Agency Request Budget

2027-29 Biennium

Elizabeth Steiner, MD
State Treasurer

OREGON
STATE
TREASURY

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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.

Oregon State Treasury

AGENCY NAME

867 Hawthorne Ave SE, Salem OR 97301

AGENCY ADDRESS

SIGNATURE

State Treasurer

TITLE

Notice: Requests from 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.

X Agency Request

______ Governor's Budget

______ Legislatively Adopted

2027-29 **107BF01**

Legislative Action

Legislative Action Workbook

17000 - Oregon State Treasury (OST)

Agency Contact: Brian Boling, Chief Administrative Officer
Date Submitted: 8/31/2026 as part of the Agency Request Budget document
CFO Analyst: Adison Rowe

Biennium	Session/Eboard	Month *(Eboard only)*	Year	Bill Number	Short Description of Action Taken
2025-27	**Regular Session**		**2025**	SB 5542	Treasury's **main budget bill**.
				HB 5006	**End-of-session (EOS) bill**: included adjustments for the DAS Assessments and Charges for Services, and approval for two positions and limitation related to policy bill HB 2089
				SB 5550	**2023-25 Omnibus bill**: included a position abolishment that needed to be carried forward to 2025-27 as part of a BX action
	February Session		**2026**	HB 5204	**Omnibus bill**: included statewide employee compensation increases and pension obligation bond cost adjustments.
2027-29	**Regular Session**		**2027**	*no bills have been developed and adopted yet for 2027-29 at the current stage (ARB)*	

Agency Summary

Agency Summary

Agency Summary Narrative

Oregon State Treasury serves as the state's financial services center, led by the State Treasurer—an independently elected official within the executive branch as established by the Oregon Constitution. In fulfilling its mission to manage Oregon's financial resources, the Treasury offers a wide range of services to state agencies, sovereign tribes, local governments, universities, families, and individuals. By partnering with these diverse groups, the Treasury ensures that both public entities and residents benefit from an integrated approach to financial stewardship.

Building on these partnerships, we help Oregonians save for critical needs such as retirement and education. For instance, the Oregon College Savings Plan provides families with a tax-advantaged way to save for future college expenses, making higher education more accessible. Similarly, the Oregon ABLE Savings Plan empowers people with disabilities to save for job training and disability-related costs without jeopardizing essential benefits. Through these targeted offerings, the Treasury supports financial literacy and independence, helping residents prepare for a secure future.

To further strengthen Oregon's economy, we invest public funds responsibly. This includes managing the Public Employees Retirement Fund, the Common School Fund, and the Oregon Short Term and Intermediate Funds. By offering investment services like the Local Government Investment Pool and the Local Government Intermediate Fund, we help local governments maximize returns and help to steward their resources to serve their communities effectively.

Our integrated approach extends to centralized banking and debt management services, supporting state and local government partners. We process payments, protect deposits of public funds, and offer a variety of financial solutions tailored to agency needs. By facilitating low-cost financing through bonding and debt management, we help governments fund capital projects, such as building new schools or investing in infrastructure, ensuring Oregon's future growth and stability.

Finally, we assist Oregonians in reclaiming unclaimed assets, such as uncashed checks, forgotten security deposits, and tax refunds, and safeguard the assets of those who pass away without a will or known heirs. Through these varied programs, the Oregon State Treasury remains committed to serving the financial needs of every resident and partner, promoting an inclusive and secure financial future for the entire state.

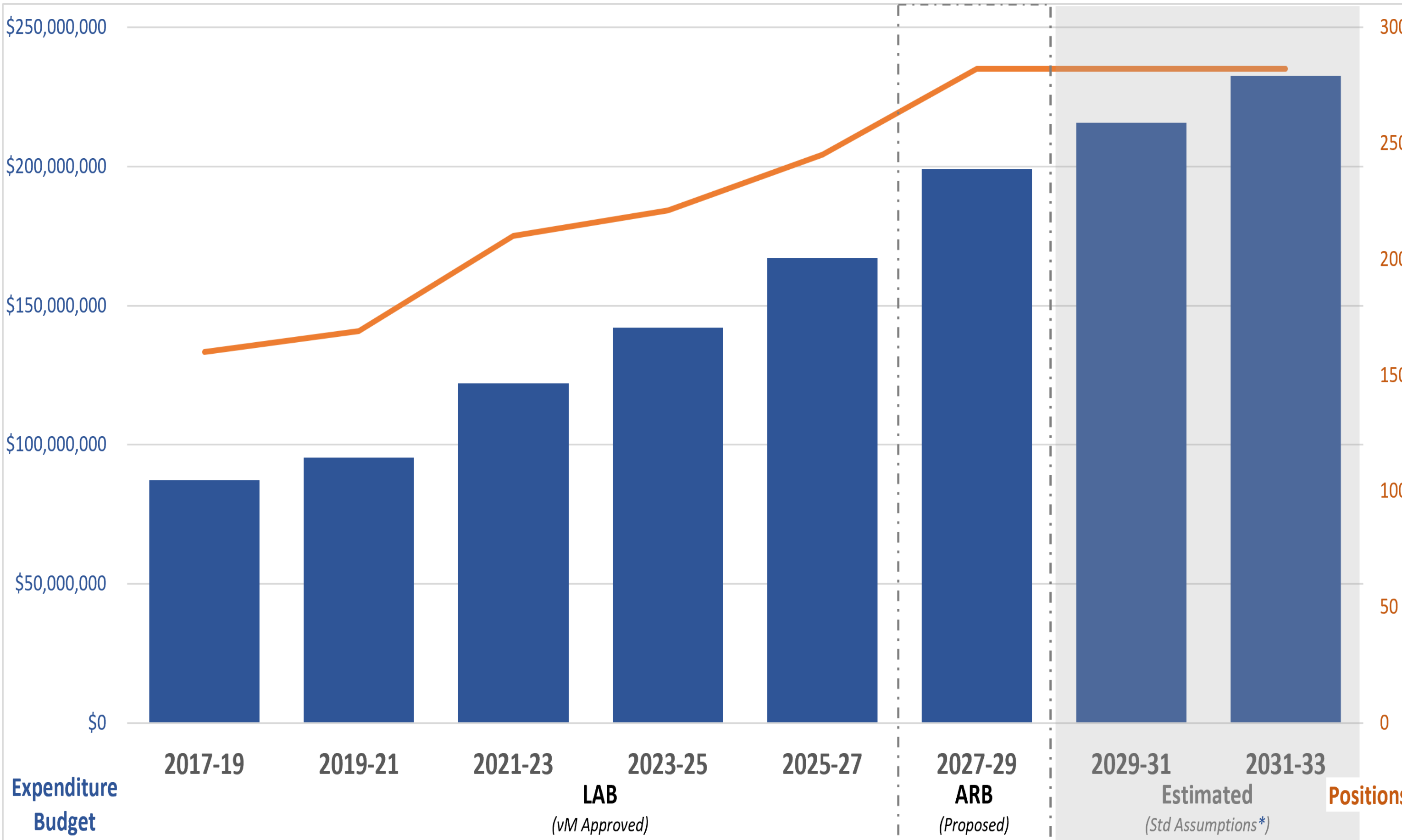
For the 2027-29 Agency Request Budget, Treasury is requesting $199,027,262 in Other Funds expenditure limitation and a total of 282 positions. As part of this request, Treasury has six (6) Other Fund funded policy option packages totaling $15,691,896 in Other Funds expenditure limitation and 37 new positions.

Agency Summary

Historical Biennial Budget

Total funds budget and positions over time

Bar graph shows historical, proposed and estimated expenditure limitation. Line graph shows positions for same timeframes.



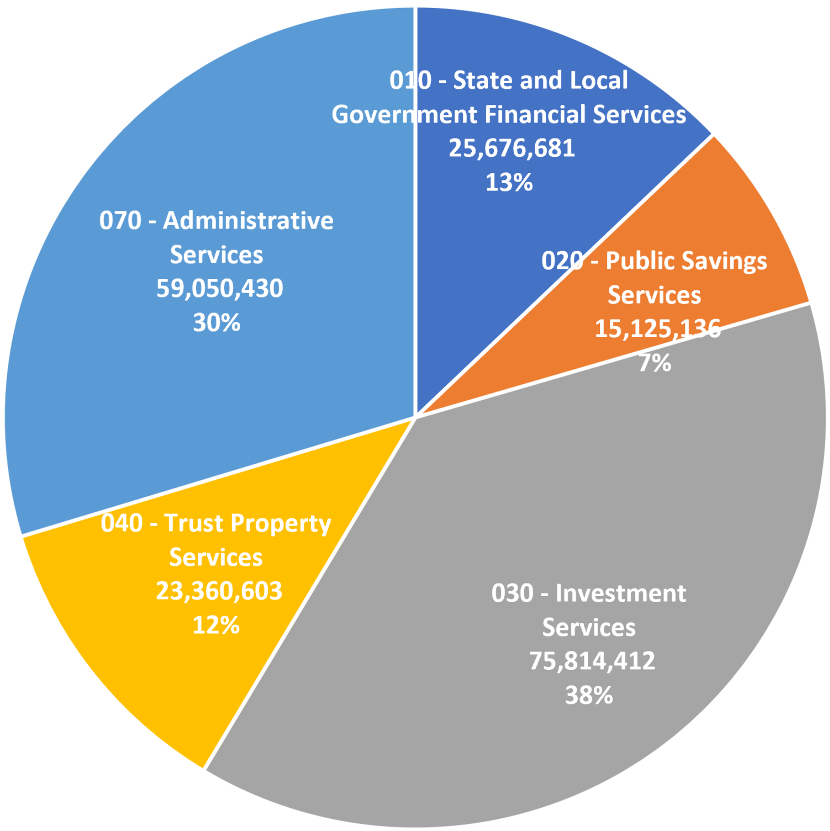
** Long-term budget growth estimates through 2031-33 are included in the bar chart above. Those growth estimates assume standard inflation factors as defined in the DAS Budget Instructions for 2029-31 and 2031-33 in Personal Services (10.5% and 9.5%) and Services and Supplies/Capital Outlay (4.3% and 4.1%). Growth projections do not include future (2029-33) package requests.*

