



# **Together We Plan:**

## **Community and Tribes Budget Session**

Jan. 12, 2026 – Salem, Oregon

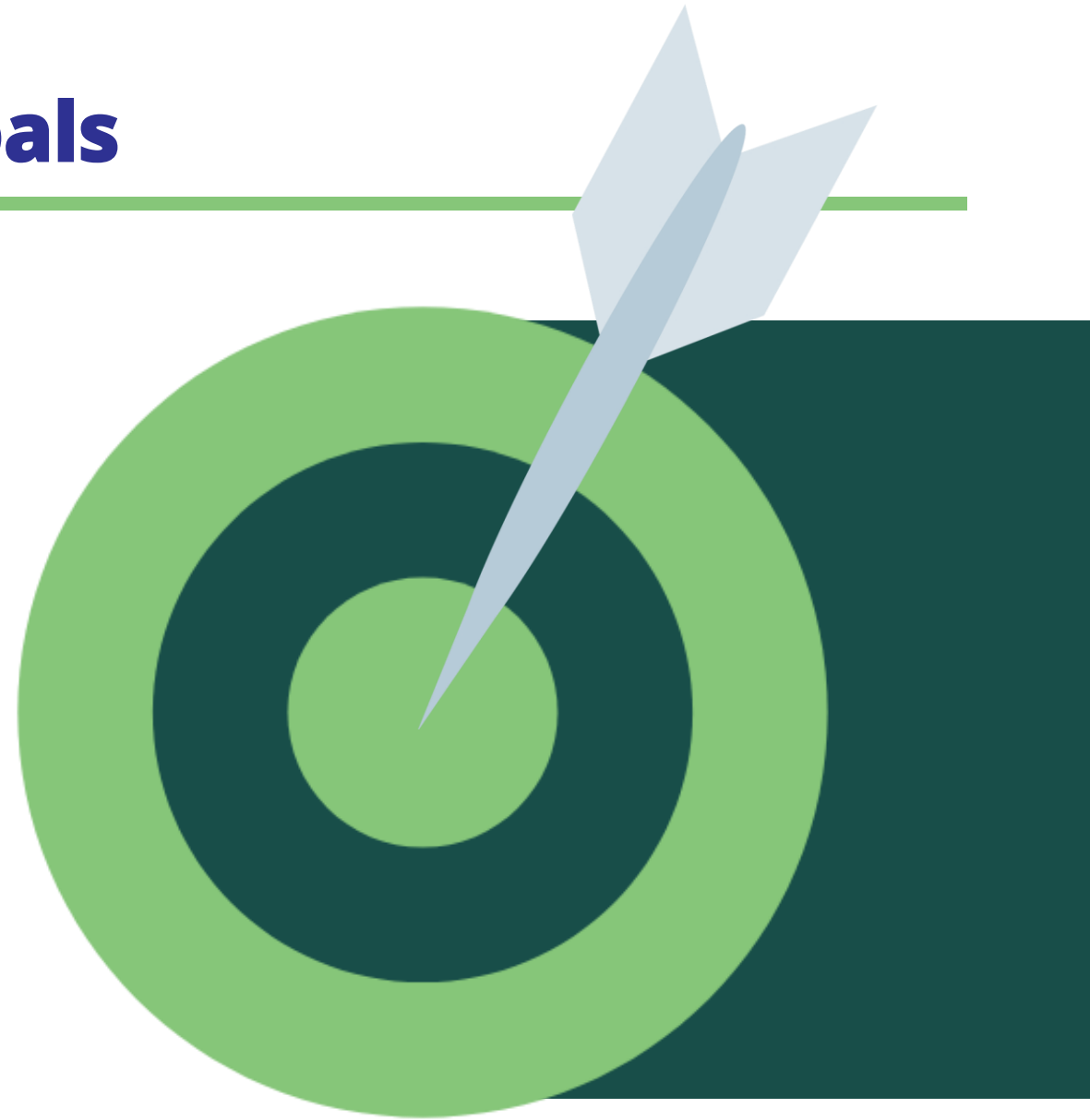
Jan. 16, 2026 – Virtual

Jan. 20, 2026 – Portland, Oregon

# Together We Plan: Event Goals

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- To help community partners and Tribal Nations understand **how Oregon's human services budget is built**
- To explore **risks to human services in Oregon** and what choices ODHS may need to make
- To ensure partners and Tribal Nations know **when and how they can provide input** at each step in the budget process
- To **learn from you** what matters most as we develop the ODHS 2027-2029 budget



# Agenda

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1. Welcome and Meeting Principles
2. Current Budget Outlook
3. How the ODHS Budget is Built
4. Understanding the Budget Components
5. Three Cards: Group Exercise
6. When Community and Tribal Voice Matters Most



# Meeting Principles

## Creating Brave Spaces

### 1. **Laughter and joy are welcome.**

Community and humor help us stay connected.

### 2. **Share the Space.**

Speak up if you've been quiet; hold back if you've spoken a lot.

### 3. **Speak from your experience; listen with intention.**

Share your truth and make room for other people's truths.

### 4. **Lead with curiosity, not judgment.**

Ask questions to better understand.

### 5. **Welcome discomfort as a part of learning.**

Growth can feel uncomfortable, and that's okay.

### 6. **Expect and accept that we may not have closure.**

Complex issues don't resolve in one conversation.

### 7. **Honor people's names and pronouns.**

Use the language people choose for themselves.

### 8. **Protect confidentiality.**

Take the learning with you but leave the details behind.

