
3020 Other Funds Cap Construct	800,004,405	800,004,405				
TOTAL BOND SALES	**$800,004,405**	**$800,004,405**				
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	800,004,405	800,004,405				
TOTAL AVAILABLE REVENUES	**$800,004,405**	**$800,004,405**				
EXPENDITURES						
SPECIAL PAYMENTS						
6048 Spc Pmt to Public Universities						
3020 Other Funds Cap Construct	800,004,405	800,004,405				
ENDING BALANCE						
3020 Other Funds Cap Construct	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 108 Community College Capital Projects Priority: 00				
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	16,000,000	16,000,000				
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	16,000,000	16,000,000				
TOTAL AVAILABLE REVENUES	**$16,000,000**	**$16,000,000**				
EXPENDITURES						
SPECIAL PAYMENTS						
6045 Dist to Comm College Districts						
3020 Other Funds Cap Construct	16,000,000	16,000,000				
ENDING BALANCE						
3020 Other Funds Cap Construct	-	-				
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											26,089,427	-	9,080,094	6,830,118	41,999,639
Total OPE											12,544,752	-	4,375,237	3,199,215	20,119,204
Total Personal Services					**199**	**186.60**					**38,634,179**	**-**	**13,455,331**	**10,029,333**	**62,118,843**

2025-27 Biennium **Cross Reference Number: 52500-200-01-00-00000**

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
5250001	MEAH Z7583 HF	AGENCY HEAD 3	45X	PF	1	1.00	24	10	23233	SAL	446,074	-	-	111,518	557,592
										OPE	152,143	-	-	38,036	190,179
5250015	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	139,730	-	-	15,526	155,256
										OPE	78,917	-	-	8,769	87,686
5250016	UA C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	134,849	-	-	14,983	149,832
										OPE	77,497	-	-	8,611	86,108
5250097	MESN Z7595 DF	DEPUTY/CHIEF 5	42X	PF	1	1.00	24	10	19391	SAL	372,307	-	-	93,077	465,384
										OPE	135,554	-	-	33,888	169,442
5250206	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	9	11028	SAL	238,205	-	-	26,467	264,672
										OPE	107,564	-	-	11,952	119,516
Total Salary											1,331,165	-	-	261,571	1,592,736
Total OPE											551,675	-	-	101,256	652,931
Total Personal Services					**5**	**5.00**					**1,882,840**	**-**	**-**	**362,827**	**2,245,667**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5251001	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251003	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251005	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251006	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251007	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251008	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251009	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251010	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251011	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251012	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251013	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
5251014	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	720	-	-	-	720
										OPE	55	-	-	-	55
Total Salary											10,080	-	-	-	10,080
Total OPE											770	-	-	-	770

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					0	0.00					10,850	-	-	-	10,850

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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
5250032	MMC X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	9	7490	SAL	161,784	-	-	17,976	179,760
										OPE	85,334	-	-	9,482	94,816
5250045	MMC X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	187,013	-	-	20,779	207,792
										OPE	92,671	-	-	10,297	102,968
5250296	MMC X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	240,504	-	-	-	240,504
										OPE	112,485	-	-	-	112,485
5250297	MMC X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	207,792	-	-	-	207,792
										OPE	102,968	-	-	-	102,968
5250426	MMS X7345 AP	HUMAN RESOURCES MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	238,205	-	-	26,467	264,672
										OPE	107,564	-	-	11,952	119,516
Total Salary											1,035,298	-	-	65,222	1,100,520
Total OPE											501,022	-	-	31,731	532,753
Total Personal Services					**5**	**5.00**					**1,536,320**	**-**	**-**	**96,953**	**1,633,273**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250017	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
5250021	MMN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	9	11028	SAL	264,672	-	-	-	264,672
										OPE	119,515	-	-	-	119,515
5250298	MMN X0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	9	10021	SAL	240,504	-	-	-	240,504
										OPE	112,485	-	-	-	112,485
5250299	UA C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	172,800	-	-	-	172,800
										OPE	92,789	-	-	-	92,789
Total Salary											955,848	-	-	-	955,848
Total OPE											448,143	-	-	-	448,143
Total Personal Services					**4**	**4.00**					**1,403,991**	**-**	**-**	**-**	**1,403,991**

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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
5250570	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
5250571	MMS X7203 AP	DIVERSITY EQUITY AND INCLUSION MA	35X	PF	1	1.00	24	10	13392	SAL	321,408	-	-	-	321,408
										OPE	136,020	-	-	-	136,020
5254084	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											877,152	-	-	-	877,152
Total OPE											382,728	-	-	-	382,728
Total Personal Services					**3**	**3.00**					**1,259,880**	**-**	**-**	**-**	**1,259,880**

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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
5250065	MMS X7073 AP	BUDGET AND FISCAL MANAGER 3	35X	PF	1	1.00	24	10	13392	SAL	257,126	-	-	64,282	321,408
										OPE	108,816	-	-	27,204	136,020
5250105	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	1	1.00	24	10	15502	SAL	334,843	-	-	37,205	372,048
										OPE	133,606	-	-	14,845	148,451
5250119	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	139,730	-	-	15,526	155,256
										OPE	78,917	-	-	8,769	87,686
5250203	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PP	1	0.50	12	5	4300	SAL	49,020	-	-	2,580	51,600
										OPE	34,457	-	-	1,814	36,271
5250309	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
5250310	OAS C0322 AP	PUBLIC SERVICE REPRESENTATIVE 2	13	PF	1	1.00	24	7	3952	SAL	94,848	-	-	-	94,848
										OPE	70,113	-	-	-	70,113
Total Salary											1,153,439	-	-	119,593	1,273,032
Total OPE											549,263	-	-	52,632	601,895
Total Personal Services					**6**	**5.50**					**1,702,702**	**-**	**-**	**172,225**	**1,874,927**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250030	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	10	7521	SAL	135,378	-	-	45,126	180,504
										OPE	71,273	-	-	23,758	95,031
5250034	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
5250047	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
5250082	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
5250083	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
5250084	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
5250085	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PP	1	0.50	12	10	10800	SAL	129,600	-	-	-	129,600
										OPE	58,961	-	-	-	58,961
5250103	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	10	14065	SAL	253,170	-	-	84,390	337,560
										OPE	105,521	-	-	35,174	140,695
5250106	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	2	7478	SAL	179,472	-	-	-	179,472
										OPE	94,731	-	-	-	94,731
5250111	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	7	7946	SAL	190,704	-	-	-	190,704
										OPE	97,998	-	-	-	97,998
5250124	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	5	8585	SAL	206,040	-	-	-	206,040
										OPE	102,459	-	-	-	102,459
5250128	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
5250148	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
5250269	MMN X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	5	10453	SAL	250,872	-	-	-	250,872
										OPE	115,500	-	-	-	115,500
5250303	MMN X1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	5	10453	SAL	250,872	-	-	-	250,872
										OPE	115,500	-	-	-	115,500
5250304	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	8	9853	SAL	236,472	-	-	-	236,472