Agency Summary

2027-29 Budget by Service Area

Expenditure Limitation

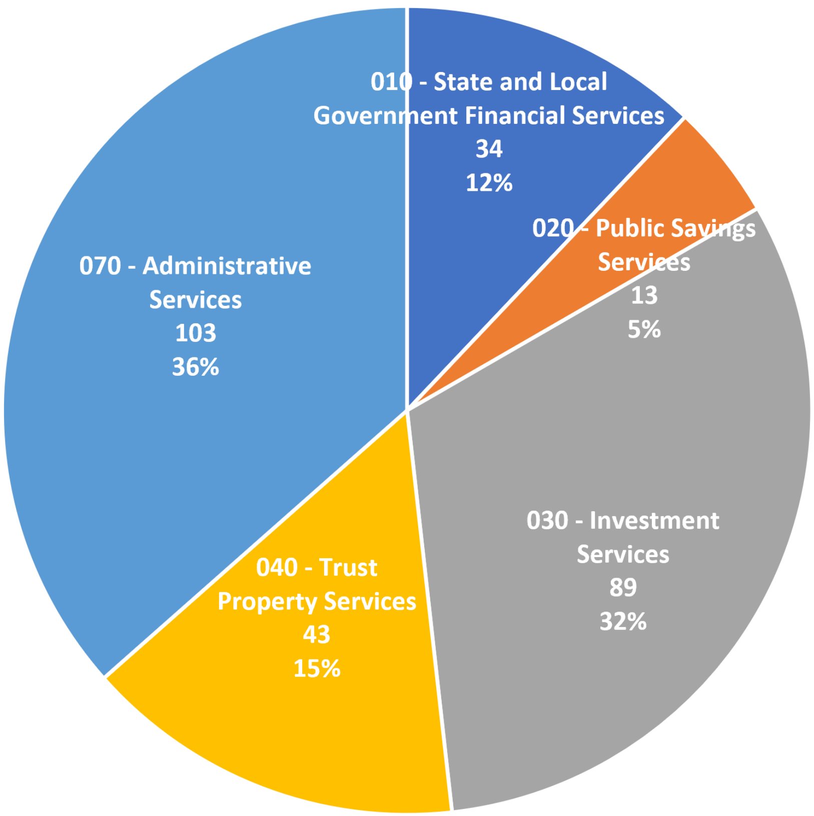
Pie graph shows the expediture limitation by service area



Treasury Total: $199,027,262

Position Count

Pie graph shows the budgeted positions by service area



Treasury Total: 282 Positions

Agency Summary

Mission, Vision and Values

Mission Statement

Improving Oregon governments' and citizens' financial wellbeing.

Vision Statement

Leading the way for Oregonians to achieve long-term financial security.

Values

Collaboration, Trust, Innovation, Diversity, and Inclusion.

The above vision, mission, and values directly influence how Treasury does our work. As detailed in the following sections, Treasury's current and future workplans are driven and tied together by three main strategic themes: equity, resilience, and opportunity. These are the touchstones we refer to and aspire to as we deliver on behalf of Oregonians.

Enabling Authorities

Constitutional Authority

Article VI, Section 1, of the Oregon Constitution provides for the election of the State Treasurer as a separately elected office of the Executive Branch. Article VI Section 4 provides that the powers and duties of the Treasurer are established by law.

Article VIII, Section 5, of the Oregon Constitution places the State Treasurer on the State Land Board with the Governor and the Secretary of State. Its constitutional duties are the management and disposition of lands within the Common School Fund.

Article V, Section 8a, of the Oregon Constitution describes the order of succession in the event of a vacancy of the office of the Governor. The State Treasurer is second in line behind the Secretary of State.

Statutory Authority

The Oregon State Treasury's statutory authority is listed in several chapters of the Oregon Revised Statutes:

General
ORS 178 Duties of State Treasurer

State and Local Government Financial Services
ORS 283 Interagency Services

ORS 285B Economic Development II

ORS 286A State Borrowing

ORS 287A Local Government Borrowing

ORS 289 Oregon Facilities Financing

ORS 293 Administration of Public Funds

ORS 294 County and Municipal Financial Administration

ORS 295 Depositories of Public Funds and Securities

ORS 328 Local Financing of Education

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Public Savings Services
ORS 178 Oregon Retirement Savings Plan; Oregon 529

Savings Network
ORS 348 Student Aid; Education Stability Fund; Planning

Investment Services
ORS 293 Administration of Public Funds

Trust Property Services
ORS 98- Lost, Unordered and Unclaimed Property

ORS 111- Probate Law

ORS 112- Interstate Succession and Wills

ORS 113- Initiation of Estate Proceedings

ORS 114- Administration of Estates Generally

ORS 115- Claims, Actions, and Suits

ORS 116- Accounting, Distribution, and Closing

ORS 293- Payment Upon Death if Estate is not in Probate

ORS 703- Trust Verification and Deception Detection

Boards and Commissions

The Oregon Treasury serves on and supports several Boards and Commissions. An overview of each is included for reference.

Oregon Investment Council
Sets policy for investment of Oregon State Treasury-managed statutory investment funds, including the Oregon Public Employees Retirement Fund and the State Accident Insurance Fund. ORS 293.706

Oregon Short Term Fund
Advises the Oregon Investment Council and State Treasury Investment staff in the management of the Oregon Short Term Fund. ORS 294.885

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Oregon 529 Savings Board
Sets policy for the Savings Network, which includes the Oregon College Savings Plan and Oregon ABLE Savings Plan. ORS 348.849

Oregon Retirement Savings Board
Sets policy and guides development of the Oregon Retirement Savings Plan. ORS 178.200

Municipal Debt Advisory Board
Provides technical assistance to local governments and state agencies to improve the market for bond issuances in Oregon. ORS 287A.630-640

Infrastructure Finance Authority
Oversees public infrastructure assistance and industrial land certification. ORS 285A.091-108

Oregon Facilities Authority Board
Helps nonprofit organizations access low-cost financing for capital projects through the issuance of tax-exempt conduit revenue bonds. ORS 289.005-250

Private Activity Bond Committee
Facilitates construction of critical facilities for public benefit through tax-exempt bonds using federally allocated funds. ORS 286A.605-630

State Debt Policy Advisory Commission
Advises policymakers on debt capacity and produces annual state debt affordability report. ORS 286A.250

Oregon Land Board
Manages state-owned lands for the benefit of the Common School Fund. ORS 273.031

State Board of Education
Oversees curriculum for Oregon’s public schools and community colleges. ORS 326.021

Agency Summary

Criteria for 2027-29 Budget Development

The Treasury's 2027–29 Agency Request Budget is firmly anchored in its mission to improve the financial wellbeing of Oregon's governments and citizens, and its vision to empower Oregonians to achieve long-term financial security. The agency's core values—Collaboration, Trust, Innovation, Diversity and Inclusion—as well as its strategic themes of equity, resilience, and opportunity, have guided the identification and prioritization of investments across all divisions.

Treasury's commitments to Diversity and Inclusion inform budgetary decisions that advance equitable service delivery throughout its programs. The agency request encompasses enhanced outreach capacities, culturally responsive communications, accessible public-facing services, and consistent statewide engagement, with particular focus on public savings and trust property initiatives.

A key priority is sustaining Treasury's capacity to deliver dependable, high-quality services amid significant workload growth—rising banking transactions, increased participation in public savings programs, greater investment oversight complexity, expanding governance requirements, and substantial growth in unclaimed property activity. To maintain service levels, the budget proposes targeted staffing, operational modernization, and strengthened customer support. These investments also reinforce customer service and operational resilience by reducing backlogs, improving response times, enhancing vendor and stakeholder support, and ensuring continuity in critical statewide functions such as banking, IT systems, and claims processing.

Risk mitigation and compliance constitute a second key priority. In alignment with Treasury's value of trust, the proposed budget addresses areas where fiduciary oversight, cybersecurity, statutory obligations, and operational continuity present elevated risks. This includes essential improvements in investment due diligence, Zero Trust IT security protocols, and adherence to statutory timelines for claims processing.

Further, the agency is prioritizing alignment of staffing and systems with contemporary program complexities. Treasury's operations now feature advanced technology platforms, innovative investment strategies, broad outreach and communication needs, evolving governance demands, and specialized compliance roles. Investment in new specialized positions and strategic reclassifications ensures the staffing infrastructure is reflective of current operational realities.

Lastly, fiscal responsibility is applied to all funding requests. Each investment proposal is supported by established revenue sources—including Other Funds, cost-allocation plans, administrative fees, and program-specific financing—in accordance with Treasury's values of collaboration and trust. No new revenue streams are necessary to implement the proposed enhancements.

Agency Summary

Agency-Wide Program Unit Summary and Initiatives

Article VI of the Oregon Constitution establishes the office of the State Treasurer. During the Constitutional Convention, there was discussion regarding the separation of roles within the executive branch for the Governor, State Treasurer, and Secretary of State. While consolidating the roles would have resulted in a cheaper government, ultimately founders feared the inherent conflict of interest and an unwise “union of purse and sword” and established the State Treasurer as a separate office within the executive branch.

