



Together We Plan: Community and Tribes Budget Session

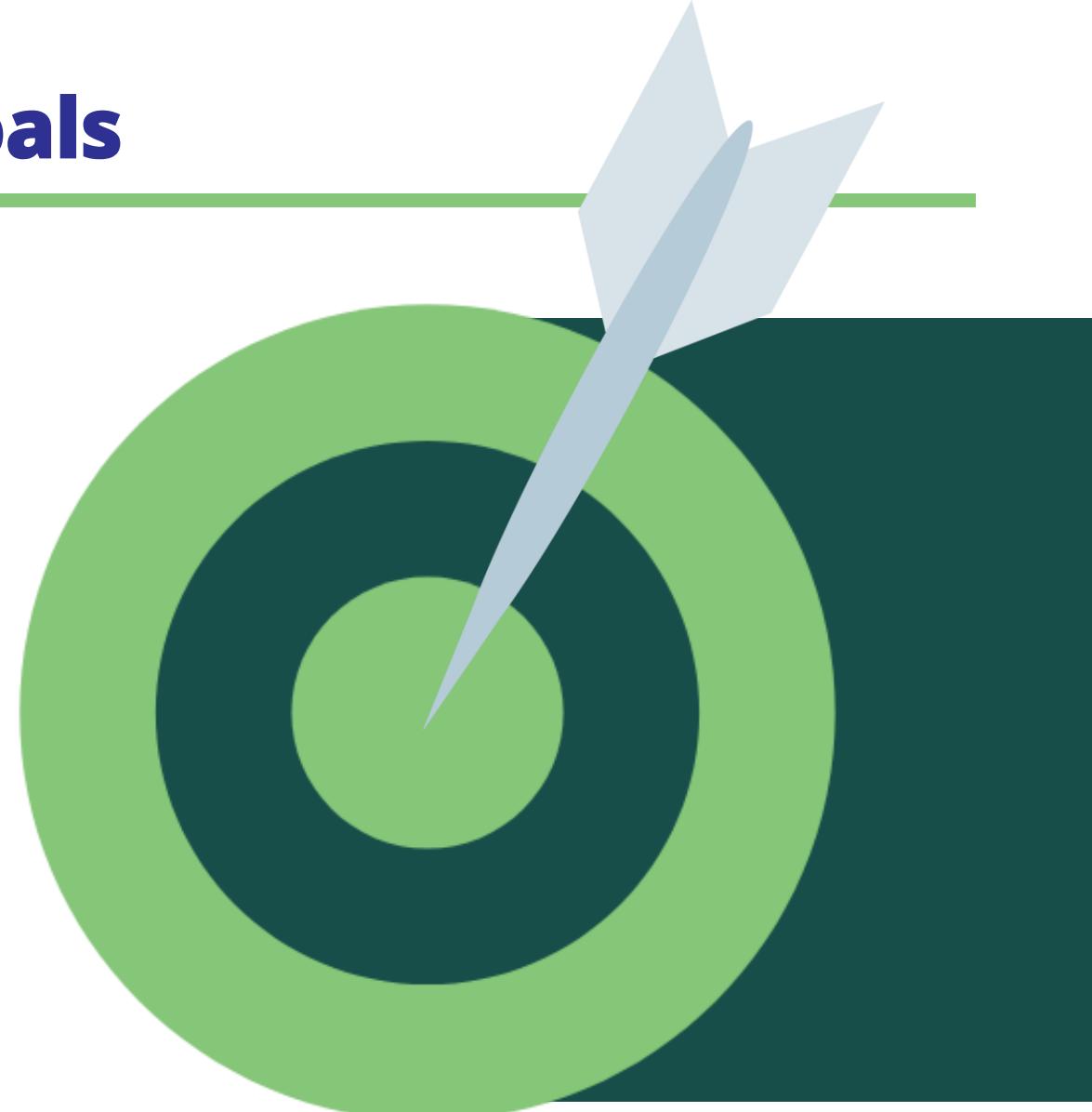
Jan. 12, 2026 – Salem, Oregon

Jan. 16, 2026 – Virtual

Jan. 20, 2026 – Portland, Oregon

Together We Plan: Event Goals

- 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

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.