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	111,312	-	-	-	111,312
5250321	MMN X0856 AP	PROJECT MANAGER 3	32	PF	1	0.88	21	3	8658	SAL	181,818	-	-	-	181,818
										OPE	90,098	-	-	-	90,098
5250322	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
8880036	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	6	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
Total Salary											3,729,822	-	218,280	388,716	4,336,818
Total OPE											1,760,026	-	106,019	176,856	2,042,901
Total Personal Services					**19**	**18.38**					**5,489,848**	**-**	**324,299**	**565,572**	**6,379,719**

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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
5250031	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	136,116	-	-	45,372	181,488
										OPE	71,488	-	-	23,829	95,317
5250110	OAS C1243 AP	FISCAL ANALYST 1	23	PF	1	1.00	24	8	6549	SAL	141,458	-	-	15,718	157,176
										OPE	79,421	-	-	8,825	88,246
5250142	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	8	9143	SAL	54,858	-	-	164,574	219,432
										OPE	26,589	-	-	79,766	106,355
5250246	OAS C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10066	SAL	79,723	-	-	161,861	241,584
										OPE	37,223	-	-	75,575	112,798
5250302	MMN X1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	6	7863	SAL	188,712	-	-	-	188,712
										OPE	97,418	-	-	-	97,418
Total Salary											600,867	-	-	387,525	988,392
Total OPE											312,139	-	-	187,995	500,134
Total Personal Services					**5**	**5.00**					**913,006**	**-**	**-**	**575,520**	**1,488,526**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250046	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	9	5695	SAL	136,680	-	-	-	136,680
										OPE	82,282	-	-	-	82,282
5250049	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	7	7562	SAL	-	-	-	181,488	181,488
										OPE	-	-	-	95,317	95,317
5250068	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
5250072	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	8	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
5250104	MMS X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	8	10021	SAL	180,378	-	-	60,126	240,504
										OPE	84,364	-	-	28,121	112,485
5250116	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	10	6549	SAL	117,882	-	-	39,294	157,176
										OPE	66,184	-	-	22,061	88,245
5250125	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
5250126	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	6	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
5250145	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	8	7923	SAL	190,152	-	-	-	190,152
										OPE	97,838	-	-	-	97,838
5250247	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
5250300	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5965	SAL	143,160	-	-	-	143,160
										OPE	84,168	-	-	-	84,168
5250301	OAS C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	10	6549	SAL	157,176	-	-	-	157,176
										OPE	88,245	-	-	-	88,245
Total Salary											1,747,788	-	-	280,908	2,028,696
Total OPE											954,917	-	-	145,499	1,100,416
Total Personal Services					**12**	**12.00**					**2,702,705**	**-**	**-**	**426,407**	**3,129,112**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250112	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
5250122	OAS C7634 AP	Procurement Manager 2		PF	1	1.00	24	10	11422	SAL	137,064	-	-	137,064	274,128
										OPE	61,134	-	-	61,134	122,268
5250133	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5169	SAL	93,042	-	-	31,014	124,056
										OPE	58,957	-	-	19,652	78,609
5250204	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	8	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
5250205	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
5250305	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	4	6549	SAL	157,176	-	-	-	157,176
										OPE	88,245	-	-	-	88,245
5250306	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											1,244,730	-	-	168,078	1,412,808
Total OPE											627,854	-	-	80,786	708,640
Total Personal Services					**7**	**7.00**					**1,872,584**	**-**	**-**	**248,864**	**2,121,448**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250033	OAS C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	10	8314	SAL	199,536	-	-	-	199,536
										OPE	100,567	-	-	-	100,567
5250035	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
5250036	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10545	SAL	253,080	-	-	-	253,080
										OPE	116,143	-	-	-	116,143
5250037	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	10066	SAL	120,792	-	-	120,792	241,584
										OPE	56,399	-	-	56,399	112,798
5250099	MMS X7222 EP	EDUCATION PROGRAMS ADMINISTRAT(	38X	PF	1	1.00	24	10	16273	SAL	390,552	-	-	-	390,552
										OPE	152,612	-	-	-	152,612
5250121	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5695	SAL	136,680	-	-	-	136,680
										OPE	82,282	-	-	-	82,282
5250137	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	10066	SAL	181,188	-	-	60,396	241,584
										OPE	84,599	-	-	28,200	112,799
5250140	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
5250192	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PP	1	0.25	6	3	7923	SAL	-	-	-	47,538	47,538
										OPE	-	-	-	24,459	24,459
5250307	MMN X1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	5	8658	SAL	207,792	-	-	-	207,792
										OPE	102,968	-	-	-	102,968
5250308	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
5250312	OAS C1118 AP	RESEARCH ANALYST 4	30	PP	1	0.21	5.05	3	7206	SAL	36,390	-	-	-	36,390
										OPE	21,217	-	-	-	21,217
5250313	OAS C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	10066	SAL	241,584	-	-	-	241,584
										OPE	112,798	-	-	-	112,798
5250314	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PP	1	0.68	16.32	6	9143	SAL	149,214	-	-	-	149,214
										OPE	73,527	-	-	-	73,527
5250323	MMN X7724 AP	RESEARCH ANALYSIS AND STATISTICS	33X	PF	1	0.88	21	3	8658	SAL	181,818	-	-	-	181,818
										OPE	90,098	-	-	-	90,098
5250567	OAS C1118 AP	RESEARCH ANALYST 4	30	PP	1	0.50	12	3	7206	SAL	86,472	-	-	-	86,472