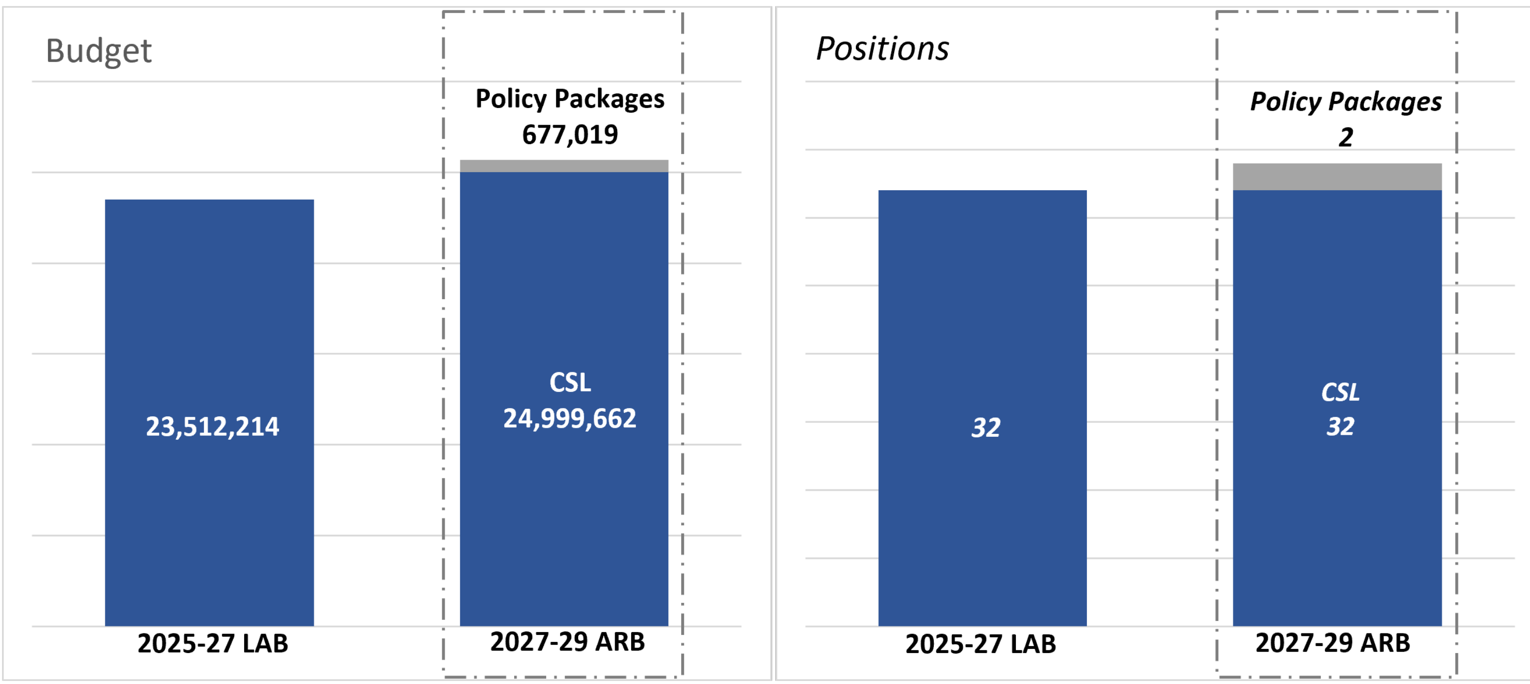
Broadly, Oregon Treasury operates five service areas: State and Local Government Financial Services, Public Savings Services, Investment Services, Trust Property Services, and Administrative Services. Each service area has a summary that provides an overview of the programs in that area, and graphs comparing the prior biennial Legislatively Adopted Budget (LAB) and the current request budget.

Agency Summary

State and Local Government Financial Services

In order for Oregon governments of all sizes to serve the public, they need to manage money efficiently and safely. Treasury enables these activities by providing important financial tools and services to state agencies, public universities, and local governments that allow governments to do business, stretch tax dollars, and better serve Oregonians. Treasury can use market impact and economies of scale to reduce costs and streamline operations, saving governments time and money.

The following graphs compare the 2025-27 Legislatively Approved Budget with the 2027-29 budget request for both expenditure limitation and total positions. The graphs for the 2027-29 budget request show the current service level needed to maintain existing programs and staffing, and the addition of the policy option packaged defined under initiatives below.



State and Local Government Financial Services consists of two primary program units: the Cash Management Program and the Debt Management Program.

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The **Cash Management Program** provides banking and short-term investment services to all state agencies, most public universities, and some local governments, processing payments daily through Treasury and the Oregon Short Term Fund (OSTF). Treasury manages all state accounts at partner financial institutions, sharing detailed account information with stakeholders. This centralized banking approach delivers savings through volume pricing, ensures statewide regulatory and security standards, and enables secure, rapid deployment of funds to earn interest. The program's mission is to safeguard public funds and offer customer-focused cash management solutions, with modernization efforts continuously improving systems and processes to enhance security and service options. Staff also oversee the Public Fund Collateralization Program, which protects deposits above federal insurance limits by requiring banks to meet program standards and become "qualified depositories," and most Oregon government entities must use these institutions.

The **Debt Management Program** serves as the central authority for coordinating and issuing all Oregon state agency and authority bonds, while also overseeing local government bonding activities within the state. The primary objectives of the program are to minimize centralized debt management expenses, promote the Oregon Facilities Authority's financing services among Oregon non-profit organizations, and narrow the interest rate differential between state bonds and pricing indexes. These aims are accomplished through efficient service delivery, continuous staff training and development, enhanced bond marketing initiatives, and proactive involvement in all state bond transactions.

Initiative(s) in the Agency Request Budget include:

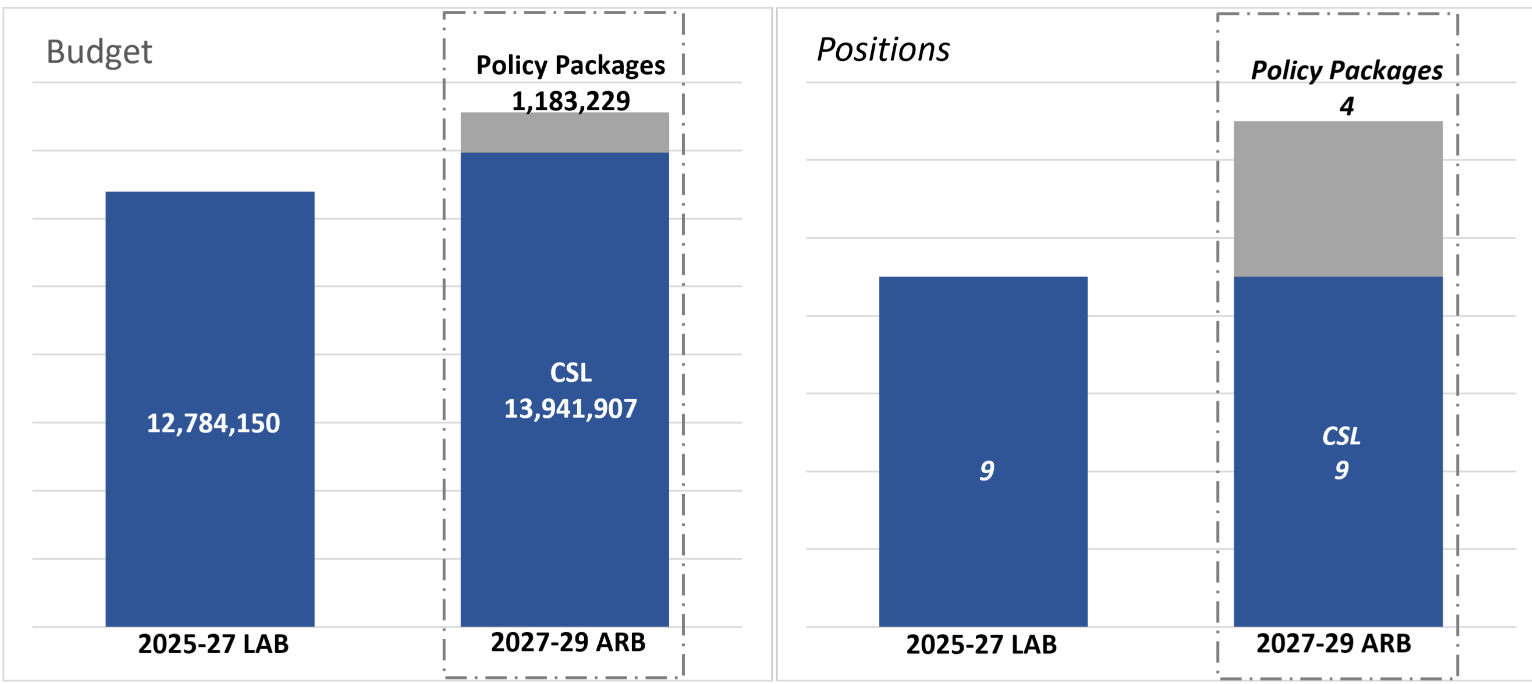
• POP 105 – Statewide Banking Program Capacity to Support Secure, Efficient Financial Transactions:
POP 105 strengthens Treasury's statewide banking operations by adding two permanent positions to support both the Banking Operations team and the Customer Service Team. Rising transaction volumes, increasing complexity of agency banking needs, and expanded vendor relationships have significantly outpaced existing staffing capacity. These positions ensure Treasury can maintain "nofail" operational reliability, respond promptly to agency inquiries, and advance strategic banking services that support secure, efficient financial transactions statewide. To meet these demands, Treasury requests the addition of two (2) new permanent, full-time positions costing $541,037 in Personal Services and $135,982 in staff-related Services and Supplies, totaling $677,019 in Other Funds expenditure limitation for the 2027-29 biennium.

Agency Summary

Public Savings Services

The Public Savings Services program, rebranded as Upward Oregon for our customers, provides a suite of publicly overseen, tax-advantaged savings programs designed to help Oregonians build long-term financial security. The program encompasses three major components: the Oregon 529 Education Savings Plan, the Oregon ABLE Savings Plan, and OregonSaves, the state's pioneering retirement savings program. These self-sustaining programs are funded through participant fees and collectively serve hundreds of thousands of individuals and families across Oregon.

The following graphs compare the 2025-27 Legislatively Approved Budget with the 2027-29 budget request for both expenditure limitation and total positions. Graphs for the 2027-29 budget request show the current service level needed to maintain existing programs and staffing and the addition of the policy option package defined under initiatives below.



Agency Summary

The Upward Oregon program is grounded in Treasury's mission to improve the financial wellbeing of Oregon residents and is guided by the values of collaboration, trust, innovation, diversity and inclusion. Program design and operations intentionally incorporate equity considerations, recognizing that structural barriers have historically prevented many Oregonians from accessing savings tools and financial systems. As a result, the program emphasizes inclusive outreach, user-centered communication, and ongoing evaluation of participation gaps. Collaboration with community partners strengthens awareness statewide and helps ensure that all Oregonians—regardless of geography, income level, or life circumstance—can participate in programs that support long-term financial well-being.

Each savings program serves a distinct purpose. The Oregon 529 Education Savings Plan offers tax-advantaged savings for education and training, supported by outreach initiatives such as Baby Grad, Kinder Grad, and community grants. As of June 30, 2026, it holds approximately $6.2 billion in assets across more than 231,000 accounts. The Oregon ABLE Savings Plan helps individuals with disabilities save without jeopardizing eligibility for critical federal and state benefits; it maintains $130 million in assets and over 9,700 accounts. OregonSaves provides workers without employer retirement plans a simple way to save through automatic payroll contributions, with $514 million in assets and 155,000 funded accounts as of mid-2026.

Upward Oregon is supported by transparent performance reporting and two Key Performance Measures: the percentage of Oregon 529 beneficiaries relative to national participation averages, and qualitative assessments of best practices used by the oversight boards. The program's 2027–29 Agency Request Budget totals $15.1 million and includes a policy option package aimed at addressing increased workload and program complexity. Long-term cost projections are based on asset-based fee revenue and standard inflation assumptions.

Overall, Upward Oregon advances the Legislature's intent that public savings programs operate effectively and equitably, providing meaningful opportunities for Oregonians to build financial stability and achieve long-term goals.