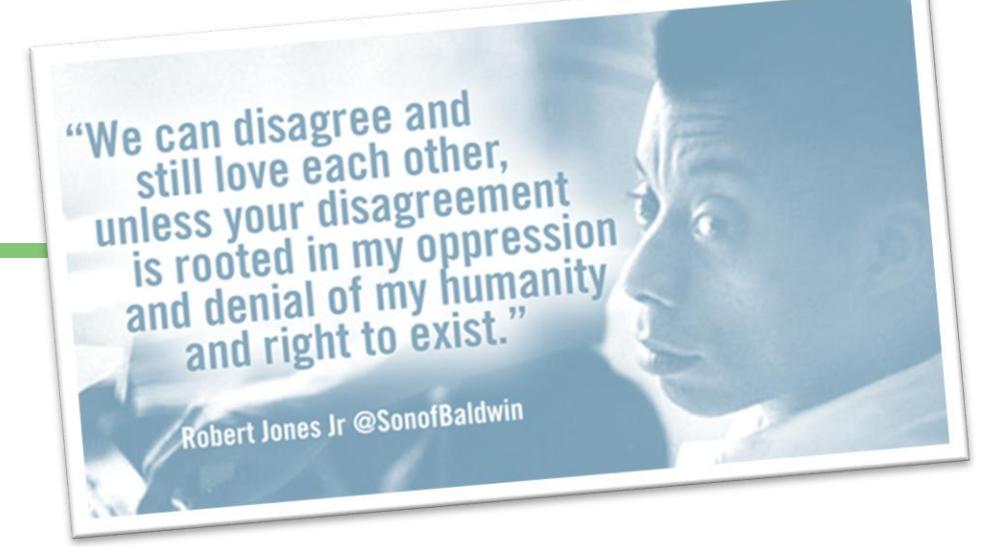
Complex issues don't resolve in one conversation.

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



2001



2011



2021



2022



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

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

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

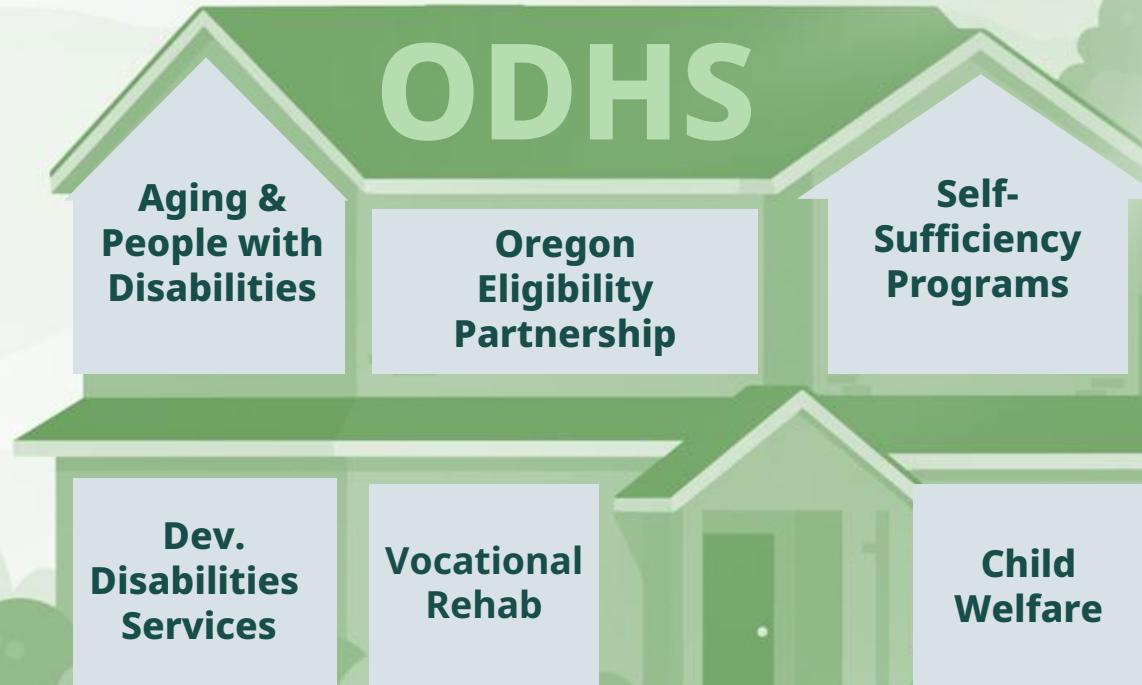
Office of Immigrant and Refugee Advancement is created, and the **ONE Eligibility system** expands to include more benefit programs