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	46,416	-	-	-	46,416
8880022	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	0.75	18	3	7863	SAL	-	-	141,534	-	141,534
										OPE	-	-	73,063	-	73,063
Total Salary											2,860,914	-	141,534	228,726	3,231,174
Total OPE											1,363,786	-	73,063	109,058	1,545,907
Total Personal Services					**17**	**14.27**					**4,224,700**	**-**	**214,597**	**337,784**	**4,777,081**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5254075	MESN Z7883 IP	INFORMATION TECHNOLOGY MANAGEF	35X	PF	1	1.00	24	10	15502	SAL	-	-	372,048	-	372,048
										OPE	-	-	148,451	-	148,451
5254077	UA C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	10059	SAL	-	-	241,416	-	241,416
										OPE	-	-	112,750	-	112,750
5254079	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
5254080	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	9	11782	SAL	-	-	282,768	-	282,768
										OPE	-	-	124,779	-	124,779
5254082	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
5254083	UA C1117 AP	RESEARCH ANALYST 3	26	PF	1	1.00	24	6	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	90,423	-	90,423
Total Salary											-	-	1,653,216	-	1,653,216
Total OPE											-	-	733,753	-	733,753
Total Personal Services					**6**	**6.00**					**-**	**-**	**2,386,969**	**-**	**2,386,969**

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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
5250028	MESN Z7222 EF	EDUCATION PROGRAMS ADMINISTRATO	38X	PF	1	1.00	24	10	16273	SAL	195,276	-	195,276	-	390,552
										OPE	76,306	-	76,306	-	152,612
5250136	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
5250250	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
5250315	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6245	SAL	149,880	-	-	-	149,880
										OPE	86,123	-	-	-	86,123
Total Salary											715,716	-	195,276	-	910,992
Total OPE											355,269	-	76,306	-	431,575
Total Personal Services					**4**	**4.00**					**1,070,985**	**-**	**271,582**	**-**	**1,342,567**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5250003	MESN Z7224 EF	Education Program Manager 2		PF	1	0.60	14.4	10	12594	SAL	-	-	181,354	-	181,354
										OPE	-	-	79,332	-	79,332
5250004	OAS C2300 AP	EDUCATION PROGRAM SPECIALIST 1	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
5250006	UA C0103 AP	OFFICE SPECIALIST 1	13	PP	1	0.24	5.75	7	3950	SAL	-	-	22,713	-	22,713
										OPE	-	-	17,238	-	17,238
5250011	OAS C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5695	SAL	-	-	136,680	-	136,680
										OPE	-	-	82,282	-	82,282
5250050	OAS C2300 AP	EDUCATION PROGRAM SPECIALIST 1	30	PP	1	0.50	12	7	8713	SAL	-	-	104,556	-	104,556
										OPE	-	-	51,677	-	51,677
Total Salary											-	-	686,887	-	686,887
Total OPE											-	-	343,327	-	343,327
Total Personal Services					**5**	**3.34**					**-**	**-**	**1,030,214**	**-**	**1,030,214**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250003	MESN Z7224 EF	Education Program Manager 2		PF	0	0.40	9.6	10	12594	SAL	-	-	120,902	-	120,902
										OPE	-	-	52,888	-	52,888
5250007	OAS C2300 AP	EDUCATION PROGRAM SPECIALIST 1	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
5250013	OAS C2300 AP	EDUCATION PROGRAM SPECIALIST 1	30	PF	1	1.00	24	10	10066	SAL	-	-	241,584	-	241,584
										OPE	-	-	112,798	-	112,798
5250014	UA C0104 AP	OFFICE SPECIALIST 2	15	PP	1	0.50	12	8	4496	SAL	-	-	53,952	-	53,952
										OPE	-	-	36,956	-	36,956
5250038	MMN X2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	3	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	106,019	-	106,019
Total Salary											-	-	876,302	-	876,302
Total OPE											-	-	421,459	-	421,459
Total Personal Services					**4**	**3.90**					**-**	**-**	**1,297,761**	**-**	**1,297,761**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250018	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
5250023	UA C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11616	SAL	278,784	-	-	-	278,784
										OPE	123,620	-	-	-	123,620
5250024	UA C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11616	SAL	278,784	-	-	-	278,784
										OPE	123,620	-	-	-	123,620
Total Salary											835,440	-	-	-	835,440
Total OPE											370,594	-	-	-	370,594
Total Personal Services					**3**	**3.00**					**1,206,034**	**-**	**-**	**-**	**1,206,034**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250002	MEAH Z7222 EF	Education Program Administrator 1		PF	1	1.00	24	10	15280	SAL	366,720	-	-	-	366,720
										OPE	147,253	-	-	-	147,253
5250019	UA C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10059	SAL	241,416	-	-	-	241,416
										OPE	112,750	-	-	-	112,750
5250020	UA C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	10	10059	SAL	241,416	-	-	-	241,416
										OPE	112,750	-	-	-	112,750
5250048	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
5250216	OAS C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
Total Salary											1,300,248	-	-	-	1,300,248
Total OPE											588,903	-	-	-	588,903
Total Personal Services					**5**	**5.00**					**1,889,151**	**-**	**-**	**-**	**1,889,151**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250029	MESN Z7222 EF	EDUCATION PROGRAMS ADMINISTRATO	38X	PF	1	1.00	24	10	16273	SAL	312,442	-	39,055	39,055	390,552
										OPE	122,090	-	15,261	15,261	152,612
5250100	MMS X7224 AP	Education Program Manager 2		PF	1	1.00	24	10	11422	SAL	109,651	-	95,945	68,532	274,128
										OPE	48,907	-	42,793	30,567	122,267
5250108	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11622	SAL	41,839	-	237,089	-	278,928
										OPE	18,549	-	105,113	-	123,662
5250120	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5419	SAL	6,503	-	6,503	117,050	130,056
										OPE	4,018	-	4,018	72,320	80,356
5250123	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11622	SAL	27,893	-	251,035	-	278,928
										OPE	12,366	-	111,296	-	123,662
5250132	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	69,838	129,698	199,536
										OPE	-	-	35,198	65,369	100,567
5250134	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11622	SAL	139,464	-	111,571	27,893	278,928
										OPE	61,831	-	49,465	12,366	123,662
5250139	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	4118	SAL	29,650	-	34,591	34,591	98,832
										OPE	21,382	-	24,945	24,945	71,272
5250144	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	7	5887	SAL	120,095	-	14,129	7,064	141,288
										OPE	71,080	-	8,362	4,181	83,623
5250154	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	138,355	-	34,589	-	172,944
										OPE	74,265	-	18,566	-	92,831
5250217	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
5250248	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11622	SAL	278,928	-	-	-	278,928
										OPE	123,662	-	-	-	123,662
5250575	MMN X0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	5	8254	SAL	198,096	-	-	-	198,096
										OPE	100,147	-	-	-	100,147
Total Salary											1,680,788	-	894,345	423,883	2,999,016
Total OPE											781,651	-	415,017	225,009	1,421,677
Total Personal Services					**13**	**13.00**					**2,462,439**	**-**	**1,309,362**	**648,892**	**4,420,693**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250107	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PP	1	0.70	16.8	10	11622	SAL	-	-	195,250	-	195,250
										OPE	-	-	86,919	-	86,919
Total Salary											-	-	195,250	-	195,250
Total OPE											-	-	86,919	-	86,919
Total Personal Services					**1**	**0.70**					**-**	**-**	**282,169**	**-**	**282,169**