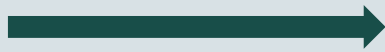


# About ODHS: Our History

1971



Legislature creates the **Oregon Department of Human Resources** (ODHR)



**New agencies** take on parts of ODHR's original functions:

- Corrections
- Employment
- Youth Authority
- Housing and Community Services

2001



Legislature reorganizes the department; changes it to **Oregon Department of Human Services** (ODHS)

2011



Legislature transfers many health-related functions to the new **Oregon Health Authority**. Shared Services continue to support both agencies

2021



**Office of Immigrant and Refugee Advancement** is created, and the **ONE Eligibility system** expands to include more benefit programs

2022



Employment-related day care (ERDC) program transferred to the **Department of Early Learning and Care**

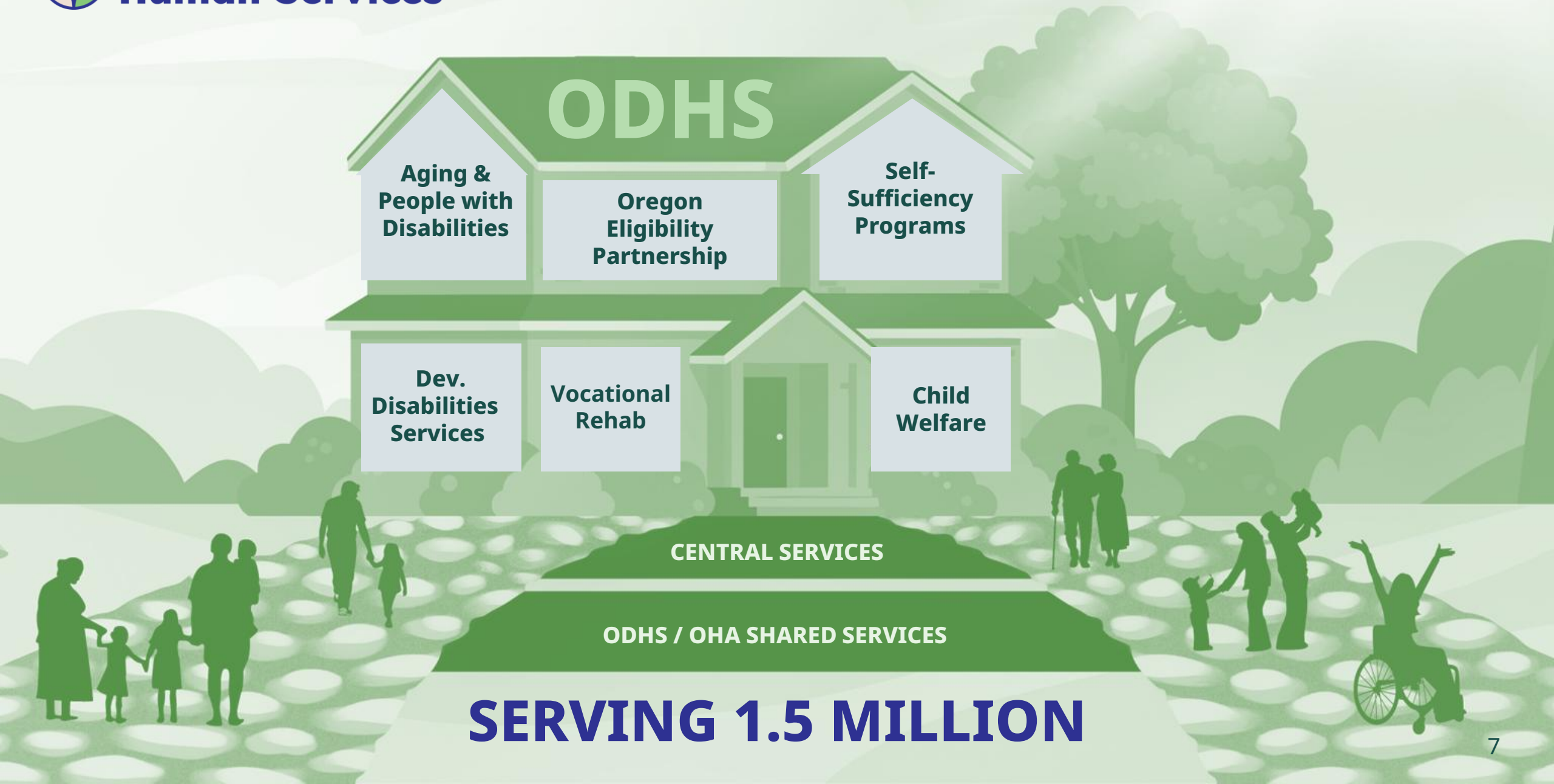
# Serving Oregonians

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## ODHS Programs







# Serving Oregonians: ODHS Programs

## Aging and People with Disabilities



Services for older adults and people with disabilities that help support daily living, long-term care, safety, independence, and aging with dignity.

## Child Welfare



Services that support the well-being of children, youth and families, including family preservation, foster care, adoption, and child safety.

## Office of Developmental Disabilities Services



Planning and services that help people with intellectual and developmental disabilities live, work, and participate in their communities.

## Oregon Eligibility Partnership



In-person, online and telephone help applying for and maintaining medical, food, cash assistance, and childcare benefits.

## Self-Sufficiency Programs



Services that provide access to food, financial assistance, and housing supports that help individuals and families move toward long-term stability.

## Vocational Rehabilitation



Services for people with disabilities to achieve employment goals and pursue greater independence through work.