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

Serving Oregonians

ODHS Programs





CENTRAL SERVICES

ODHS / OHA SHARED SERVICES

SERVING 1.5 MILLION

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



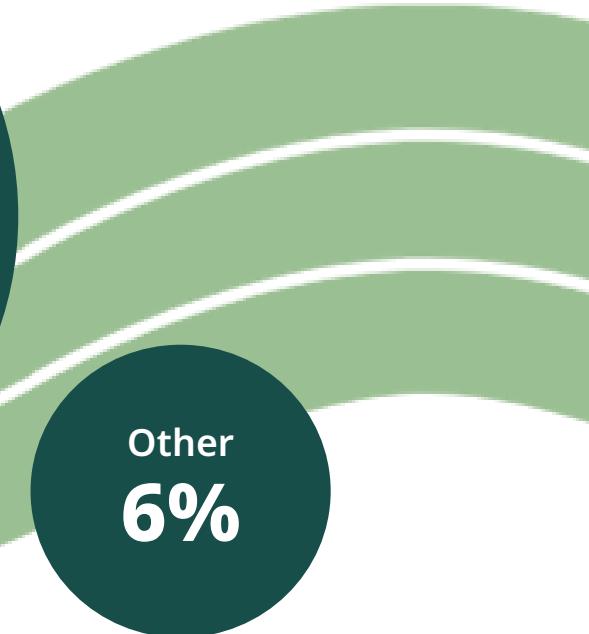
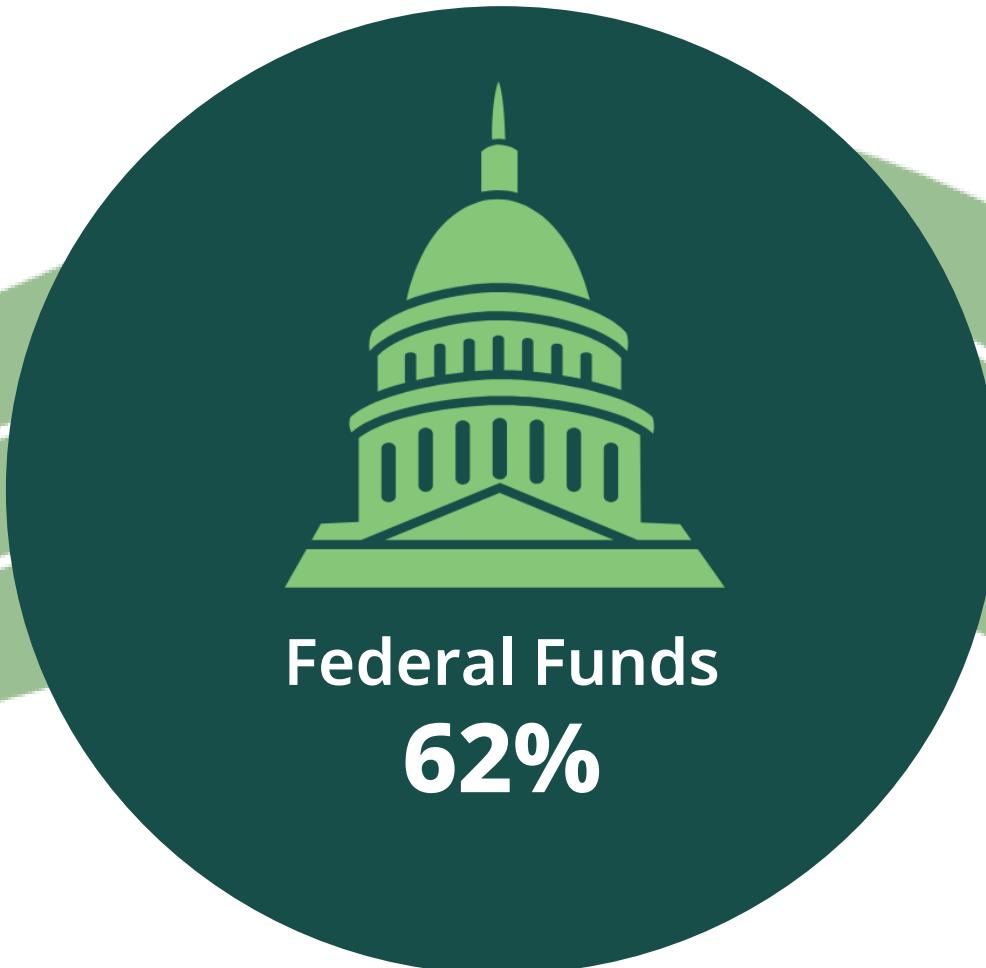
Engages with community partners to improve ODHS programs and collaborates with them to better serve individuals and families.