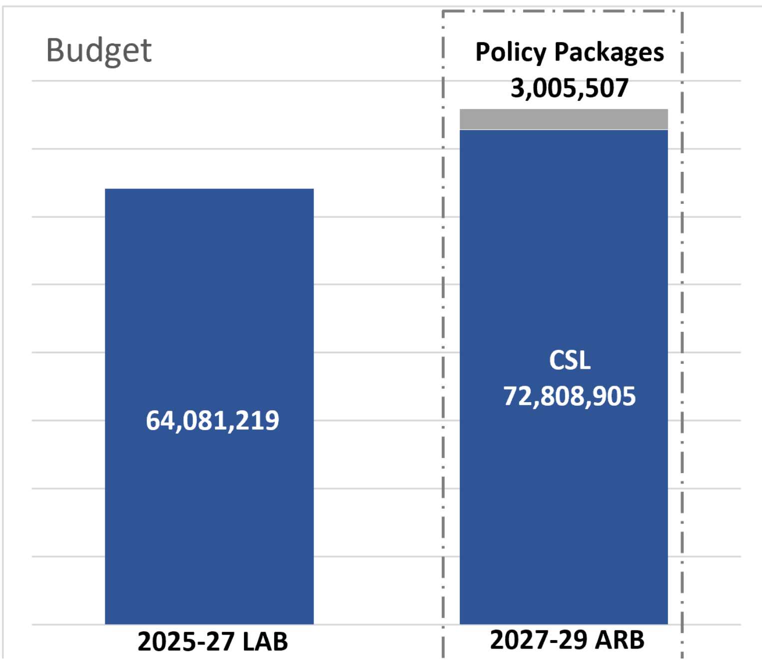
Initiative(s) in the Agency Request Budget include:

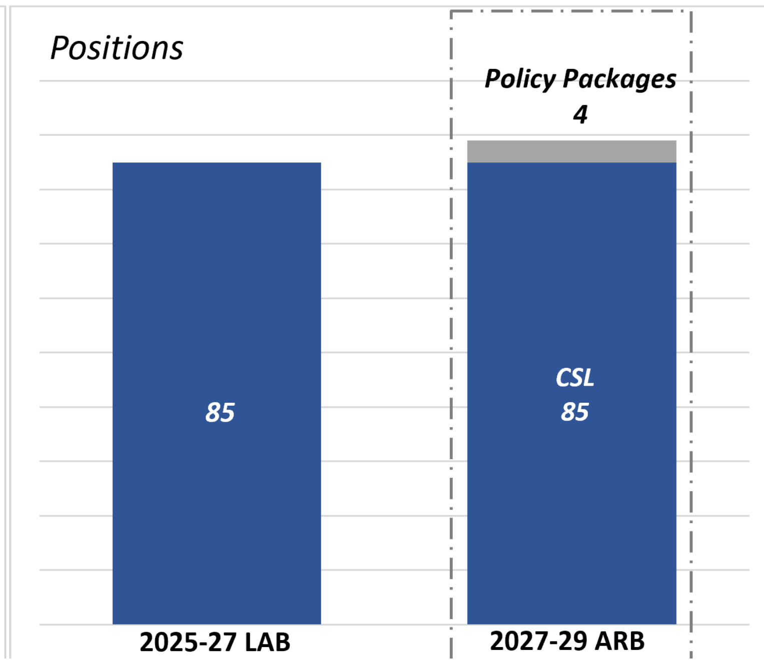
• **POP 102 – Upward Oregon Program Capacity and Operational Support Enhancements:**
POP 102 expands capacity within Oregon's public savings programs, which have experienced rapid growth, increasingly complex federal requirements, and rising expectations for equity-centered outreach. The resources requested strengthen governance, compliance monitoring, communications, data analysis, and participant support. This added capacity ensures Treasury can meet fiduciary obligations, improve statewide financial access, and support underserved communities as participation and assets under management continue to increase. To meet these demands, Treasury requests the addition of four (4) new permanent, full-time positions and reclassification of two (2) other positions costing $917,698 in Personal Services and $265,531 in staff-related Services and Supplies, totaling $1,183,229 in Other Funds expenditure limitation for the 2027-29 biennium.

Investment Services

Investment Services, operating under the leadership of the State Treasurer and oversight of the Oregon Investment Council (OIC), is responsible for managing Oregon's investment assets with a clear focus on fiduciary excellence. The program's core mission is to earn positive, sustainable, risk-adjusted returns for beneficiaries while maintaining an efficient, cost-effective organizational structure. The division is composed of three program units: the Investment Management Program, the Investment Operations Program, and the Investment Legal & Compliance Program.

The following graphs compare the 2025-27 Legislatively Approved Budget with the 2027-29 budget request for both expenditure limitation and total positions. The graphs for the 2027-29 budget request show the current service level needed to maintain existing programs and staffing and the addition of the policy option package defined under initiatives below.





The **Investment Management Program** oversees diversified institutional portfolios including the Oregon Public Employees Retirement Fund (OPERF), the Oregon Short Term Fund (OSTF), the State Accident Insurance Fund (SAIF), the Common School Fund (CSF), and other agency and university funds. The team constructs globally diversified portfolios under OIC policy, selecting external asset managers through a rigorous screening and due-diligence process supported by investment consultants. Investment Services also manages a substantial portion of assets internally, providing security selection, trading, portfolio construction, and middle/back-office functions. As of June 2026, more than $53 billion in public equity and fixed income assets are managed internally, improving oversight and reducing external management fees.

The **Investment Operations Program** provides essential functions that safeguard the integrity of trading, settlement, cash management, and data quality. This team ensures strong internal controls and segregation of duties for transactions that often reach hundreds of millions of dollars. By supporting trade execution, coordinating with custodial and performance measurement service providers, and maintaining data accuracy, the Operations team enables Investment Officers to make informed decisions while minimizing risk to the state and its beneficiaries.

The **Investment Legal & Compliance Program** ensures all investment activities adhere to applicable laws, regulations, policies, and contractual obligations. The program's in-house legal and compliance experts review investment agreements, monitor ongoing guideline compliance, and manage complex legal matters associated with public pension and investment operations. Recent growth in Oregon's investment programs has increased the complexity and volume of legal and compliance work, requiring continued expansion and specialized expertise to maintain Treasury's high fiduciary standards.

Investment Services plays a critical role in protecting and growing Oregon's financial assets. Through strong governance, prudent management practices, and specialized operational capacity, this program strategically positions the state for longterm financial strength while meeting the needs of beneficiaries and maintaining Oregon's longstanding reputation for investment excellence.

Initiative(s) in the Agency Request Budget include:

• **POP 106 – Investment Capacity Resources to Strengthen Portfolio Management and Fiduciary Oversight:**
POP 106 enhances investment oversight and risk management across Public Equity, Private Equity, and Diversifying Strategies by adding four specialized Investment Officer positions. These roles address growing portfolio complexity, the increasing number of manager relationships, and escalating due diligence requirements driven by market expansion and OPERF's continued growth. The additional capacity strengthens internal trading redundancy, improves monitoring of multistrategy portfolios, and supports sustained longterm fund performance for beneficiaries. To meet these demands, Treasury is requesting the addition of four (4) new permanent, full-time positions costing $2,699,993 in Personal Services and $305,514 in staff-related Services and Supplies, totaling $3,005,507 in Other Funds expenditure limitation for the 2027-29 biennium.

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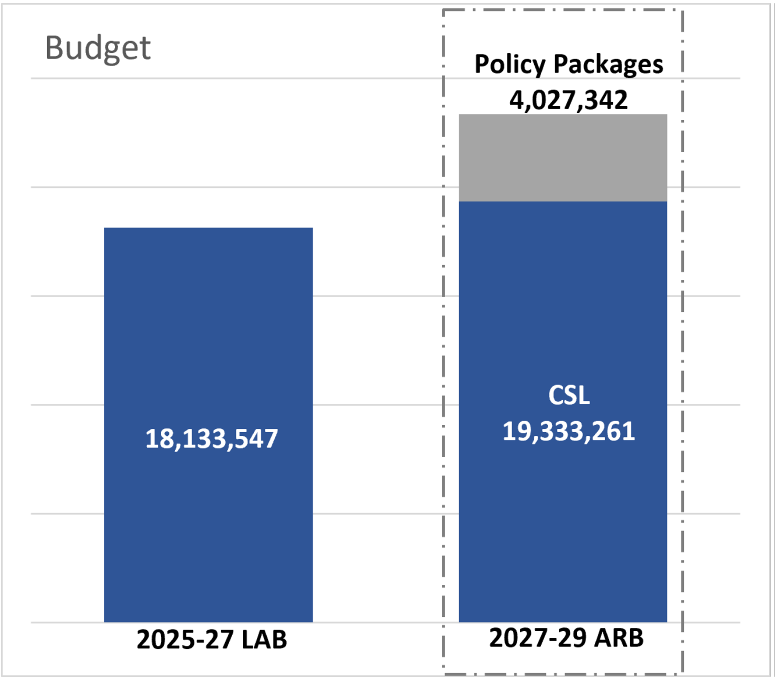
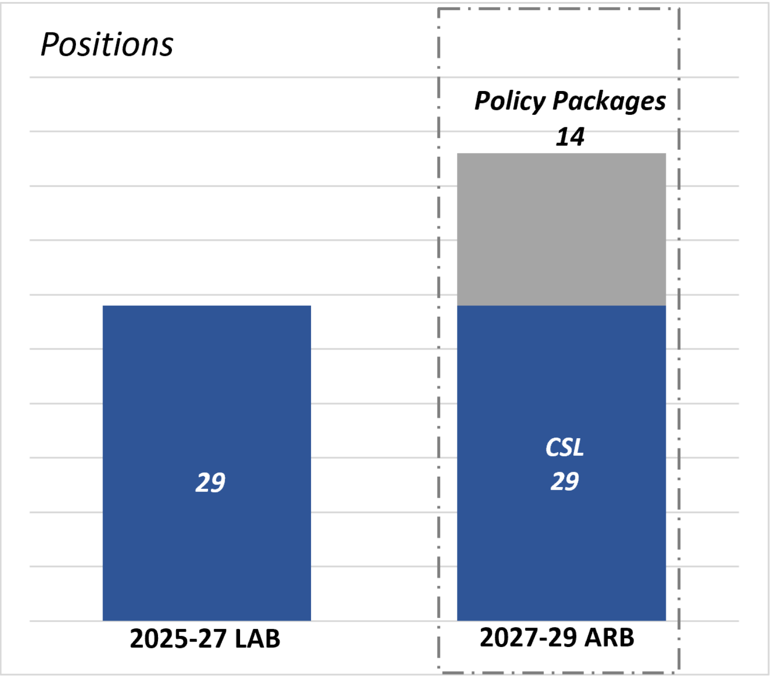
Trust Property Services

Trust Property Services is the statewide program responsible for safeguarding, managing, and administering unclaimed and abandoned property for the benefit of Oregonians. The program serves as the depository of record for a wide array of intangible and certain tangible assets, including dormant bank accounts, safe deposit box contents, utility deposits and refunds, insurance proceeds, matured policies, securities, wages, and credit balances that cannot be delivered to their rightful owners. When individuals cannot be located, these assets are transferred to Trust Property Services, where they are securely held, managed, and made available for claim. In addition to overseeing unclaimed property, the program also fulfills a court-appointed role as personal representative for estates of individuals who die without a will or known heirs. All funds associated with this work are held in an investment account within the Common School Fund, where earnings support Oregon's K–12 public schools.