# Serving Across All Programs

## Office of Tribal Affairs



Supports partnership with the 9 Federally Recognized Tribes in Oregon and promotes services that honor tribal sovereignty and culture.

## Office of Equity and Multicultural Services



Ensures ODHS services are equitable, accessible, and culturally responsive.

## Office of Resilience and Emergency Management



Works with communities across Oregon to plan and coordinate human services supports before, during, and after emergencies.

## Office of Immigrant and Refugee Advancement



Advocates for and partners with immigrant and refugee communities statewide to meet the needs of these populations.

## Community Engagement & Strategic Partnerships



Engages with community partners to improve ODHS programs and collaborates with them to better serve individuals and families.

## Central and Shared Services



Core business support teams (HR, IT, communications, facilities, etc.) that keep both ODHS and OHA running.

# ODHS Funding Sources



Federal Funds  
**62%**

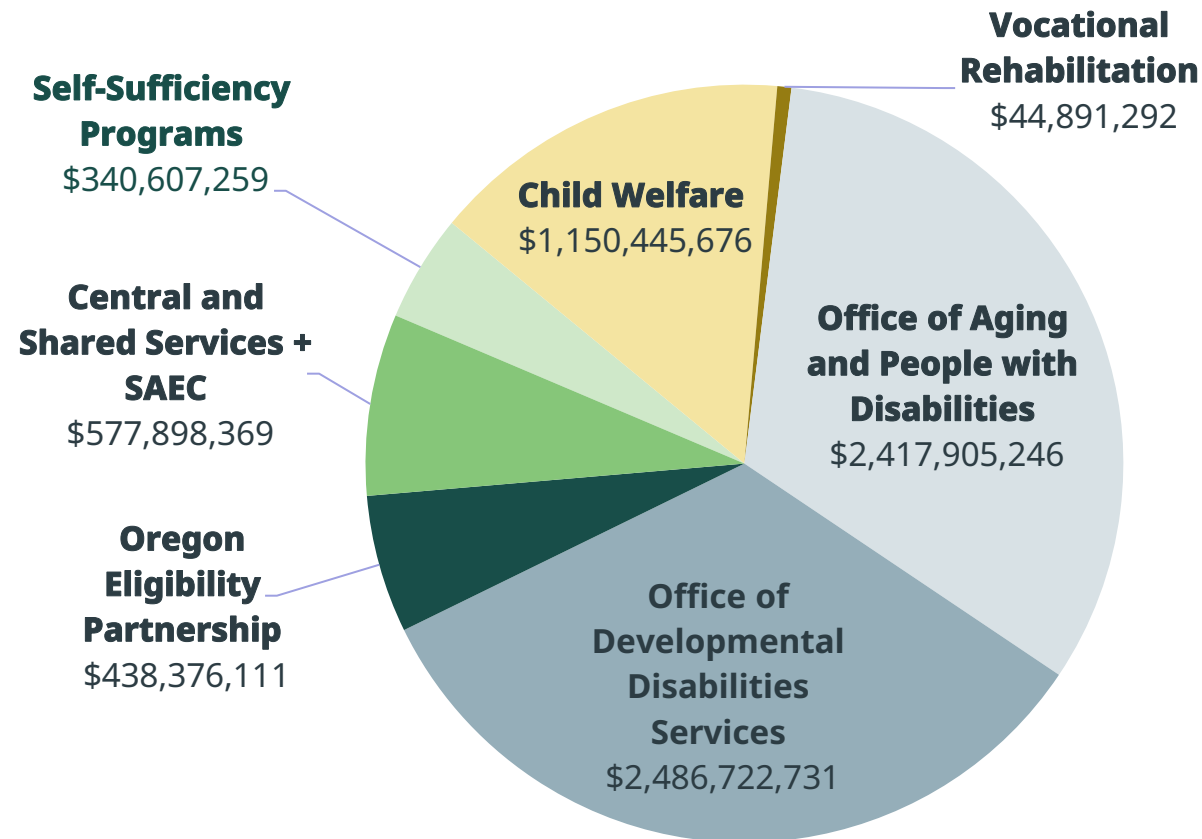


Oregon State  
General Fund  
**32%**

Other  
**6%**

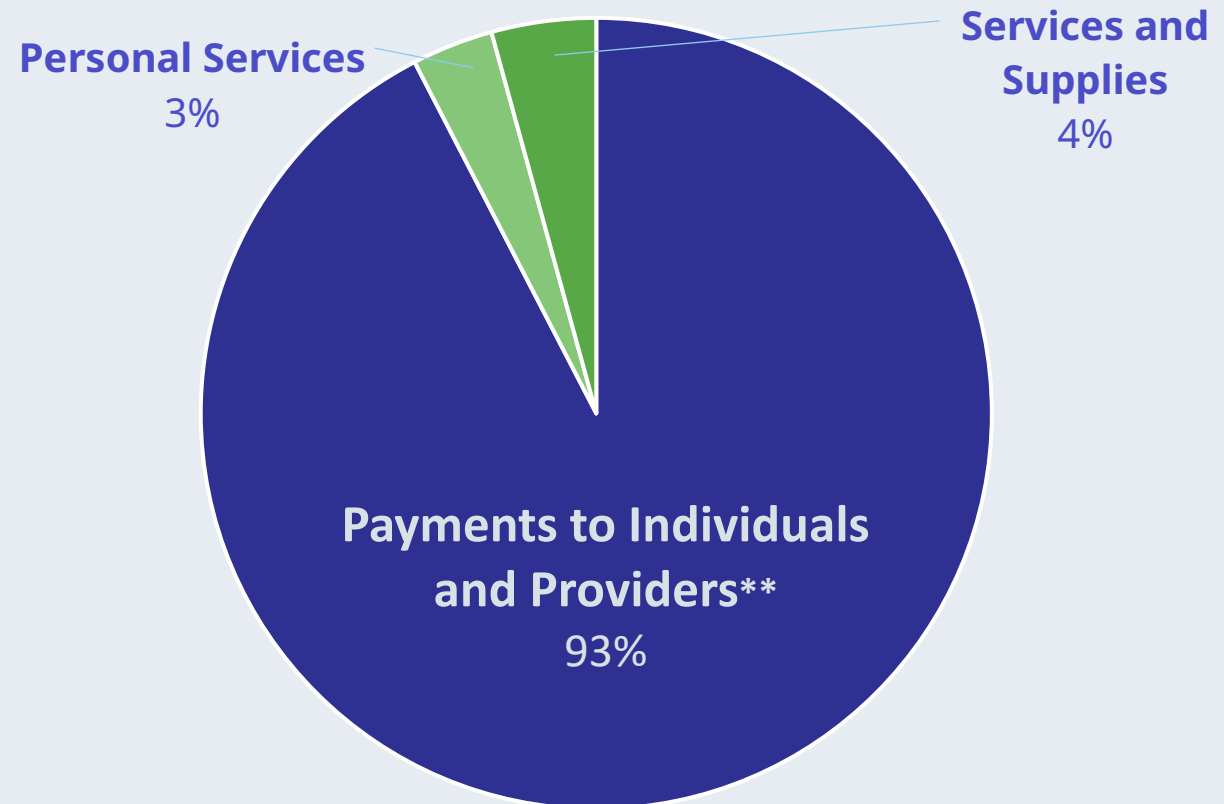
# Our Current ODHS Budget: State Funds

## 2025-2027 Legislatively Adopted Budget by Program



# Our Budget Goes Directly to People & Services

**More than 90% of the ODHS budget goes to communities and Tribes** in the form of payments to clients, providers and direct-services staff.



\*\*Includes service delivery staff costs

# Current Budget Outlook: Risks to Human Services

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**Higher  
caseloads**