Central and Shared Services



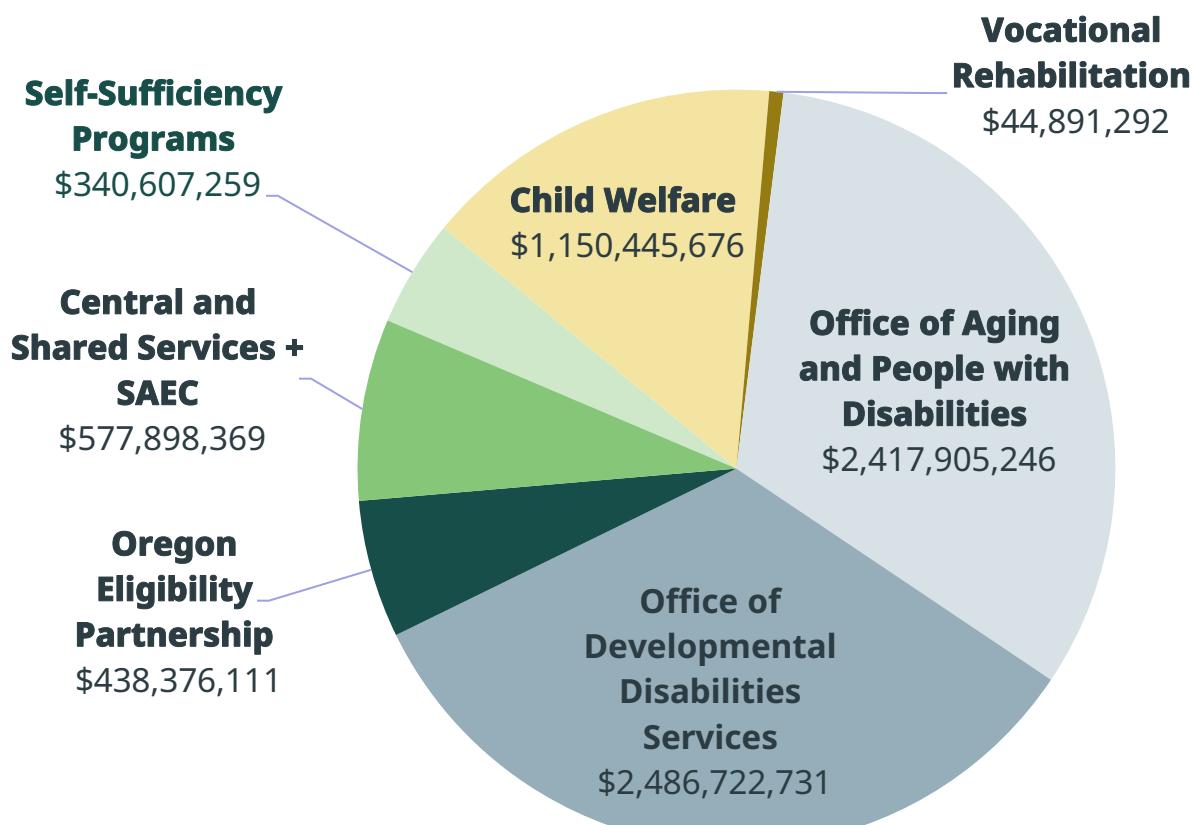
Core business support teams (HR, IT, communications, facilities, etc.) that keep both ODHS and OHA running.

ODHS Funding Sources



Our Current ODHS Budget: State Funds

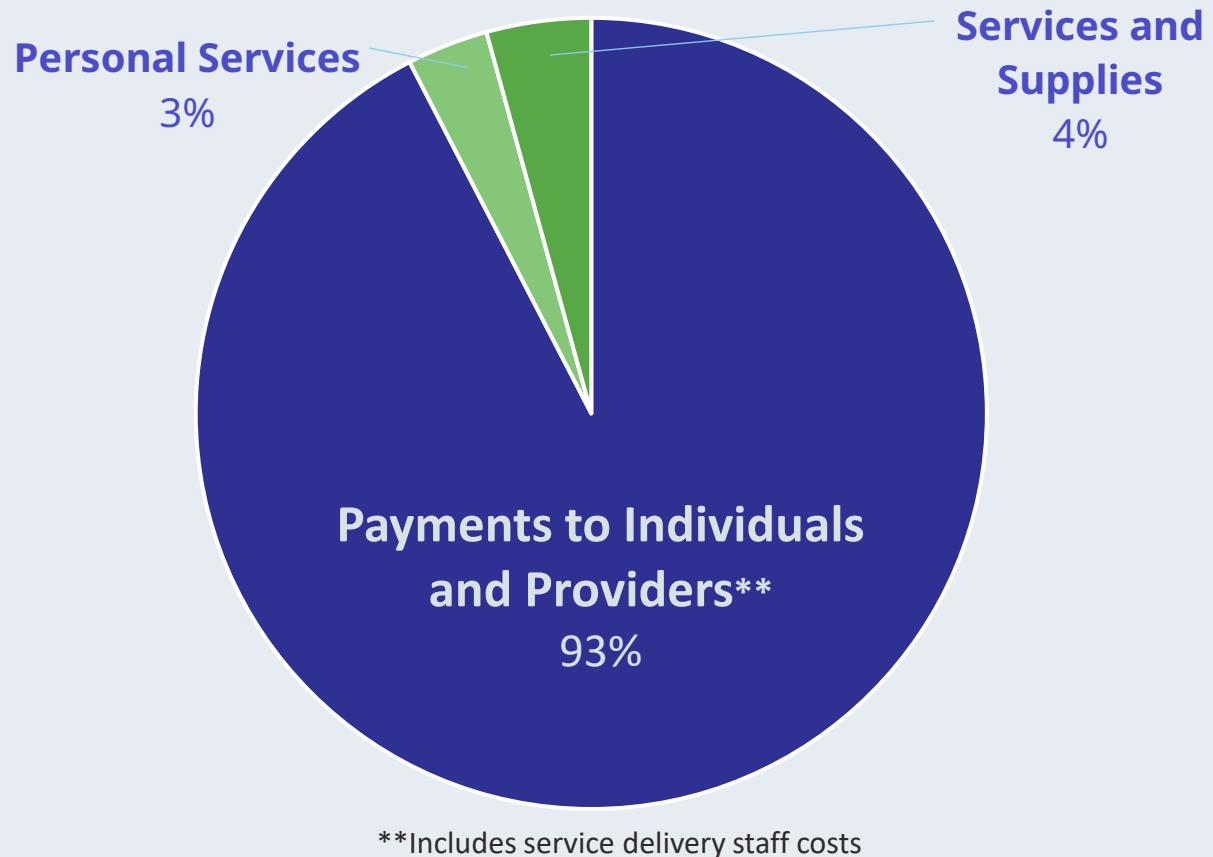
2025-2027 Legislatively Adopted Budget by Program