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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
5250130	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11622	SAL	-	-	-	278,928	278,928
										OPE	-	-	-	123,662	123,662
5250131	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	10	11622	SAL	-	-	-	278,928	278,928
										OPE	-	-	-	123,662	123,662
Total Salary											-	-	-	557,856	557,856
Total OPE											-	-	-	247,324	247,324
Total Personal Services					**2**	**2.00**					**-**	**-**	**-**	**805,180**	**805,180**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250291	MMN X2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	9	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
5250292	MMN X2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	1.00	24	9	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	127,453	-	127,453
5250293	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4943	SAL	-	-	118,632	-	118,632
										OPE	-	-	77,032	-	77,032
5250294	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
5250295	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
Total Salary											-	-	1,075,128	-	1,075,128
Total OPE											-	-	525,364	-	525,364
Total Personal Services					**5**	**5.00**					**-**	**-**	**1,600,492**	**-**	**1,600,492**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250098	MESN Z7222 EF	EDUCATION PROGRAMS ADMINISTRATO	38X	PF	0	0.15	3.6	9	15498	SAL	11,159	-	2,790	41,845	55,794
										OPE	4,663	-	1,166	17,488	23,317
5250101	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	0	0.05	1.2	10	13403	SAL	804	-	-	15,280	16,084
										OPE	411	-	-	7,810	8,221
5250115	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	0	0.25	6	10	11622	SAL	13,946	-	-	55,786	69,732
										OPE	6,183	-	-	24,732	30,915
5250117	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.10	2.4	10	9588	SAL	2,301	-	-	20,710	23,011
										OPE	1,201	-	-	10,808	12,009
5250138	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.10	2.4	10	9588	SAL	2,301	-	-	20,710	23,011
										OPE	1,201	-	-	10,808	12,009
5250141	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	0	0.10	2.4	9	11578	SAL	2,779	-	-	25,008	27,787
										OPE	1,340	-	-	12,058	13,398
5250143	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.10	2.4	10	9588	SAL	2,301	-	-	20,710	23,011
										OPE	1,201	-	-	10,808	12,009
5250147	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.10	2.4	10	6245	SAL	1,499	-	-	13,489	14,988
										OPE	968	-	-	8,708	9,676
5250251	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	1	0.90	21.6	7	4300	SAL	-	-	-	92,880	92,880
										OPE	-	-	-	65,997	65,997
Total Salary											37,090	-	2,790	306,418	346,298
Total OPE											17,168	-	1,166	169,217	187,551
Total Personal Services					**1**	**1.85**					**54,258**	**-**	**3,956**	**475,635**	**533,849**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250316	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	8	8713	SAL	209,112	-	-	-	209,112
										OPE	103,352	-	-	-	103,352
Total Salary											209,112	-	-	-	209,112
Total OPE											103,352	-	-	-	103,352
Total Personal Services					**1**	**1.00**					**312,464**	**-**	**-**	**-**	**312,464**