**Economic  
trends**



**Federal  
changes**



**Partner  
capacity**





# The Budget Puzzle

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A step-by-step look at how the Oregon State budget is built



# Oregon's Biennial State Budget

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The state budget is Oregon's **two-year (biennial) plan** for how public money is used.

- Determines **how much ODHS can spend** to support children, families, older adults, and people with disabilities.
- ODHS can **only spend what's approved**.

Many people shape the budget, including **ODHS programs, the Governor, and the Legislature**.

**Community and Tribal voice** is sought throughout the budget process.



# Budget Adjustments Within the Biennium

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## Budget changes can happen through:

- Legislative Rebalancing during legislative sessions
- Emergency Board (E-Board) adjustments between legislative sessions
- Federal or state policy changes
- Caseload or cost increases requiring updates
- Technical corrections to fix errors or assumptions
- Targeted investments or special appropriations



# Budget Development in Oregon

1. **ARB**

## AGENCY REQUEST BUDGET (ARB)

- ODHS solicits input from community, partners, and Tribes.
- Ongoing policy and workgroup products are often included in the ODHS Agency Request Budget.

2. **GRB**

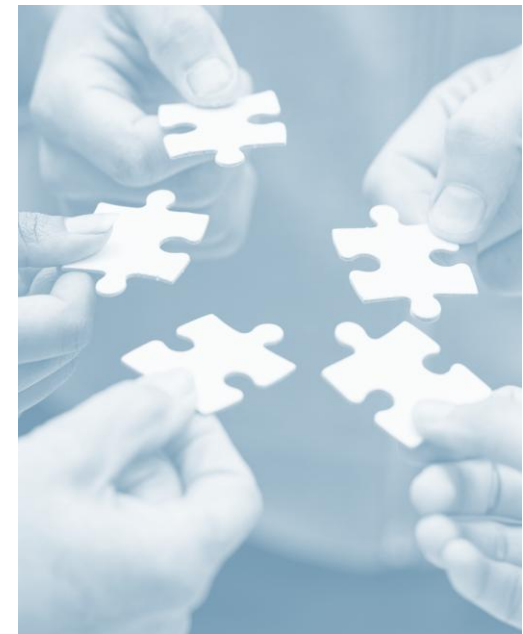
## GOVERNOR'S RECOMMENDED BUDGET (GRB)

- The Governor's budget priorities are reflected.
- Includes program and policy work and ODHS input provided through the Governor's Policy Advisors.