SAEC = State Assessments and Enterprise-wide Costs

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.



Current Budget Outlook: Risks to Human Services

Higher caseloads



Economic trends



Federal changes



Partner capacity



The Budget Puzzle

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



Oregon's Biennial State Budget

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.



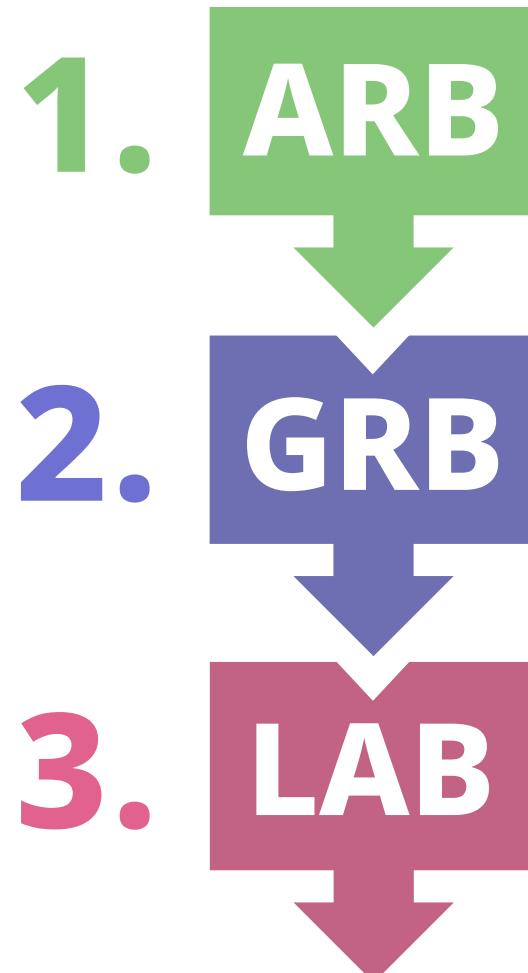
Budget Adjustments Within the Biennium

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



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.

GOVERNOR'S RECOMMENDED BUDGET (GRB)