The following graphs compare the 2025-27 Legislatively Approved Budget with the 2027-29 budget request for both expenditure limitation and total positions. The graphs for the 2027-29 budget request show the current service level needed to maintain existing programs and staffing and the addition of the policy option package defined under initiatives below.





The program comprises three primary units: the Unclaimed Property Program – Treasury, the Unclaimed Property Program – Common School Fund, and Estates and Escheated Property.

The **Unclaimed Property Program – Treasury** functions as a national program offering a central location for holders and owners of unclaimed property. Its three major responsibilities include Holder Reporting, Education, and Compliance; Claims Management; and Audits. Staff work closely with businesses and organizations to ensure required reporting and remittance when contact with owners is lost. Claims Management assists Oregonians in retrieving their property, while the Audit team conducts formal examinations of Oregon holders and coordinates with national audit firms to ensure compliance among large companies.

The **Unclaimed Property Program – Common School Fund** manages unclaimed financial assets that are invested to benefit Oregon schools. Trust Property Funds are held within the Common School Fund's total investments, and the Land Board distributes earnings to school districts twice annually.

The **Estates and Escheated Property Program** administers estates when no heirs or will are identified. Staff work to locate heirs whenever possible and return funds, but if no heirs come forward within 10 years, the estate value escheats permanently to the Common School Fund. Across all units, the program's ongoing mission is to reunite owners with their property and increase the amount of unclaimed property available for investment to support Oregon education.

Initiative(s) in the budget request includes:

• **POP 101 – Trust Property Resource Essentials to Support Statutory Service and Compliance Requirements:**
POP 101 provides critical capacity for the Trust Property and Estates Administration programs, which have seen unprecedented increases in unclaimed property reporting, claims volume, estate complexity, fraud risk, and national compliance initiatives. This initiative was developed to address substantial backlogs, statutory 120 day claim processing requirements, growing audit and compliance needs, and rising estate management challenges. These resources are essential to strengthen claimant services, reduce legal and financial risks, and support efforts to reunite Oregonians with their property in a timely, compliant manner. To meet these demands, Treasury requests the addition of twelve (12) new permanent, full-time positions, two (2) limited duration positions, and reclassification of four (4) other positions costing $3,096,318 in Personal Services and $931,024 in staff-related Services and Supplies, totaling $4,027,342 in Other Funds expenditure limitation for the 2027-29 biennium.

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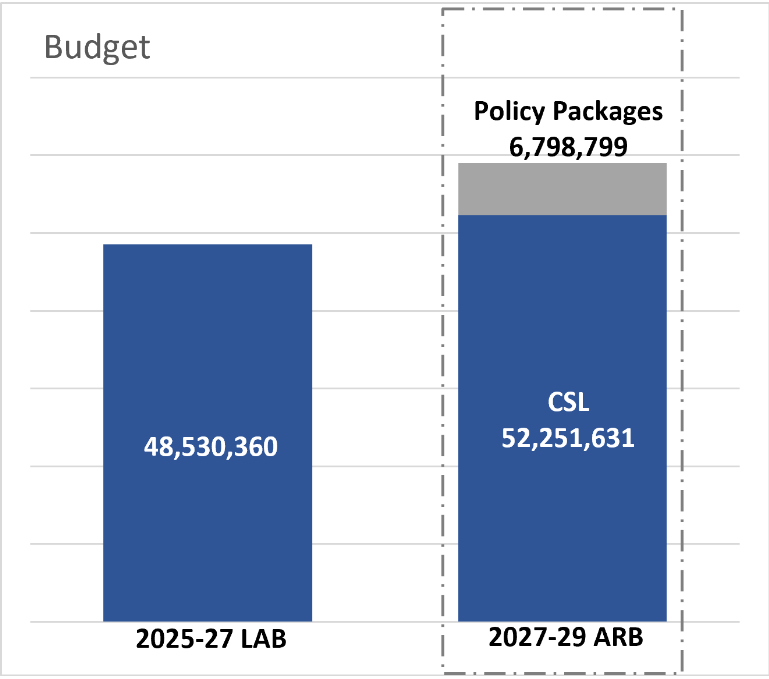
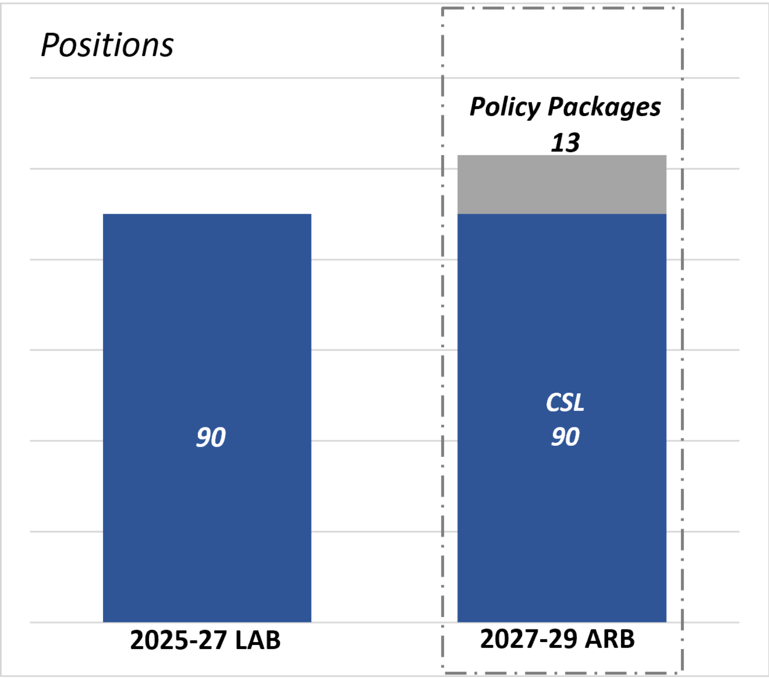
Administrative Services

Administrative Services provides centralized leadership, operational support, and essential business services that enable the Oregon State Treasury to deliver secure, efficient, and customer-focused financial services statewide. The program consists of three primary units—Shared Services, Information Technology, and State Treasurer Staff—each contributing specialized expertise to sustain Treasury's mission and reinforce agency-wide effectiveness.

The following graphs compare the 2025-27 Legislatively Approved Budget with the 2027-29 budget request for both expenditure limitation and total positions. The graphs for the 2027-29 budget request show the current service level needed to maintain existing programs and staffing and the addition of the policy option packages defined under initiatives below.





Shared Services delivers core administrative and operational functions that support all Treasury divisions. This includes budget and accounting operations, procurement, human resources, data and records management, facilities oversight, project management, internal audit, and risk management. Led by the Deputy State Treasurer, Shared Services ensures consistent operational leadership and provides the enterprise-wide coordination needed to maintain efficient workflows, reliable business processes, and strong organizational governance.

The **Information Technology Program** provides resilient, secure, and customer-centric technology solutions across Treasury. The program supports systems integration, network and infrastructure reliability, service desk operations, cybersecurity protections, and application development. IT focuses on maturing organizational capabilities and enhancing efficiency through improved governance, asset and resource management, and performance oversight. Its four functional teams—Technical Services Delivery, Infrastructure Services, Information Security Services, and Application Development—work collaboratively to ensure Treasury staff have the tools, systems, and secure environment needed to achieve their program goals and meet service expectations.

The **State Treasurer Staff** unit includes the Treasurer, Chief of Staff, and the small team responsible for direct support of the Treasurer's policy, administrative, and strategic responsibilities. This unit ensures effective executive leadership and coordination for agency-wide initiatives and external engagements.

Administrative Services is supported through monthly cost allocation assessments based on budgeted expenditures, with final adjustments made to reflect actuals at the end of each fiscal year. While there are currently no Key Performance Measures specific to Administrative Services, the program's structure and operations are grounded in constitutional and statutory mandates outlined in the Agency Wide Summary. Overall, Administrative Services is a foundational element of Treasury operations, providing the infrastructure, leadership, and enterprise support necessary for all program units to function effectively, meet statewide financial stewardship responsibilities, and continue serving Oregonians with reliability and integrity.

Initiative(s) in the budget request includes:

• **POP 103 – Information Technology Security Modernization for Zero Trust Framework Implementation:**
POP 103 adds eight new IT positions and reclassifies one role to advance Treasury's Zero Trust Architecture implementation across identity management, devices, networks, applications, and data. Treasury's expanding hybrid environment, including cloud platforms, financial systems, AIsupported processes, and automation—requires specialized capacity to maintain security, reliability, and operational resilience. These investments support secure-by-design development, continuous verification, enhanced monitoring, improved data governance, disaster recovery modernization, and highperformance service delivery aligned with Treasury's cybersecurity and continuity obligations. To meet these demands, Treasury requests the addition of eight (8) new permanent, full-time positions and reclassification of one (1) current position costing $2,499,018 in Personal Services and $546,906 in staff-related Services and Supplies, and $1,987,000 in programmatic Service and Supplies, totaling $5,032,924 in Other Funds expenditure limitation for the 2027-29 biennium.

• **POP 104 – Administrative Services Enhancements for Policy & Rulemaking, Change Management, HR, and Training:**
POP 104 strengthens Treasury's administrative foundation by adding five new positions, increasing two part-time roles to full-time, and reclassifying two existing roles. Treasury's administrative functions—policy coordination, rulemaking, procurement, HR operations, training, facilities, and change management—have not kept pace with growing agency responsibilities and modernization needs. This initiative improves compliance, accelerates recruitment and onboarding, enhances policy governance, supports major system and process transitions, and builds consistent workforce training capability across the agency. Treasury is requesting $1,430,442 in Personal Services and $335,433 in staff-related Services and Supplies, totaling $1,765,875 in Other Funds expenditure limitation for the 2027-29 biennium.