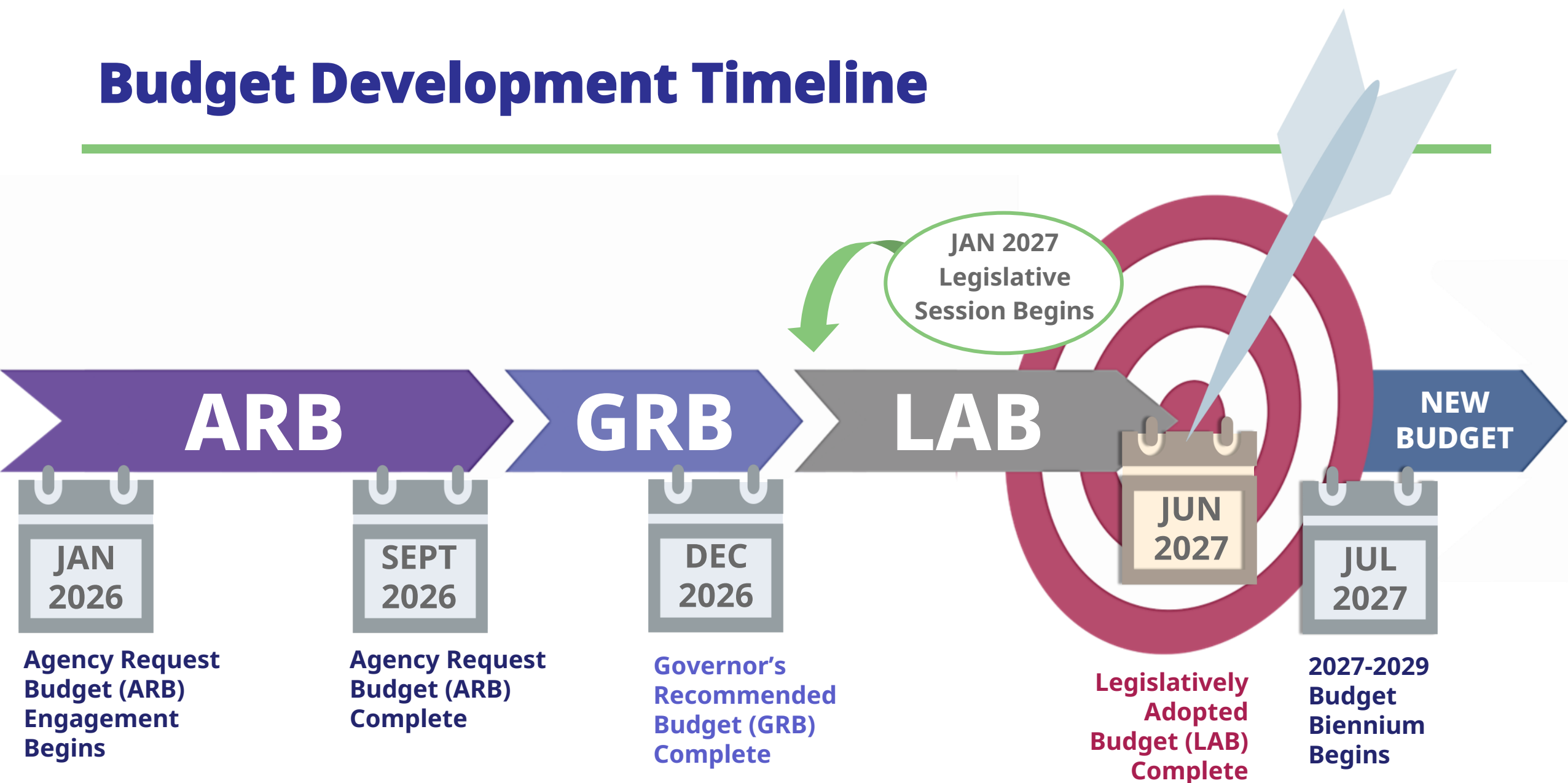
3. **LAB**

## LEGISLATIVELY ADOPTED BUDGET (LAB)

- Legislature holds public hearings on ODHS bills and the budget.
- Testimony can be provided in person, online, or in writing for legislative consideration.
- Individuals and groups can meet with legislators.



# Budget Development Timeline





# First Phase

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Agency Request Budget (ARB)  
Development



# First: The Base Budget

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The **Base Budget** is a copy of the last two-year budget, with only very basic updates for things that have already been approved or built into law.

## The Base Budget reflects:

- Simple carryover
- The same services and service levels
- The same staffing
- The same program requirements as the previous biennium



# Next: Current Service Level

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Adjusting the budget for **Current Service Level (CSL)** recognizes that the real cost of delivering today's services changes over time.

## Adjustments May Include:

- Inflation and bargained increases in salaries, benefits, provider payments
- New federal or state mandates
- Caseload changes for certain programs (if law requires growth to be recognized)
- Known cost increases for programs that don't stay flat year-to-year



# Then: Subject Matter Experts Weigh In

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## Time for a Reality Check!

- Identify one-time or temporary costs that are ending
- Include new costs needed to keep today's services running
- Fix errors or gaps in earlier estimates
- Update where funding comes from (state, federal, other)

These updates help ensure the budget is accurate and reflects current reality.



# New Ideas: Policy Options Packages (POPs)

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**Policy Option Packages (POPs) are the way ODHS formally asks for anything new or different.**

- New or expanded services
- Changes to programs
- Technology improvements
- Policy changes
- Funding for legislative ideas