2025-27 Biennium **Cross Reference Number: 52500-206-01-03-00000**

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
5250102	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	0	0.20	4.8	10	11028	SAL	10,587	-	-	42,347	52,934
										OPE	4,851	-	-	19,406	24,257
5250118	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.05	1.2	6	5169	SAL	310	-	310	5,583	6,203
										OPE	267	-	267	4,813	5,347
5250149	MENN Z0873 AF	OPERATIONS & POLICY ANALYST 4	32	PF	0	0.20	4.8	8	11028	SAL	10,587	-	-	42,347	52,934
										OPE	4,851	-	-	19,406	24,257
Total Salary											21,484	-	310	90,277	112,071
Total OPE											9,969	-	267	43,625	53,861
Total Personal Services					**0**	**0.45**					**31,453**	**-**	**577**	**133,902**	**165,932**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250113	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	0.30	7.2	10	10545	SAL	-	-	75,924	-	75,924
										OPE	-	-	36,260	-	36,260
5250114	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.60	14.4	10	7206	SAL	-	-	103,766	-	103,766
										OPE	-	-	56,761	-	56,761
5250253	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.80	19.2	10	8713	SAL	167,290	-	-	-	167,290
										OPE	84,100	-	-	-	84,100
5250254	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.30	7.2	10	6245	SAL	44,964	-	-	-	44,964
										OPE	27,254	-	-	-	27,254
5250564	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	0	0.25	6	9	11578	SAL	69,468	-	-	-	69,468
										OPE	30,838	-	-	-	30,838
5250565	OAS C0861 AP	PROGRAM ANALYST 2	27	PP	0	0.15	3.6	4	6549	SAL	23,576	-	-	-	23,576
										OPE	13,945	-	-	-	13,945
5254086	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	0	0.25	6	10	13403	SAL	20,105	-	-	60,314	80,419
										OPE	8,506	-	-	25,518	34,024
Total Salary											325,403	-	179,690	60,314	565,407
Total OPE											164,643	-	93,021	25,518	283,182
Total Personal Services					**3**	**2.65**					**490,046**	**-**	**272,711**	**85,832**	**848,589**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250113	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	0	0.30	7.2	10	10545	SAL	-	-	75,924	-	75,924
										OPE	-	-	36,260	-	36,260
5250114	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	0	0.20	4.8	10	7206	SAL	-	-	34,589	-	34,589
										OPE	-	-	18,920	-	18,920
5250200	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	0	0.25	6	10	5419	SAL	16,257	-	-	16,257	32,514
										OPE	10,044	-	-	10,044	20,088
5250254	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.15	3.6	10	6245	SAL	22,482	-	-	-	22,482
										OPE	13,627	-	-	-	13,627
5250564	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.50	12	9	11578	SAL	138,936	-	-	-	138,936
										OPE	61,678	-	-	-	61,678
5250565	OAS C0861 AP	PROGRAM ANALYST 2	27	PP	0	0.15	3.6	4	6549	SAL	23,576	-	-	-	23,576
										OPE	13,945	-	-	-	13,945
5254086	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	0	0.25	6	10	13403	SAL	20,105	-	-	60,314	80,419
										OPE	8,506	-	-	25,518	34,024
Total Salary											221,356	-	110,513	76,571	408,440
Total OPE											107,800	-	55,180	35,562	198,542
Total Personal Services					**1**	**1.80**					**329,156**	**-**	**165,693**	**112,133**	**606,982**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250113	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	0	0.20	4.8	10	10545	SAL	-	-	50,616	-	50,616
										OPE	-	-	23,583	-	23,583
5250114	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	0	0.20	4.8	10	7206	SAL	-	-	34,589	-	34,589
										OPE	-	-	18,920	-	18,920
5250252	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
5250254	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.15	3.6	10	6245	SAL	22,482	-	-	-	22,482
										OPE	13,627	-	-	-	13,627
5250564	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	0	0.25	6	9	11578	SAL	69,468	-	-	-	69,468
										OPE	30,838	-	-	-	30,838
5250565	OAS C0861 AP	PROGRAM ANALYST 2	27	PP	1	0.20	4.8	4	6549	SAL	31,435	-	-	-	31,435
										OPE	18,004	-	-	-	18,004
5254086	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	0	0.20	4.8	10	13403	SAL	16,084	-	-	48,251	64,335
										OPE	6,894	-	-	20,681	27,575
Total Salary											369,581	-	85,205	48,251	503,037
Total OPE											178,825	-	42,503	20,681	242,009
Total Personal Services					**2**	**2.20**					**548,406**	**-**	**127,708**	**68,932**	**745,046**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250135	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	23,011	-	-	207,101	230,112
										OPE	10,946	-	-	98,516	109,462
5250198	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	1.00	24	10	11028	SAL	26,467	-	-	238,205	264,672
										OPE	11,952	-	-	107,564	119,516
5250199	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	72,595	-	-	108,893	181,488
										OPE	38,127	-	-	57,190	95,317
5250200	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	0	0.25	6	10	5419	SAL	16,257	-	-	16,257	32,514
										OPE	10,044	-	-	10,044	20,088
Total Salary											138,330	-	-	570,456	708,786
Total OPE											71,069	-	-	273,314	344,383
Total Personal Services					**3**	**3.25**					**209,399**	**-**	**-**	**843,770**	**1,053,169**

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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
5250129	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6866	SAL	98,870	-	-	65,914	164,784
										OPE	54,275	-	-	36,183	90,458
Total Salary											98,870	-	-	65,914	164,784
Total OPE											54,275	-	-	36,183	90,458
Total Personal Services					**1**	**1.00**					**153,145**	**-**	**-**	**102,097**	**255,242**

2025-27 Biennium **Cross Reference Number: 52500-206-03-03-00000**

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
5254086	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	1	0.30	7.2	10	13403	SAL	24,126	-	-	72,377	96,503
										OPE	10,562	-	-	31,685	42,247
Total Salary											24,126	-	-	72,377	96,503
Total OPE											10,562	-	-	31,685	42,247
Total Personal Services					**1**	**0.30**					**34,688**	**-**	**-**	**104,062**	**138,750**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5250422	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254005	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254007	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254008	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254009	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254010	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254011	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254012	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254013	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254014	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254015	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254017	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254018	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254019	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200