Agency Summary

Summary of 2027-29 Budget - BDV104

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Oregon Treasury | **Cross Reference Number: 17000-000-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2025-27 Leg Adopted Budget	245	236.02	162,672,638	-	-	158,605,339	-	4,067,299	-
2025-27 Emergency Boards	-	-	4,368,852	-	-	4,368,852	-	-	-
2025-27 Leg Approved Budget	**245**	**236.02**	**167,041,490**	**-**	**-**	**162,974,191**	-	**4,067,299**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	6.43	12,369,418	-	-	12,369,418	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**245**	**242.45**	**179,410,908**	**-**	**-**	**175,343,609**	-	**4,067,299**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(949,191)	-	-	(949,191)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	416,198	-	-	416,198	-	-	-
Subtotal	**-**	**-**	**(532,993)**	**-**	**-**	**(532,993)**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(331,692)	-	-	(331,692)	-	-	-
Subtotal	**-**	**-**	**(331,692)**	**-**	**-**	**(331,692)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	3,414,367	-	-	3,414,367	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			1,374,776	-	-	1,374,776	-	-	-

Summary of 2027-29 Biennium Budget

Treasury, Oregon State
Oregon Treasury
2027-29 Biennium

Agency Request Budget
Cross Reference Number: 17000-000-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**4,789,143**	**-**	**-**	**4,789,143**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**245**	**242.45**	**183,335,366**	**-**	**-**	**179,268,067**	**-**	**4,067,299**	**-**

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Oregon Treasury | **Cross Reference Number: 17000-000-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2027-29 Current Service Level	**245**	**242.45**	**183,335,366**	**-**	**-**	**179,268,067**	**-**	**4,067,299**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**245**	**242.45**	**183,335,366**	**-**	**-**	**179,268,067**	**-**	**4,067,299**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - Trust Property Resource Essentials	14	11.52	4,027,342	-	-	4,027,342	-	-	-
102 - Upward Oregon Program Support	4	3.39	1,183,229	-	-	1,183,229	-	-	-
103 - Modernize IT for Zero Trust Framework	8	7.15	5,032,924	-	-	5,032,924	-	-	-
104 - Administrative Services Support	5	4.94	1,765,875	-	-	1,765,875	-	-	-
105 - Statewide Banking Program Support	2	1.63	677,019	-	-	677,019	-	-	-
106 - Investment Portfolio Support	4	3.01	3,005,507	-	-	3,005,507	-	-	-
Subtotal Policy Packages	**37**	**31.64**	**15,691,896**	**-**	**-**	**15,691,896**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**282**	**274.09**	**199,027,262**	**-**	**-**	**194,959,963**	**-**	**4,067,299**	**-**
Percentage Change From 2025-27 Leg Approved Budget	15.10%	16.13%	19.15%	-	-	19.63%	-	-	-
Percentage Change From 2027-29 Current Service Level	15.10%	13.05%	8.56%	-	-	8.75%	-	-	-

Agency Summary

OREGON STATE TREASURY

Summary of 2027-29 Biennium Budget

Treasury, Oregon State — **Agency Request Budget**
State and Local Government Financial Services — **Cross Reference Number: 17000-010-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2025-27 Leg Adopted Budget	32	32.00	23,002,906	-	-	23,002,906	-	-	-
2025-27 Emergency Boards	-	-	509,308	-	-	509,308	-	-	-
2025-27 Leg Approved Budget	**32**	**32.00**	**23,512,214**	**-**	**-**	**23,512,214**	-	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	725,680	-	-	725,680	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**32**	**32.00**	**24,237,894**	**-**	**-**	**24,237,894**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(45,678)	-	-	(45,678)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	11,288	-	-	11,288	-	-	-
Subtotal	**-**	**-**	**(34,390)**	**-**	**-**	**(34,390)**	-	**-**	**-**
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)	-	-	796,158	-	-	796,158	-	-	-
Subtotal	**-**	**-**	**796,158**	**-**	**-**	**796,158**	-	**-**	**-**

Summary of 2027-29 Biennium Budget

Treasury, Oregon State
State and Local Government Financial Services
2027-29 Biennium

Agency Request Budget
Cross Reference Number: 17000-010-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**32**	**32.00**	**24,999,662**	**-**	**-**	**24,999,662**	**-**	**-**	**-**

Agency Summary

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
State and Local Government Financial Services | **Cross Reference Number: 17000-010-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2027-29 Current Service Level	**32**	**32.00**	**24,999,662**	**-**	**-**	**24,999,662**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**32**	**32.00**	**24,999,662**	**-**	**-**	**24,999,662**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - Trust Property Resource Essentials	-	-	-	-	-	-	-	-	-
102 - Upward Oregon Program Support	-	-	-	-	-	-	-	-	-
103 - Modernize IT for Zero Trust Framework	-	-	-	-	-	-	-	-	-
104 - Administrative Services Support	-	-	-	-	-	-	-	-	-
105 - Statewide Banking Program Support	2	1.63	677,019	-	-	677,019	-	-	-
106 - Investment Portfolio Support	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**2**	**1.63**	**677,019**	**-**	**-**	**677,019**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**34**	**33.63**	**25,676,681**	**-**	**-**	**25,676,681**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	6.25%	5.09%	9.21%	-	-	9.21%	-	-	-
Percentage Change From 2027-29 Current Service Level	6.25%	5.09%	2.71%	-	-	2.71%	-	-	-

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Public Savings Services | **Cross Reference Number: 17000-020-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2025-27 Leg Adopted Budget	9	9.00	12,603,819	-	-	12,603,819	-	-	-
2025-27 Emergency Boards	-	-	180,331	-	-	180,331	-	-	-
2025-27 Leg Approved Budget	**9**	**9.00**	**12,784,150**	**-**	**-**	**12,784,150**	**-**	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	347,535	-	-	347,535	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**9**	**9.00**	**13,131,685**	**-**	**-**	**13,131,685**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(19,414)	-	-	(19,414)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	1,548	-	-	1,548	-	-	-
Subtotal	**-**	**-**	**(17,866)**	**-**	**-**	**(17,866)**	**-**	**-**	**-**
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)	-	-	828,088	-	-	828,088	-	-	-
Subtotal	**-**	**-**	**828,088**	**-**	**-**	**828,088**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Public Savings Services | **Cross Reference Number: 17000-020-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**9**	**9.00**	**13,941,907**	**-**	**-**	**13,941,907**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Public Savings Services | **Cross Reference Number: 17000-020-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2027-29 Current Service Level	**9**	**9.00**	**13,941,907**	**-**	**-**	**13,941,907**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**9**	**9.00**	**13,941,907**	**-**	**-**	**13,941,907**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - Trust Property Resource Essentials	-	-	-	-	-	-	-	-	-
102 - Upward Oregon Program Support	4	3.39	1,183,229	-	-	1,183,229	-	-	-
103 - Modernize IT for Zero Trust Framework	-	-	-	-	-	-	-	-	-
104 - Administrative Services Support	-	-	-	-	-	-	-	-	-
105 - Statewide Banking Program Support	-	-	-	-	-	-	-	-	-
106 - Investment Portfolio Support	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**4**	**3.39**	**1,183,229**	**-**	**-**	**1,183,229**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**13**	**12.39**	**15,125,136**	**-**	**-**	**15,125,136**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	44.44%	37.67%	18.31%	-	-	18.31%	-	-	-
Percentage Change From 2027-29 Current Service Level	44.44%	37.67%	8.49%	-	-	8.49%	-	-	-

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Investment Services | **Cross Reference Number: 17000-030-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	85	79.52	62,241,228	-	-	62,241,228	-	-	-
2025-27 Emergency Boards	-	-	1,839,991	-	-	1,839,991	-	-	-
2025-27 Leg Approved Budget	**85**	**79.52**	**64,081,219**	**-**	**-**	**64,081,219**	**-**	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	5.48	7,561,599	-	-	7,561,599	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**85**	**85.00**	**71,642,818**	**-**	**-**	**71,642,818**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(572,471)	-	-	(572,471)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	370,065	-	-	370,065	-	-	-
Subtotal	**-**	**-**	**(202,406)**	**-**	**-**	**(202,406)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(115,596)	-	-	(115,596)	-	-	-
Subtotal	**-**	**-**	**(115,596)**	**-**	**-**	**(115,596)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	480,134	-	-	480,134	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			1,003,955	-	-	1,003,955	-	-	-

Agency Summary

Summary of 2027-29 Biennium Budget

Treasury, Oregon State — **Agency Request Budget**
Investment Services — **Cross Reference Number: 17000-030-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**1,484,089**	**-**	**-**	**1,484,089**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**85**	**85.00**	**72,808,905**	**-**	**-**	**72,808,905**	**-**	**-**	**-**

Agency Summary

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Investment Services | **Cross Reference Number: 17000-030-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2027-29 Current Service Level	**85**	**85.00**	**72,808,905**	**-**	**-**	**72,808,905**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**85**	**85.00**	**72,808,905**	**-**	**-**	**72,808,905**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - Trust Property Resource Essentials	-	-	-	-	-	-	-	-	-
102 - Upward Oregon Program Support	-	-	-	-	-	-	-	-	-
103 - Modernize IT for Zero Trust Framework	-	-	-	-	-	-	-	-	-
104 - Administrative Services Support	-	-	-	-	-	-	-	-	-
105 - Statewide Banking Program Support	-	-	-	-	-	-	-	-	-
106 - Investment Portfolio Support	4	3.01	3,005,507	-	-	3,005,507	-	-	-
Subtotal Policy Packages	**4**	**3.01**	**3,005,507**	**-**	**-**	**3,005,507**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**89**	**88.01**	**75,814,412**	**-**	**-**	**75,814,412**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	4.71%	10.68%	18.31%	-	-	18.31%	-	-	-
Percentage Change From 2027-29 Current Service Level	4.71%	3.54%	4.13%	-	-	4.13%	-	-	-