# Developing POPs: Internal Steps

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1

## ODHS Programs

identify needs based on expertise and priorities from community/Tribes

2

## ODHS Budget Office

reviews ideas and analyzes cost and fiscal feasibility

3

## ODHS Executive Leadership

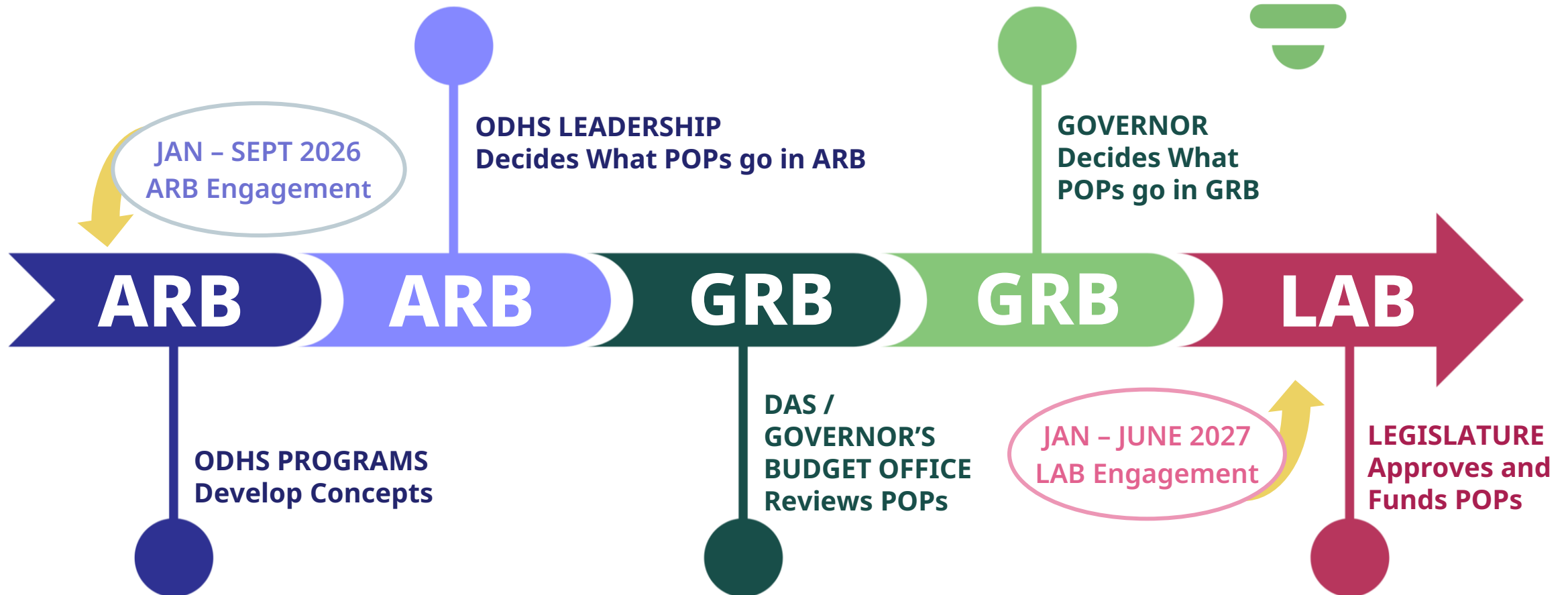
decides which POPs to move forward

4

## Department of Administrative Services (DAS)

Governor's budget office reviews the POPs

# POPs: Who Decides and When?



# Budget Reduction Options

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**ODHS must prepare possible reduction scenarios. Reduction options may include:**

- Scaling back services
- Changing eligibility or caseload assumptions
- Reducing administrative or operational costs
- Lowering provider rates or contracts
- Reducing staffing or delaying hiring