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	-	-	-	551	551
5254020	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254021	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254024	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5254025	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
5454016	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	-	7,200	7,200
										OPE	-	-	-	551	551
Total Salary											-	-	-	151,200	151,200
Total OPE											-	-	-	11,571	11,571
Total Personal Services					**0**	**0.00**					**-**	**-**	**-**	**162,771**	**162,771**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250098	MESN Z7222 EF	EDUCATION PROGRAMS ADMINISTRAT(	38X	PF	0	0.20	4.8	9	15498	SAL	14,878	-	3,720	55,793	74,391
										OPE	6,100	-	1,525	22,875	30,500
5250101	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	0	0.25	6	10	13403	SAL	4,021	-	-	76,397	80,418
										OPE	1,701	-	-	32,323	34,024
5250109	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.50	12	10	9588	SAL	5,753	-	-	109,303	115,056
										OPE	2,737	-	-	51,994	54,731
5250115	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	1	0.50	12	10	11622	SAL	27,893	-	-	111,571	139,464
										OPE	12,366	-	-	49,465	61,831
5250117	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.10	2.4	10	9588	SAL	2,301	-	-	20,710	23,011
										OPE	1,201	-	-	10,808	12,009
5250118	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.45	10.8	6	5169	SAL	2,791	-	2,791	50,243	55,825
										OPE	1,786	-	1,786	32,156	35,728
5250138	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.45	10.8	10	9588	SAL	10,355	-	-	93,195	103,550
										OPE	4,961	-	-	44,651	49,612
5250141	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	0	0.20	4.8	9	11578	SAL	5,557	-	-	50,017	55,574
										OPE	2,503	-	-	22,523	25,026
5250143	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.50	12	10	9588	SAL	11,506	-	-	103,550	115,056
										OPE	5,473	-	-	49,258	54,731
5250147	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.30	7.2	10	6245	SAL	4,496	-	-	40,468	44,964
										OPE	2,725	-	-	24,529	27,254
Total Salary											89,551	-	6,511	711,247	807,309
Total OPE											41,553	-	3,311	340,582	385,446
Total Personal Services					**4**	**3.45**					**131,104**	**-**	**9,822**	**1,051,829**	**1,192,755**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
5250098	MESN Z7222 EF	EDUCATION PROGRAMS ADMINISTRATO	38X	PF	1	0.40	9.6	9	15498	SAL	29,756	-	7,439	111,586	148,781
										OPE	12,199	-	3,050	45,748	60,997
5250101	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	1	0.40	9.6	10	13403	SAL	6,433	-	-	122,236	128,669
										OPE	2,757	-	-	52,390	55,147
5250102	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	0.80	19.2	10	11028	SAL	42,348	-	-	169,390	211,738
										OPE	19,406	-	-	77,624	97,030
5250109	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.50	12	10	9588	SAL	5,753	-	-	109,303	115,056
										OPE	2,737	-	-	51,994	54,731
5250113	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	0	0.20	4.8	10	10545	SAL	-	-	50,616	-	50,616
										OPE	-	-	23,583	-	23,583
5250115	OAS C2301 AP	EDUCATION PROGRAM SPECIALIST 2	33	PF	0	0.25	6	10	11622	SAL	13,946	-	-	55,786	69,732
										OPE	6,183	-	-	24,732	30,915
5250117	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.50	12	10	9588	SAL	11,506	-	-	103,550	115,056
										OPE	5,473	-	-	49,258	54,731
5250118	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.50	12	6	5169	SAL	3,101	-	3,101	55,825	62,027
										OPE	1,965	-	1,965	35,375	39,305
5250138	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.45	10.8	10	9588	SAL	10,355	-	-	93,195	103,550
										OPE	4,961	-	-	44,651	49,612
5250141	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.50	12	9	11578	SAL	13,894	-	-	125,042	138,936
										OPE	6,168	-	-	55,510	61,678
5250143	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.40	9.6	10	9588	SAL	9,205	-	-	82,841	92,046
										OPE	4,449	-	-	40,043	44,492
5250147	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.40	9.6	10	6245	SAL	5,995	-	-	53,957	59,952
										OPE	3,516	-	-	31,641	35,157
5250149	MENN Z0873 AF	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.80	19.2	8	11028	SAL	42,348	-	-	169,390	211,738
										OPE	19,406	-	-	77,624	97,030
5250151	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	7	8314	SAL	-	-	-	199,536	199,536
										OPE	-	-	-	100,567	100,567
5250200	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	0.50	12	10	5419	SAL	32,514	-	-	32,514	65,028
										OPE	20,089	-	-	20,089	40,178
5250251	OAS C0104 AP	OFFICE SPECIALIST 2	15	PF	0	0.10	2.4	7	4300	SAL	-	-	-	10,320	10,320

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	-	-	-	8,316	8,316
5250253	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	0	0.20	4.8	10	8713	SAL	41,822	-	-	-	41,822
										OPE	21,024	-	-	-	21,024
5250254	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.40	9.6	10	6245	SAL	59,952	-	-	-	59,952
										OPE	35,157	-	-	-	35,157
Total Salary											328,928	-	61,156	1,494,471	1,884,555
Total OPE											165,490	-	28,598	715,562	909,650
Total Personal Services					**11**	**8.30**					**494,418**	**-**	**89,754**	**2,210,033**	**2,794,205**

2025-27 Biennium **Cross Reference Number: 52500-206-04-04-00000**

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
5250098	MESN Z7222 EF	EDUCATION PROGRAMS ADMINISTRATO	38X	PF	0	0.25	6	9	15498	SAL	18,598	-	4,649	69,741	92,988
										OPE	7,536	-	1,884	28,261	37,681
5250101	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	PF	0	0.30	7.2	10	13403	SAL	4,825	-	-	91,677	96,502
										OPE	2,112	-	-	40,134	42,246
5250117	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.30	7.2	10	9588	SAL	6,903	-	-	62,131	69,034
										OPE	3,426	-	-	30,830	34,256
5250141	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	0	0.20	4.8	9	11578	SAL	5,557	-	-	50,017	55,574
										OPE	2,503	-	-	22,523	25,026
5250147	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	0	0.20	4.8	10	6245	SAL	2,998	-	-	26,978	29,976
										OPE	1,758	-	-	15,821	17,579
Total Salary											38,881	-	4,649	300,544	344,074
Total OPE											17,335	-	1,884	137,569	156,788
Total Personal Services					**0**	**1.25**					**56,216**	**-**	**6,533**	**438,113**	**500,862**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8880025	MESN Z7222 EF	EDUCATION PROGRAMS ADMINISTRATO	38X	LF	1	0.75	18	10	16273	SAL	-	-	292,914	-	292,914
										OPE	-	-	117,100	-	117,100
8880026	MMS X7224 EP	EDUCATION PROGRAMS MANAGER 2	33X	LF	1	0.75	18	4	10027	SAL	-	-	180,486	-	180,486
										OPE	-	-	84,394	-	84,394
8880032	UA E0108 AP	ADMINISTRATIVE SPECIALIST 2	20	LF	1	0.75	18	4	4713	SAL	-	-	84,834	-	84,834
										OPE	-	-	56,569	-	56,569
8880033	UA C0104 AP	OFFICE SPECIALIST 2	15	LF	1	0.75	18	3	3649	SAL	-	-	65,682	-	65,682
										OPE	-	-	50,998	-	50,998
Total Salary											-	-	623,916	-	623,916
Total OPE											-	-	309,061	-	309,061
Total Personal Services					**4**	**3.00**					**-**	**-**	**932,977**	**-**	**932,977**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8880027	MMN X0862 AP	PROGRAM ANALYST 3	29	LF	1	0.75	18	3	7490	SAL	-	-	134,820	-	134,820
										OPE	-	-	71,110	-	71,110
Total Salary											-	-	134,820	-	134,820
Total OPE											-	-	71,110	-	71,110
Total Personal Services					**1**	**0.75**					**-**	**-**	**205,930**	**-**	**205,930**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8880028	MMN X0862 AP	PROGRAM ANALYST 3	29	LF	1	0.75	18	8	9542	SAL	-	-	171,756	-	171,756
										OPE	-	-	81,854	-	81,854
8880029	MMN X0862 AP	PROGRAM ANALYST 3	29	LF	1	0.75	18	8	9542	SAL	-	-	171,756	-	171,756
										OPE	-	-	81,854	-	81,854
8880030	MMN X0862 AP	PROGRAM ANALYST 3	29	LF	1	0.75	18	7	9095	SAL	-	-	163,710	-	163,710
										OPE	-	-	79,515	-	79,515
Total Salary											-	-	507,222	-	507,222
Total OPE											-	-	243,223	-	243,223
Total Personal Services					**3**	**2.25**					**-**	**-**	**750,445**	**-**	**750,445**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8880031	MMN X0862 AP	PROGRAM ANALYST 3	29	LF	1	0.75	18	9	10021	SAL	-	-	180,378	-	180,378
										OPE	-	-	84,364	-	84,364
Total Salary											-	-	180,378	-	180,378
Total OPE											-	-	84,364	-	84,364
Total Personal Services					**1**	**0.75**					**-**	**-**	**264,742**	**-**	**264,742**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250580	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
5250581	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
5250582	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
Total Salary											705,672	-	-	-	705,672
Total OPE											332,845	-	-	-	332,845
Total Personal Services					**3**	**3.00**					**1,038,517**	**-**	**-**	**-**	**1,038,517**