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Trust Property Services | **Cross Reference Number: 17000-040-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	29	28.15	17,766,543	-	-	13,699,244	-	4,067,299	-
2025-27 Emergency Boards	-	-	367,004	-	-	367,004	-	-	-
2025-27 Leg Approved Budget	**29**	**28.15**	**18,133,547**	**-**	**-**	**14,066,248**	**-**	**4,067,299**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.85	900,379	-	-	900,379	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**29**	**29.00**	**19,033,926**	**-**	**-**	**14,966,627**	**-**	**4,067,299**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(98,699)	-	-	(98,699)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	10,863	-	-	10,863	-	-	-
Subtotal	**-**	**-**	**(87,836)**	**-**	**-**	**(87,836)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(81,636)	-	-	(81,636)	-	-	-
Subtotal	**-**	**-**	**(81,636)**	**-**	**-**	**(81,636)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	468,807	-	-	468,807	-	-	-
Subtotal	**-**	**-**	**468,807**	**-**	**-**	**468,807**	**-**	**-**	**-**

Summary of 2027-29 Biennium Budget

Treasury, Oregon State — **Agency Request Budget**
Trust Property Services — **Cross Reference Number: 17000-040-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**29**	**29.00**	**19,333,261**	**-**	**-**	**15,265,962**	**-**	**4,067,299**	**-**

Agency Summary

Summary of 2027-29 Biennium Budget

Treasury, Oregon State — **Agency Request Budget**
Trust Property Services — **Cross Reference Number: 17000-040-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2027-29 Current Service Level	**29**	**29.00**	**19,333,261**	**-**	**-**	**15,265,962**	**-**	**4,067,299**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**29**	**29.00**	**19,333,261**	**-**	**-**	**15,265,962**	**-**	**4,067,299**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - Trust Property Resource Essentials	14	11.52	4,027,342	-	-	4,027,342	-	-	-
102 - Upward Oregon Program Support	-	-	-	-	-	-	-	-	-
103 - Modernize IT for Zero Trust Framework	-	-	-	-	-	-	-	-	-
104 - Administrative Services Support	-	-	-	-	-	-	-	-	-
105 - Statewide Banking Program Support	-	-	-	-	-	-	-	-	-
106 - Investment Portfolio Support	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**14**	**11.52**	**4,027,342**	**-**	**-**	**4,027,342**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**43**	**40.52**	**23,360,603**	**-**	**-**	**19,293,304**	**-**	**4,067,299**	**-**
Percentage Change From 2025-27 Leg Approved Budget	48.28%	43.94%	28.83%	-	-	37.16%	-	-	-
Percentage Change From 2027-29 Current Service Level	48.28%	39.72%	20.83%	-	-	26.38%	-	-	-

Summary of 2027-29 Biennium Budget

Treasury, Oregon State | **Agency Request Budget**
Administrative Services | **Cross Reference Number: 17000-070-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2025-27 Leg Adopted Budget	90	87.35	47,058,142	-	-	47,058,142	-	-	-
2025-27 Emergency Boards	-	-	1,472,218	-	-	1,472,218	-	-	-
2025-27 Leg Approved Budget	**90**	**87.35**	**48,530,360**	**-**	**-**	**48,530,360**	**-**	**-**	**-**
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.10	2,834,225	-	-	2,834,225	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	**90**	**87.45**	**51,364,585**	**-**	**-**	**51,364,585**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(212,929)	-	-	(212,929)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	22,434	-	-	22,434	-	-	-
Subtotal	**-**	**-**	**(190,495)**	**-**	**-**	**(190,495)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(134,460)	-	-	(134,460)	-	-	-
Subtotal	**-**	**-**	**(134,460)**	**-**	**-**	**(134,460)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	841,180	-	-	841,180	-	-	-
State Gov''t & Services Charges Increase/(Decrease)			370,821	-	-	370,821	-	-	-

Summary of 2027-29 Biennium Budget

Treasury, Oregon State — **Agency Request Budget**
Administrative Services — **Cross Reference Number: 17000-070-00-00-00000**
2027-29 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**1,212,001**	**-**	**-**	**1,212,001**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	**90**	**87.45**	**52,251,631**	**-**	**-**	**52,251,631**	**-**	**-**	**-**

Agency Summary

Summary of 2027-29 Biennium Budget

Treasury, Oregon State — **Agency Request Budget**
Administrative Services — **Cross Reference Number: 17000-070-00-00-00000**
2027-29 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2027-29 Current Service Level	**90**	**87.45**	**52,251,631**	**-**	**-**	**52,251,631**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2027-29 Current Service Level	**90**	**87.45**	**52,251,631**	**-**	**-**	**52,251,631**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - Trust Property Resource Essentials	-	-	-	-	-	-	-	-	-
102 - Upward Oregon Program Support	-	-	-	-	-	-	-	-	-
103 - Modernize IT for Zero Trust Framework	8	7.15	5,032,924	-	-	5,032,924	-	-	-
104 - Administrative Services Support	5	4.94	1,765,875	-	-	1,765,875	-	-	-
105 - Statewide Banking Program Support	-	-	-	-	-	-	-	-	-
106 - Investment Portfolio Support	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**13**	**12.09**	**6,798,799**	**-**	**-**	**6,798,799**	**-**	**-**	**-**
Total 2027-29 Agency Request Budget	**103**	**99.54**	**59,050,430**	**-**	**-**	**59,050,430**	**-**	**-**	**-**
Percentage Change From 2025-27 Leg Approved Budget	14.44%	13.96%	21.68%	-	-	21.68%	-	-	-
Percentage Change From 2027-29 Current Service Level	14.44%	13.83%	13.01%	-	-	13.01%	-	-	-

Agency Summary

Program Prioritization for 2027-29 - 107BF23

Agency Name: Oregon State Treasury

2027-29 Biennium — **Agency Number: 17000**

Program/Division Priorities for 2027-29 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	**Pgm/Div**																				
1	1	Treasury	AS	Information Technology Program	8	4	$ -	$ -	$ 27,562,833	$ -	$ -	$ -	$ 27,562,833	45	43.65	Y	N				
2	1	Treasury	SLGFS	Cash Management Program	3, 8	4	$ -	$ -	$ 21,102,403	$ -	$ -	$ -	$ 21,102,403	25	24.63	Y	Y	S			
3	1	Treasury	IS	Investment Management Program	1, 2A, 2B, 8	4	$ -	$ -	$ 56,634,358	$ -	$ -	$ -	$ 56,634,358	56	55.01	Y	N	S			
4	2	Treasury	IS	Investment Legal & Compliance Program	1, 2A, 2B, 8	4	$ -	$ -	$ 8,712,750	$ -	$ -	$ -	$ 8,712,750	13	13.00	N	N				
5	3	Treasury	IS	Investment Operations Program	1, 2A, 2B, 8	4	$ -	$ -	$ 10,467,304	$ -	$ -	$ -	$ 10,467,304	20	20.00	N	N				
6	2	Treasury	SLGFS	Debt Management Program	4, 8	4	$ -	$ -	$ 4,574,278	$ -	$ -	$ -	$ 4,574,278	9	9.00	N	N	S			
7	2	Treasury	AS	Shared Services Program	8	4	$ -	$ -	$ 27,036,180	$ -	$ -	$ -	$ 27,036,180	49	46.89	Y	N				
8	3	Treasury	AS	State Treasurer Staff	8	4	$ -	$ -	$ 4,451,417	$ -	$ -	$ -	$ 4,451,417	9	9.00	N	N	C		Role of State Treasurer	
9	1	Treasury	PSS	Oregon 529 College Savings Program	5, 7, 8	4	$ -	$ -	$ 11,150,702	$ -	$ -	$ -	$ 11,150,702	13	11.02	Y	Y	S			
10	2	Treasury	PSS	OregonSaves Program	7, 8	4	$ -	$ -	$ 2,773,915	$ -	$ -	$ -	$ 2,773,915	-	0.99	Y	Y	S			
11	3	Treasury	PSS	Oregon 529 ABLE Program	7, 8	4	$ -	$ -	$ 1,200,519	$ -	$ -	$ -	$ 1,200,519	-	0.38	Y	Y	S			
12	1	Treasury	TPS	Unclaimed Property Program - CSF	6A, 6B, 8	4	$ -	$ -	$ -	$ 1,749,457	$ -	$ -	$ 1,749,457	-	-	N	N	S			
13	2	Treasury	TPS	Unclaimed Property Program - Treasury	6A, 6B, 8	4	$ -	$ -	$ 15,874,768	$ 2,067,842	$ -	$ -	$ 17,942,610	36	32.39	Y	N				
14	3	Treasury	TPS	Estates and Escheated Property Program	8	4	$ -	$ -	$ 3,418,536	$ 250,000	$ -	$ -	$ 3,668,536	7	8.13	Y	N	S			
							$ -	$ -	$ 194,959,963	$ 4,067,299	$ -	$ -	$ 199,027,262	282	274.09						

** There are no New programs in Treasury in 2027-29; 'Y' indicates enhanced only (ARB includes policy package requests)*

7. Primary Purpose Program/Activity Exists

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

Prioritize each program activity for the Agency as a whole

Document criteria used to prioritize activities:

OREGON STATE TREASURY

Agency Summary

Program Prioritization for 2027-29

Agency Name: Oregon State Treasury																					
2027-29 Biennium															**Agency Number:**		**17000**				
State and Local Government Financial Services																					
Program/Division Priorities for 2027-29 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	**Pgm/Div**																				
2	1	Treasury	SLGFS	Cash Management Program	3, 8	4	$ -	$ -	$ 21,102,403	$ -	$ -	$ -	$ 21,102,403	25	24.63	Y	Y	S	-	-	-
6	2	Treasury	SLGFS	Debt Management Program	4, 8	4	$ -	$ -	$ 4,574,278	$ -	$ -	$ -	$ 4,574,278	9	9.00	N	N	S	-	-	-
							$ -	$ -	$ 25,676,681	$ -	$ -	$ -	$ 25,676,681	34	33.63						

* There are no New programs in Treasury in 2027-29; 'Y' indicates enhanced only (ARB includes policy package requests)

7. Primary Purpose Program/Activity Exists

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

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D Debt Service
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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 Summary

OREGON STATE TREASURY

Program Prioritization for 2027-29

Agency Name: Oregon State Treasury

2027-29 Biennium — **Agency Number: 17000**

Public Savings Services

Program/Division Priorities for 2027-29 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	**Pgm/Div**																				
9	1	Treasury	PSS	Oregon 529 College Savings Program	5, 7, 8	4	$ -	$ -	$ 11,150,702	$ -	$ -	$ -	$ 11,150,702	13	11.02	Y	Y	S	-	-	-
10	2	Treasury	PSS	OregonSaves Program	7, 8	4	$ -	$ -	$ 2,773,915	$ -	$ -	$ -	$ 2,773,915	-	0.99	Y	Y	S	-	-	-
11	3	Treasury	PSS	Oregon 529 ABLE Program	7, 8	4	$ -	$ -	$ 1,200,519	$ -	$ -	$ -	$ 1,200,519	-	0.38	Y	Y	S	-	-	-
							$ -	$ -	$ 15,125,136	$ -	$ -	$ -	$ 15,125,136	13	12.39						