**ODHS creates these lists to show the real impacts of cuts — not because they are final decisions.**



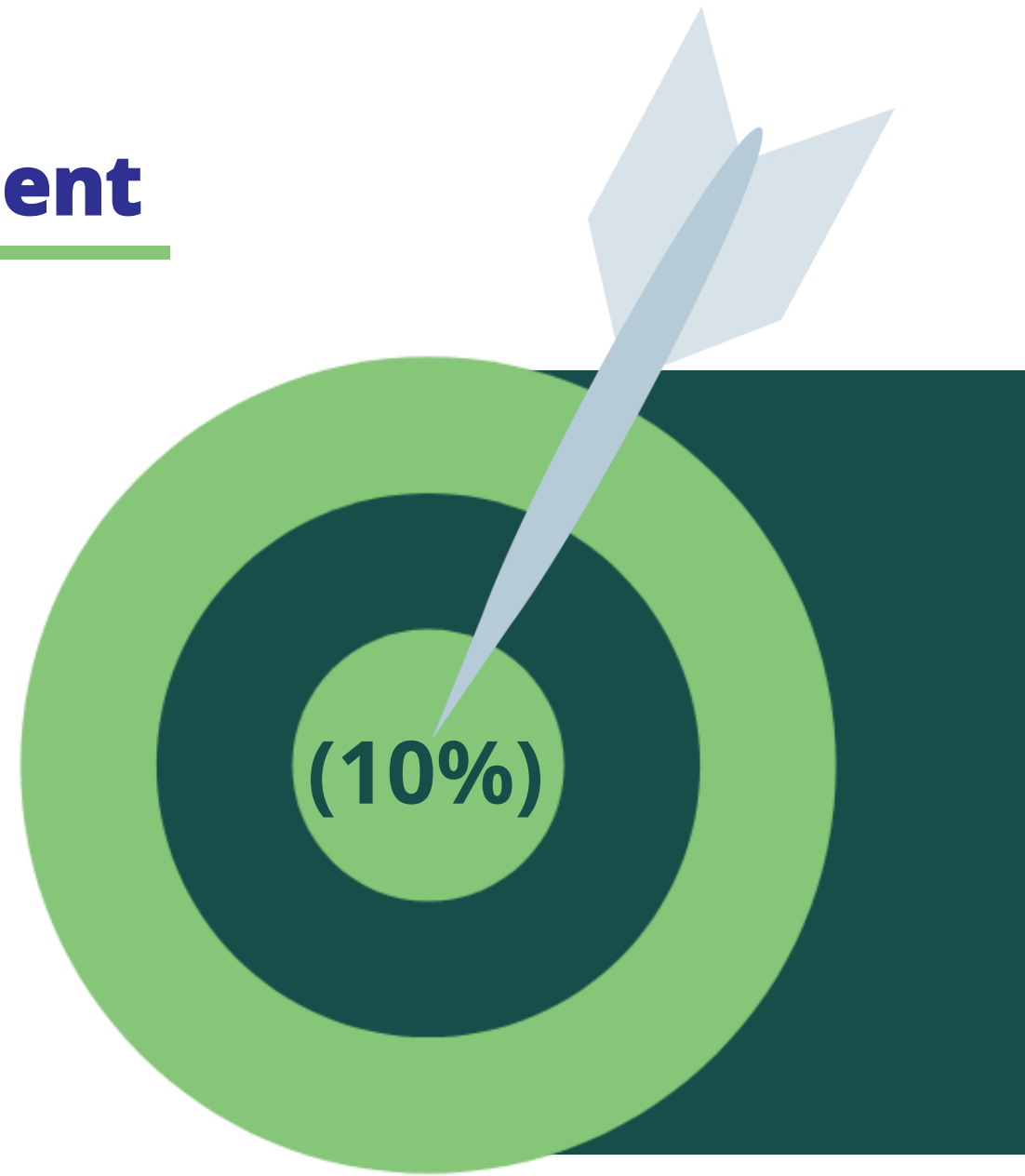
# The 10% Reduction Requirement

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**By law, all Oregon state agencies must:**

- Submit a list of up to 10% in possible reductions
- Provide this list every biennium, even when cuts are not expected
- Explain the impacts on people, services, providers, and communities
- Identify which reductions are achievable
- Describe risks, tradeoffs, and consequences

**This list is required for transparency. It is NOT a plan to reduce services.**



# ARB Engagement with ODHS



Engage with  
communities,  
Tribes and  
partners early  
and often



Provide  
accessible tools  
and information



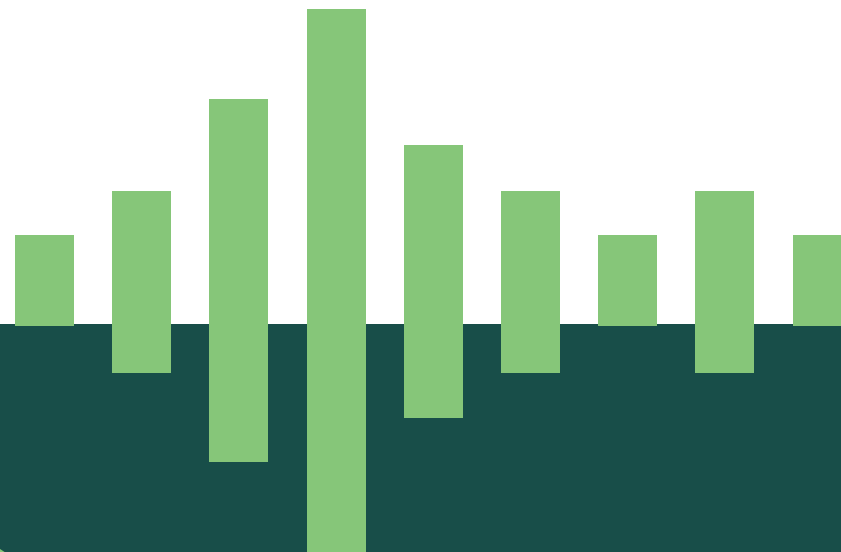
Create multiple,  
inclusive ways to  
participate