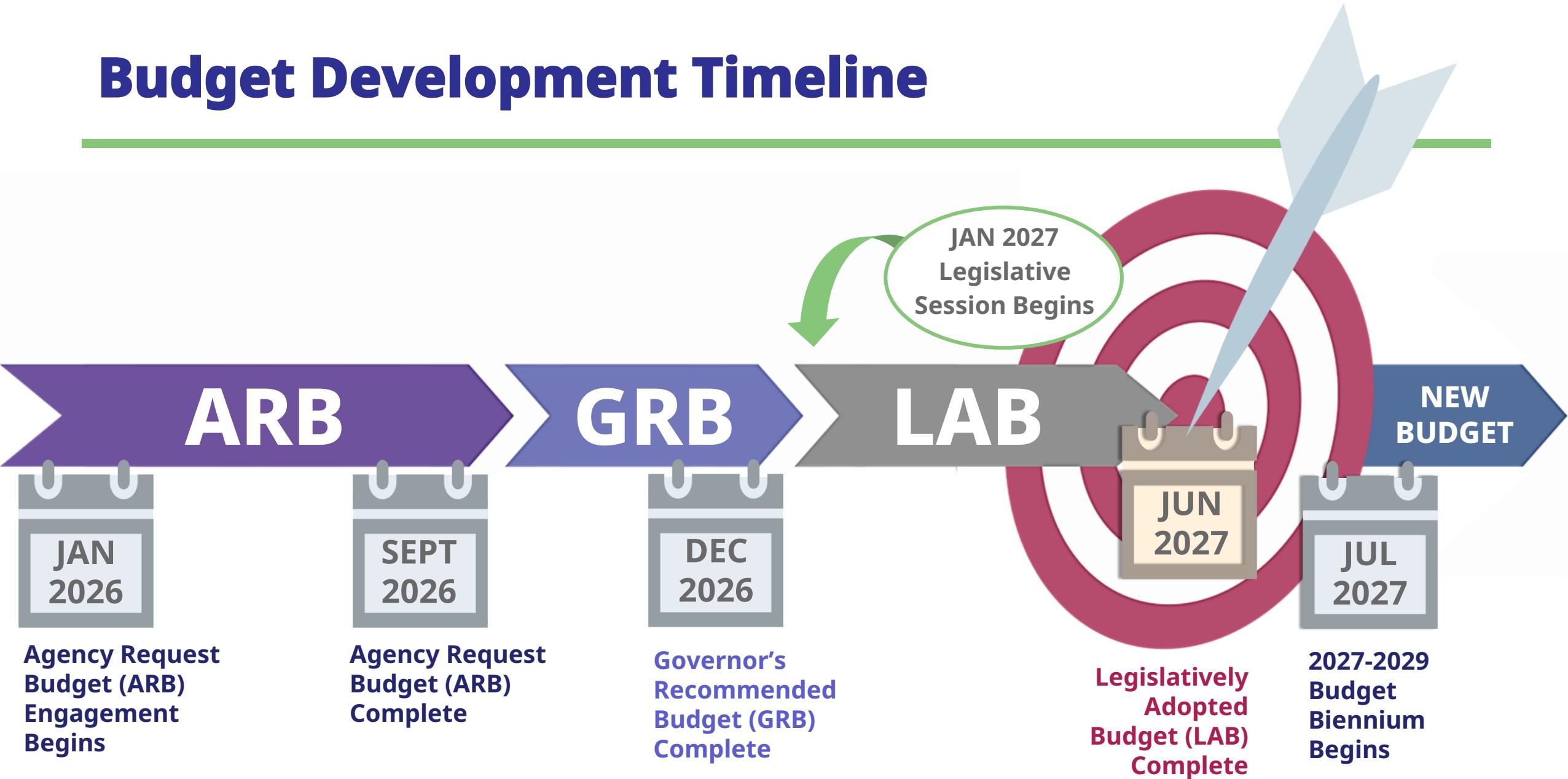
- The Governor's budget priorities are reflected.
- Includes program and policy work and ODHS input provided through the Governor's Policy Advisors.

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

Agency Request Budget (ARB)
Development



First: The Base Budget

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

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

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)