2025-27 Biennium **Cross Reference Number: 52500-207-01-00-00000**

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
5250063	MEAH Z7222 EF	Education Program Administrator 1		PF	1	1.00	24	10	15280	SAL	366,720	-	-	-	366,720
										OPE	147,253	-	-	-	147,253
5250064	MMS X7224 AP	Education Program Manager 2		PF	1	1.00	24	10	11422	SAL	274,128	-	-	-	274,128
										OPE	122,267	-	-	-	122,267
5250066	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
5250069	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	8	6164	SAL	147,936	-	-	-	147,936
										OPE	85,557	-	-	-	85,557
5250093	OAS C0103 AP	OFFICE SPECIALIST 1	13	PP	1	0.50	12	9	4300	SAL	51,600	-	-	-	51,600
										OPE	36,271	-	-	-	36,271
5250193	OAS C1117 AP	RESEARCH ANALYST 3	26	PP	1	0.50	12	10	8314	SAL	-	-	99,768	-	99,768
										OPE	-	-	50,283	-	50,283
5250318	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	131,145	-	-	-	131,145
										OPE	75,358	-	-	-	75,358
Total Salary											1,213,113	-	99,768	-	1,312,881
Total OPE											579,504	-	50,283	-	629,787
Total Personal Services					**7**	**5.88**					**1,792,617**	**-**	**150,051**	**-**	**1,942,668**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250058	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PP	1	0.75	18	2	7562	SAL	136,116	-	-	-	136,116
										OPE	71,487	-	-	-	71,487
5250060	OAS C1117 AP	RESEARCH ANALYST 3	26	PP	1	0.75	18	3	5965	SAL	107,370	-	-	-	107,370
										OPE	63,125	-	-	-	63,125
5250601	MMN X0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	2	5323	SAL	127,752	-	-	-	127,752
										OPE	79,685	-	-	-	79,685
Total Salary											371,238	-	-	-	371,238
Total OPE											214,297	-	-	-	214,297
Total Personal Services					**3**	**2.50**					**585,535**	**-**	**-**	**-**	**585,535**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250070	OAS C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PP	1	0.50	12	10	5419	SAL	65,028	-	-	-	65,028
										OPE	40,178	-	-	-	40,178
5250086	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	9588	SAL	230,112	-	-	-	230,112
										OPE	109,462	-	-	-	109,462
5250087	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
5250088	OAS C0860 AP	PROGRAM ANALYST 1	23	PP	1	0.50	12	10	7206	SAL	86,472	-	-	-	86,472
										OPE	46,416	-	-	-	46,416
5250089	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
5250091	OAS C0860 AP	PROGRAM ANALYST 1	23	PP	1	0.50	12	10	7206	SAL	86,472	-	-	-	86,472
										OPE	46,416	-	-	-	46,416
5250092	OAS C1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	1.00	24	10	7562	SAL	181,488	-	-	-	181,488
										OPE	95,317	-	-	-	95,317
Total Salary											995,460	-	-	-	995,460
Total OPE											523,451	-	-	-	523,451
Total Personal Services					**7**	**5.50**					**1,518,911**	**-**	**-**	**-**	**1,518,911**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250071	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	10	4499	SAL	-	-	107,976	-	107,976
										OPE	-	-	73,932	-	73,932
5250073	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8314	SAL	-	-	199,536	-	199,536
										OPE	-	-	100,567	-	100,567
5250075	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7562	SAL	-	-	181,488	-	181,488
										OPE	-	-	95,317	-	95,317
5250076	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
5250077	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8713	SAL	-	-	209,112	-	209,112
										OPE	-	-	103,352	-	103,352
5250320	OAS C0861 AP	PROGRAM ANALYST 2	27	PP	1	0.50	12	3	6245	SAL	-	-	74,940	-	74,940
										OPE	-	-	43,061	-	43,061
5254087	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	6866	SAL	-	-	164,784	-	164,784
										OPE	-	-	90,458	-	90,458
Total Salary											-	-	1,146,948	-	1,146,948
Total OPE											-	-	610,039	-	610,039
Total Personal Services					**7**	**6.50**					**-**	**-**	**1,756,987**	**-**	**1,756,987**

2025-27 Biennium **Cross Reference Number: 52500-207-07-00-00000**

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
5250067	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7206	SAL	172,944	-	-	-	172,944
										OPE	92,831	-	-	-	92,831
Total Salary											172,944	-	-	-	172,944
Total OPE											92,831	-	-	-	92,831
Total Personal Services					**1**	**1.00**					**265,775**	**-**	**-**	**-**	**265,775**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250195	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
Total Salary											265,560	-	-	-	265,560
Total OPE											119,773	-	-	-	119,773
Total Personal Services					**1**	**1.00**					**385,333**	**-**	**-**	**-**	**385,333**