Center equity  
and lived  
experience

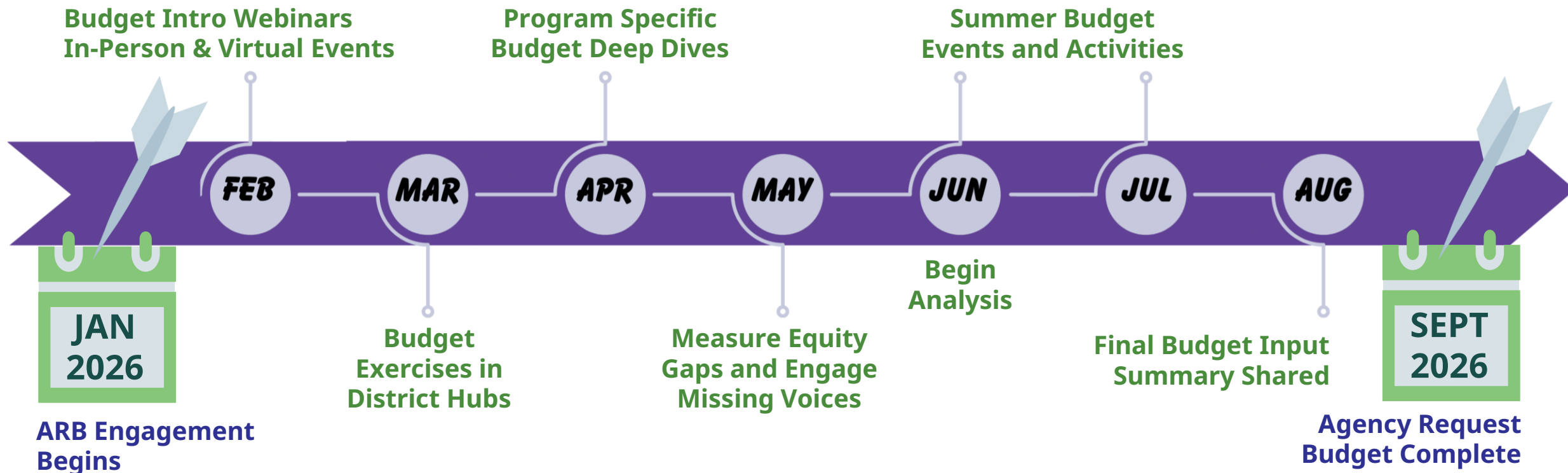


Report back on  
what we heard  
and how input  
was used



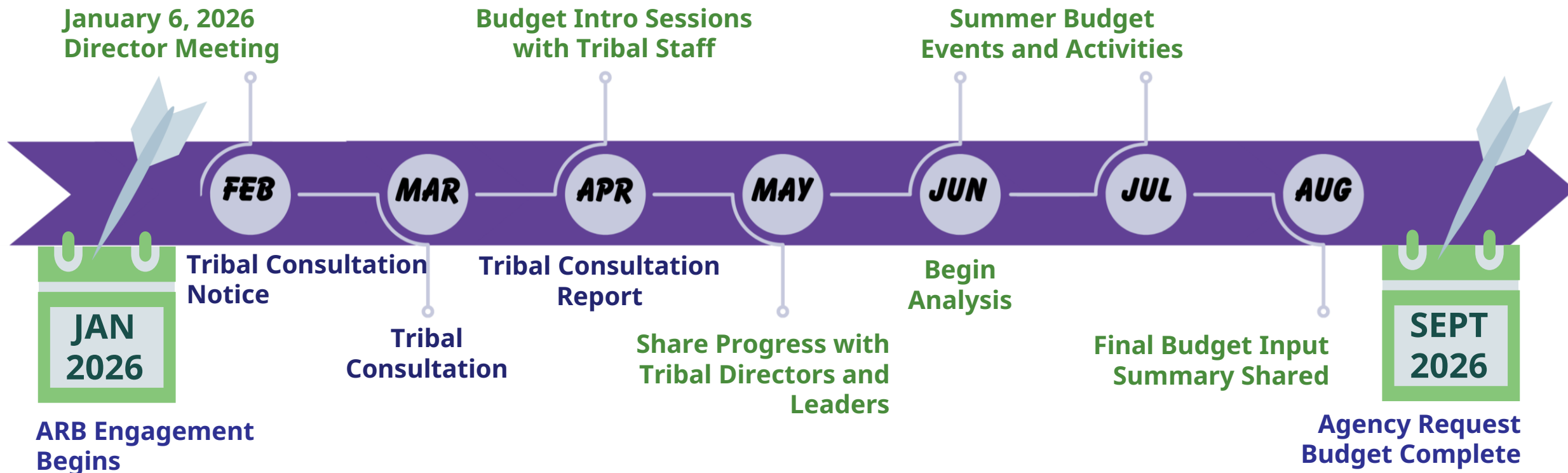


# When to Engage with ODHS



# ARB Engagement

# When to Engage with ODHS



# Tribal Nations

# Second Phase

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Governor's Recommended  
Budget (GRB) Development



# Governor's Recommended Budget (GRB)

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## To Review:

- The Governor reviews ODHS's proposals
- Decides what to include or change within available funds
- Publishes the Governor's Recommended Budget in December (or February for a new Governor).

**The Governor's Recommended Budget becomes the official starting point for the Legislature.**



# GRB Development: Under the Hood

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## ODHS's Role at This Stage

- Answer questions from the Governor's Budget Office
- Provide updated data about services and costs
- Explain community needs and program impacts
- Support decision-makers with accurate and timely information



# Third Phase

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Legislatively Adopted Budget (LAB)  
Development



# Legislatively Adopted Budget (LAB)

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## How the Legislature Reviews ODHS's Budget

- Public hearings in committees
- Testimony from community members
- Testimony from Tribal leaders
- Briefings from ODHS leaders
- Questions about service impacts and costs
- Policymaker discussions and negotiations

**Community voice is critical at this stage.**



# Prioritizing People in a Challenging Landscape

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- As we navigate difficult tradeoffs, ODHS remains committed **to minimizing impacts to the people we serve.**
- Our focus will continue to be on preserving Oregonians' **access to essential services and supports.**





# Budget Exercise

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Three Cards



# 1. Rules, Laws & Real Life (pink)

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Many programs are shaped by laws, federal rules, and funding requirements. Some things must happen in specific ways, even when needs look different on the ground.

## QUESTIONS FOR DISCUSSION

- Where have you seen rules or funding limits get in the way of meeting real needs?
- What kinds of work or care become invisible in this situation?

## 2. Growing Need, Fixed Capacity (purple)

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More people are applying for services, and needs are becoming more complex. Staffing and funding don't keep pace.

### QUESTIONS FOR DISCUSSION

- What happens when systems are stretched thin?
- What tradeoffs do people make in their own lives as a result?

### 3. Short-Term vs. Long Term (orange)

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Immediate problems need attention now. Long-term fixes take time and investment.

#### QUESTIONS FOR DISCUSSION

- What short-term pressures keep coming back in your community or Tribe?
- What long-term needs feel delayed or sidelined?
- How does that cycle affect trust, stability, or wellbeing over time?

# Before You Go ...



OREGON DEPARTMENT OF  
**Human Services**