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



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

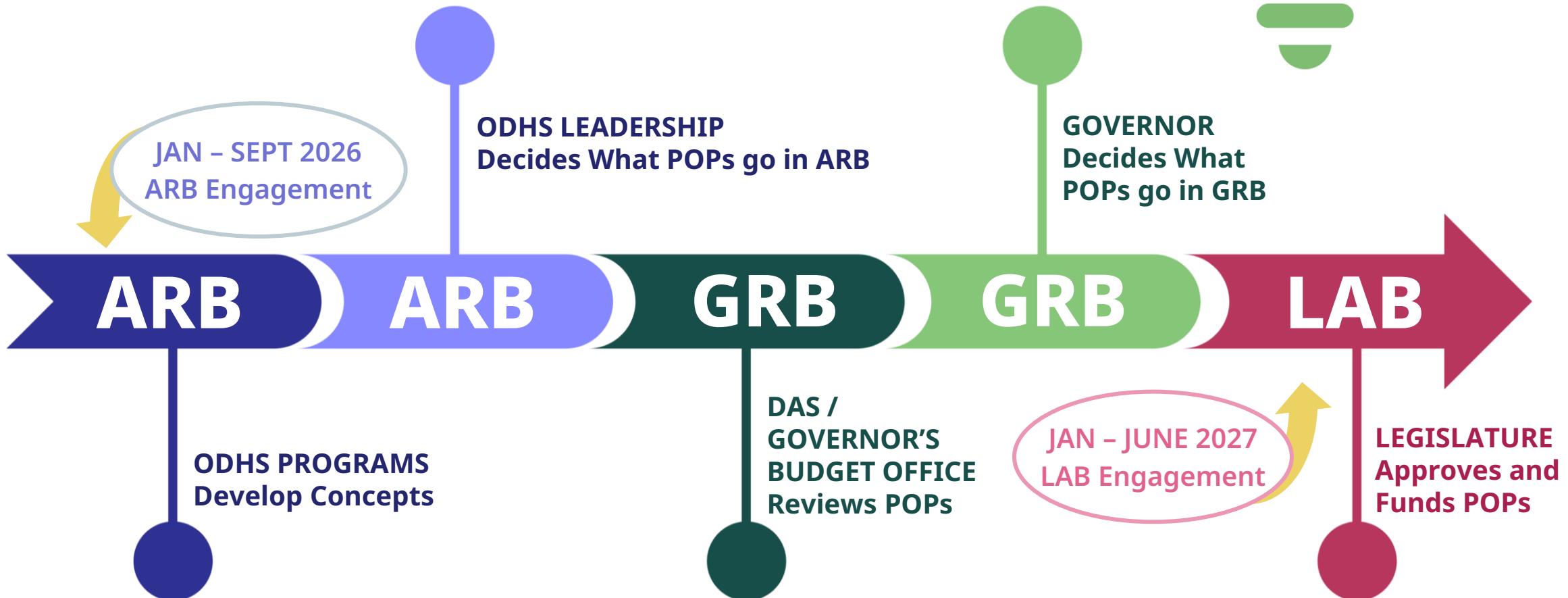
3

**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

**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.**

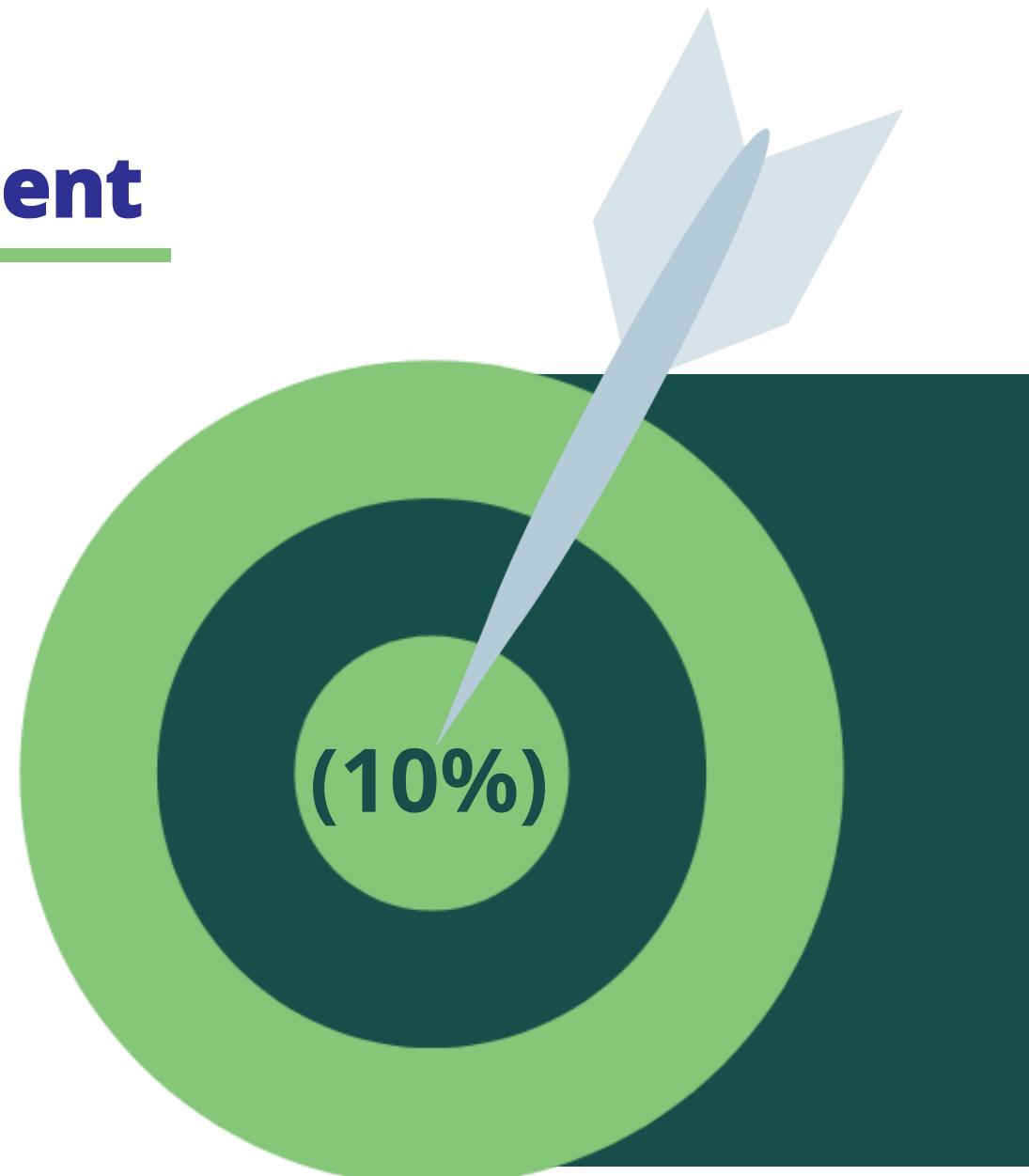


The 10% Reduction Requirement

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



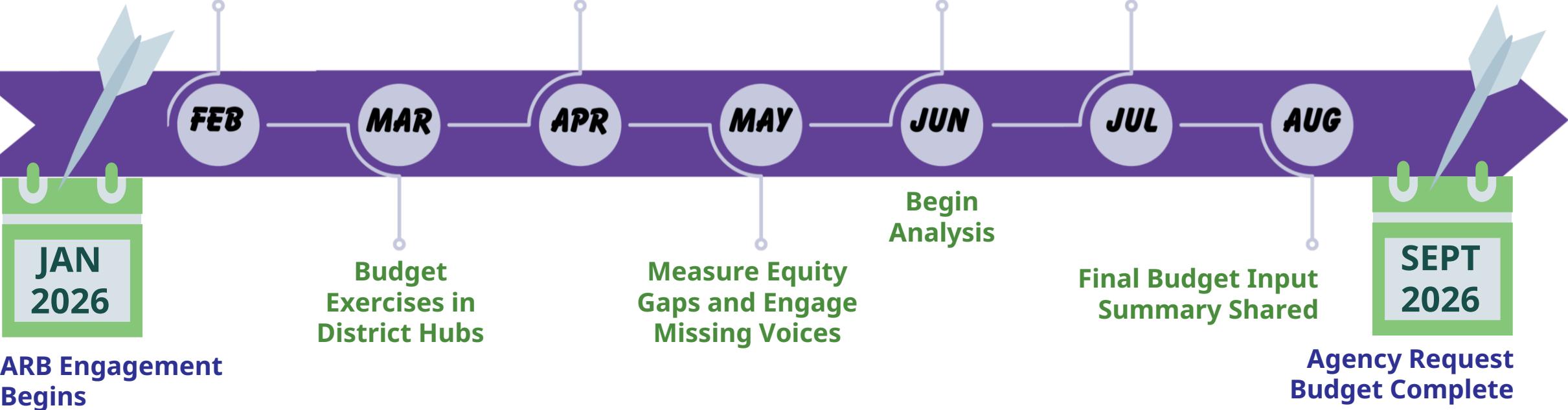
Report back on
what we heard
and how input
was used

When to Engage with ODHS

Budget Intro Webinars
In-Person & Virtual Events

Program Specific
Budget Deep Dives

Summer Budget
Events and Activities



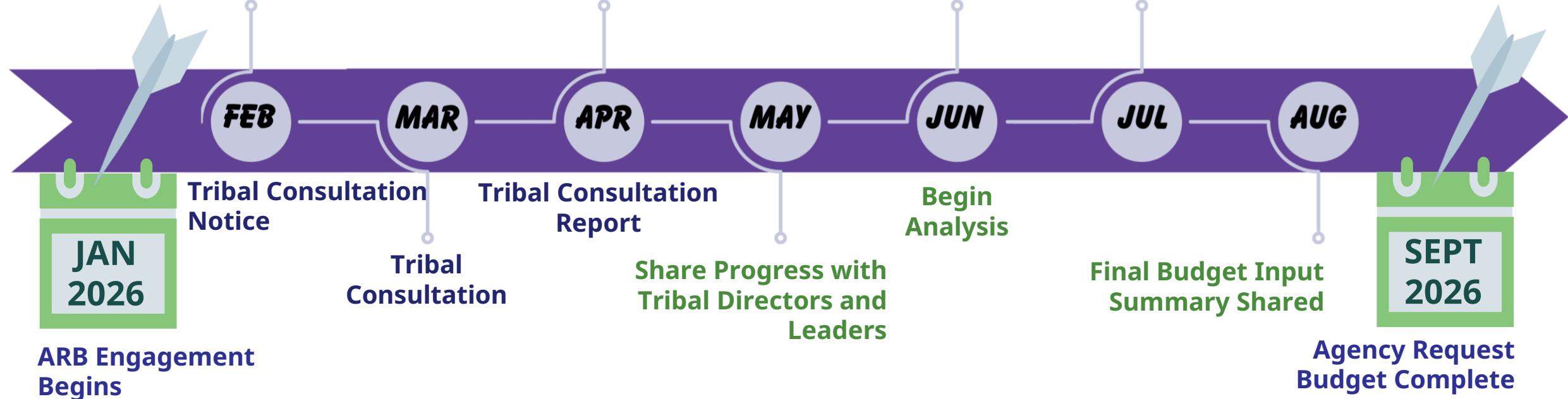
ARB Engagement

When to Engage with ODHS

January 6, 2026
Director Meeting

Budget Intro Sessions
with Tribal Staff

Summer Budget
Events and Activities



Tribal Nations

Second Phase

Governor's Recommended
Budget (GRB) Development



Governor's Recommended Budget (GRB)

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

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

Legislatively Adopted Budget (LAB)
Development



Legislatively Adopted Budget (LAB)

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

- 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

Three Cards



1. Rules, Laws & Real Life (pink)

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)

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)

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