2025-27 Biennium **Cross Reference Number: 52500-207-09-00-00000**

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
5250255	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
Total Salary											252,288	-	-	-	252,288
Total OPE											115,912	-	-	-	115,912
Total Personal Services					**1**	**1.00**					**368,200**	**-**	**-**	**-**	**368,200**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5250317	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	3	6245	SAL	131,145	-	-	-	131,145
										OPE	75,358	-	-	-	75,358
Total Salary											131,145	-	-	-	131,145
Total OPE											75,358	-	-	-	75,358
Total Personal Services					**1**	**0.88**					**206,503**	**-**	**-**	**-**	**206,503**

POS116-CSL

POS116 - Net Package Fiscal Impact Report

2025-27 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
No records for the phase: CSL														
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

POS116-ARB

2025-27 Biennium **Cross Reference Number: 52500-201-00-00-00000**

Agency Request Budget **Package Number: 101**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	PF	0	6	10,021	0	0	0	0	0.00
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	PF	0	6	10,021	0	0	0	0	0.00
5250321	1442784		MMN X0856 A P	PROJECT MANAGER 3	32	LF	0	3	8,658	0	0	0	0	0.00
5250321	1442784		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	0	6	9,095	0	0	0	0	0.00
5250322	1442785		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	PF	0	3	7,863	0	0	0	0	0.00
5250322	1442785		MMN X0873 A P	OPERATIONS & POLICY ANALYST	32	PF	24	3	8,658	207,792	102,968	310,760	1	1.00
5250323	1443053		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	0	3	9,535	0	0	0	0	0.00
8880035	1442786		MMN X1488 I P	INFORMATION SYSTEMS SPECIAL	33	LF	0	3	9,535	0	0	0	0	0.00
8880036	1442787		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	24	6	9,095	218,280	106,019	324,299	1	1.00
8880036	1442787		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	0	3	7,863	0	0	0	0	0.00
8880036	1442787		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	0	6	9,095	0	0	0	0	0.00
				General Funds						**389,610**	**193,066**	**582,676**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**218,280**	**106,019**	**324,299**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**607,890**	**299,085**	**906,975**	**3**	**2.88**

2025-27 Biennium **Cross Reference Number: 52500-202-00-00-00000**

Agency Request Budget **Package Number: 101**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250323	1443053		MMN X7724 A P	RESEARCH ANALYSIS AND STATIS	33X	PF	21	3	8,658	181,818	90,098	271,916	1	0.88
5250323	1443053		MMS X7224 E P	EDUCATION PROGRAMS MANAGE	33X	PF	0	3	9,558	0	0	0	0	0.00
				General Funds						**181,818**	**90,098**	**271,916**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**181,818**	**90,098**	**271,916**	**1**	**0.88**

2025-27 Biennium **Cross Reference Number: 52500-202-00-00-00000**

Agency Request Budget **Package Number: 104**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8880022	1442105		MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	LF	18	3	7,863	141,534	73,063	214,597	1	0.75
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**141,534**	**73,063**	**214,597**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**141,534**	**73,063**	**214,597**	**1**	**0.75**

2025-27 Biennium **Cross Reference Number: 52500-206-00-00-00000**

Agency Request Budget **Package Number: 104**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8880025	1442015		MESN Z7222 E P	EDUCATION PROGRAMS ADMINIS	38X	LF	18	10	16,273	292,914	117,100	410,014	1	0.75
8880026	1442114		MMS X7224 E P	EDUCATION PROGRAMS MANAGE	33X	LF	18	4	10,027	180,486	84,394	264,880	1	0.75
8880027	1442362		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	3	6,861	0	0	0	0	0.00
8880027	1442362		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	3	7,490	134,820	71,110	205,930	1	0.75
8880028	1442363		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	8	9,542	171,756	81,854	253,610	1	0.75
8880028	1442363		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	8	8,707	0	0	0	0	0.00
8880029	1442364		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	8	9,542	171,756	81,854	253,610	1	0.75
8880029	1442364		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	8	8,707	0	0	0	0	0.00
8880030	1442365		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	7	8,309	0	0	0	0	0.00
8880030	1442365		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	7	9,095	163,710	79,515	243,225	1	0.75
8880031	1442366		MMN X0862 A P	PROGRAM ANALYST 3	29	LF	18	9	10,021	180,378	84,364	264,742	1	0.75
8880031	1442366		UA C0862 A P	PROGRAM ANALYST 3	29	LF	0	9	9,138	0	0	0	0	0.00
8880032	1442367		UA E0108 A P	ADMINISTRATIVE SPECIALIST 2	20	LF	18	4	4,713	84,834	56,569	141,403	1	0.75
8880033	1442368		UA C0104 A P	OFFICE SPECIALIST 2	15	LF	18	3	3,649	65,682	50,998	116,680	1	0.75
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**1,446,336**	**707,758**	**2,154,094**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**1,446,336**	**707,758**	**2,154,094**	**9**	**6.75**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 70**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250193	1316770	57793	OAS C1117 A P	RESEARCH ANALYST 3	26	PF	0	10	8,314	0	0	0	0	0.00
5250193	1316770	57793	OAS C1117 A P	RESEARCH ANALYST 3	26	PP	0	10	8,314	-99,768	-50,283	-150,051	0	-0.50
5250193	1316770	57793	OAS C1117 A P	RESEARCH ANALYST 3	26	PF	0	10	8,314	0	0	0	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**-99,768**	**-50,283**	**-150,051**		
				Total Funds						**-99,768**	**-50,283**	**-150,051**	**0**	**-0.50**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 102**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250317	1442331		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
				General Funds						**131,145**	**75,358**	**206,503**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 105**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250318	1442334		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	3	6,245	131,145	75,358	206,503	1	0.88
5250319	1442336		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
				General Funds						**131,145**	**75,358**	**206,503**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**131,145**	**75,358**	**206,503**	**1**	**0.88**

2025-27 Biennium **Cross Reference Number: 52500-207-00-00-00000**

Agency Request Budget **Package Number: 106**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
5250320	1442351		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	0	3	6,245	0	0	0	0	0.00
5250320	1442351		OAS C0861 A P	PROGRAM ANALYST 2	27	PP	12	3	6,245	74,940	43,061	118,001	1	0.50
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**74,940**	**43,061**	**118,001**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**74,940**	**43,061**	**118,001**	**1**	**0.50**