** There are no New programs in Treasury in 2027-29; 'Y' indicates enhanced only (ARB includes policy package requests)*

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
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12 Social Support

19. Legal Requirement Code

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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 Summary

Program Prioritization for 2027-29

Agency Name: Oregon State Treasury

2027-29 Biennium — **Agency Number: 17000**

Investment Services

Program/Division Priorities for 2027-29 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	Pgm/Div																				
3	1	Treasury	IS	Investment Management Program	1, 2A, 2B, 8	4	$ -	$ -	$ 56,634,358	$ -	$ -	$ -	$ 56,634,358	56	55.01	Y	N	S	-	-	-
4	2	Treasury	IS	Investment Legal & Compliance Program	1, 2A, 2B, 8	4	$ -	$ -	$ 8,712,750	$ -	$ -	$ -	$ 8,712,750	13	13.00	N	N	-	-	-	-
5	3	Treasury	IS	Investment Operations Program	1, 2A, 2B, 8	4	$ -	$ -	$ 10,467,304	$ -	$ -	$ -	$ 10,467,304	20	20.00	N	N	-	-	-	-
							$ -	$ -	$ 75,814,412	$ -	$ -	$ -	$ 75,814,412	89	88.01						

** There are no New programs in Treasury in 2027-29; 'Y' indicates enhanced only (ARB includes policy package requests)*

7. Primary Purpose Program/Activity Exists

1 Civil Justice
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12 Social Support

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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:

OREGON STATE TREASURY

Agency Summary

Program Prioritization for 2027-29

Agency Name: Oregon State Treasury																					
2027-29 Biennium															Agency Number:		17000				
Trust Property Services																					
Program/Division Priorities for 2027-29 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	Pgm/Div																				
12	1	Treasury	TPS	Unclaimed Property Program - CSF	6A, 6B, 8	4	$ -	$ -	$ -	$ 1,749,457	$ -	$ -	$ 1,749,457	-	-	N	N	S	-	-	-
13	2	Treasury	TPS	Unclaimed Property Program - Treasury	6A, 6B, 8	4	$ -	$ -	$ 15,874,768	$ 2,067,842	$ -	$ -	$ 17,942,610	36	32.39	Y	N	-	-	-	-
14	3	Treasury	TPS	Estates and Escheated Property Program	8	4	$ -	$ -	$ 3,418,536	$ 250,000	$ -	$ -	$ 3,668,536	7	8.13	Y	N	S	-	-	-
							$ -	$ -	$ 19,293,304	$ 4,067,299	$ -	$ -	$ 23,360,603	43	40.52						

** There are no New programs in Treasury in 2027-29; 'Y' indicates enhanced only (ARB includes policy package requests)*

7. Primary Purpose Program/Activity Exists
1 Civil Justice
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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 Summary

Program Prioritization for 2027-29

Agency Name: Oregon State Treasury

2027-29 Biennium — **Agency Number: 17000**

Administrative Services

Program/Division Priorities for 2027-29 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	Pgm/Div																				
1	1	Treasury	AS	Information Technology Program	8	4	$ -	$ -	$ 27,562,833	$ -	$ -	$ -	$ 27,562,833	45	43.65	Y	N	-	-	-	-
7	2	Treasury	AS	Shared Services Program	8	4	$ -	$ -	$ 27,036,180	$ -	$ -	$ -	$ 27,036,180	49	46.89	Y	N	-	-	-	-
8	3	Treasury	AS	State Treasurer Staff	8	4	$ -	$ -	$ 4,451,417	$ -	$ -	$ -	$ 4,451,417	9	9.00	N	N	C	-	Role of State Treasurer	-
							$ -	$ -	$ 59,050,430	$ -	$ -	$ -	$ 59,050,430	103	99.54						

** There are no New programs in Treasury in 2027-29; 'Y' indicates enhanced only (ARB includes policy package requests)*

7. Primary Purpose Program/Activity Exists

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
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12 Social Support

19. Legal Requirement Code

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D Debt Service
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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 Summary

Reduction Options

Agency Name (Acronym): Oregon State Treasury (OST)
2027-29 Biennium

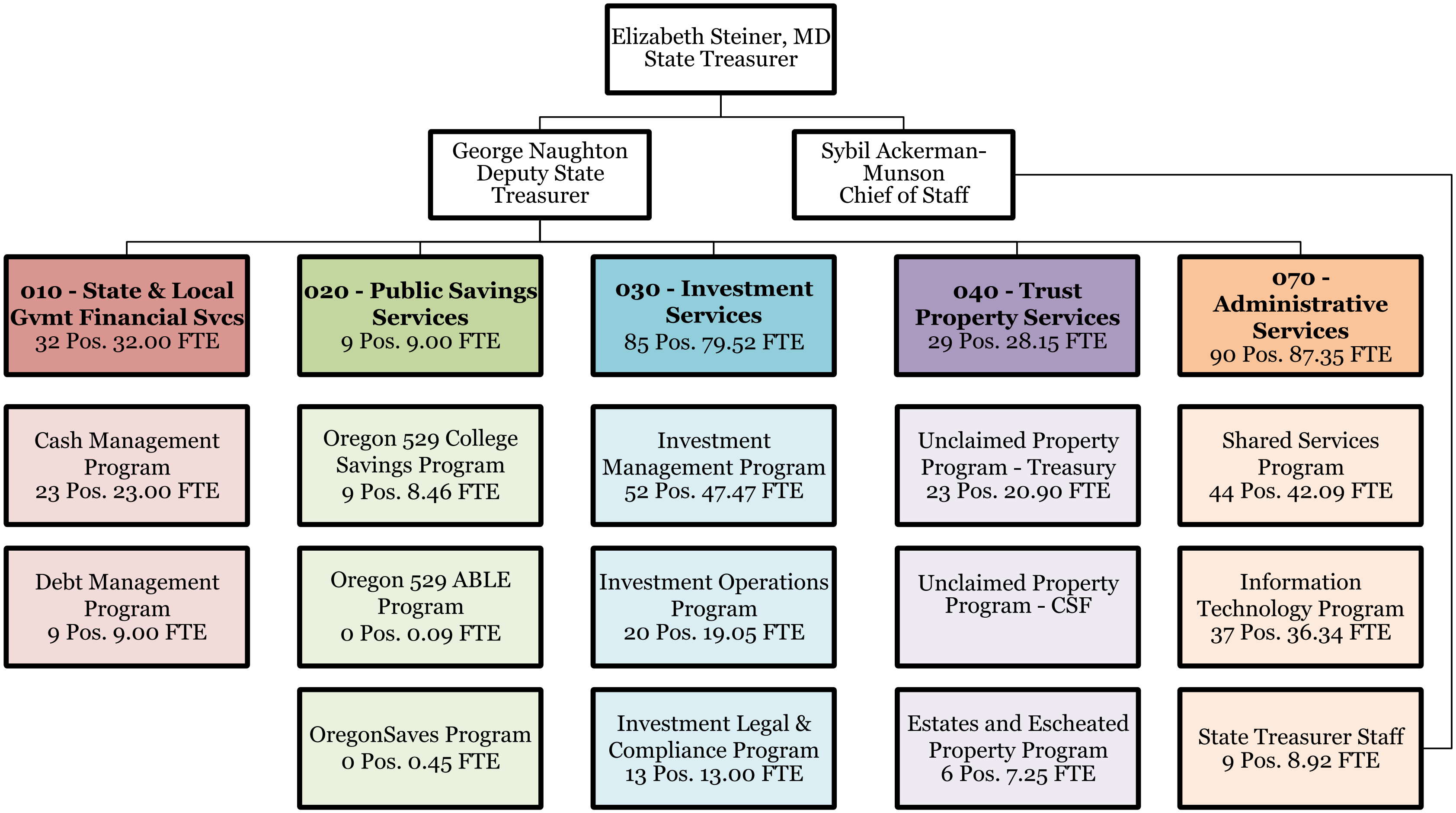
Detail of Reductions to 2027-29 Current Service Level Budget

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred) Dept	Prgm/ Div	Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
1		Treasury	Agency-Wide	Reduction - Hiring Freeze			3,611,286				$ 3,611,286	0	0.00	No	This reduction would require instituting a hiring freeze for all positions that become vacant during the biennium, with estimated savings based on statewide standard budgeted vacancy savings calculations with an assumed routine average position vacancy of approx. 2 to 3 months, extended via the freeze to require an additional 2 to 4 months vacant. This action would cause delays in ongoing projects and service delivery.
2		Treasury	SLGFS (SCR 010)	Reduction - Eliminate the Public Funds Collateralization Program			888,038				$ 888,038	0	0.00	No	This reduction would eliminate the public funds collateralization program (ORS Chapter 295). Statutory changes would be required to effect this elimination, as program is required by Oregon law. Reduction would have absolutely no impact on the state budget as Commercial Banks and Credit Unions that participate in the program reimburse OST for 100% of the cost of the program. Funds cannot be used for any other purpose.
3		Treasury	PSS (SCR 020)	Reduction - Eliminate the Oregon Retirement Savings Program			2,675,473				$ 2,675,473	0	0.72	No	This reduction would eliminate the Oregon Retirement Savings Program (ORS 178.200 to 178.245). Statutory changes would be required to implement this elimination, as well as changes to Oregon's tax law. All current accounts would be liquidated and the proceeds returned to the account holders. Reduction would have absolutely no impact on the state budget as the Program is funded by administrative fees paid by the investors and the Program Managers. Funds cannot be used for any other purpose.
4		Treasury	PSS (SCR 020)	Reduction - Eliminate the Oregon 529 ABLE Savings Program			1,163,830				$ 1,163,830	0	0.27	No	This reduction would eliminate the Oregon 529 ABLE Savings Program (ORS 178.375 to 178.385). Statutory changes would be required to implement this elimination, as well as changes to Oregon's tax law. All current accounts would be liquidated and the proceeds returned to the account holders, creating a potential tax liability for the account holders. Reduction would have absolutely no impact on the state budget as the Network is funded by administrative fees paid by the investors and the Program Managers. Funds cannot be used for
5		Treasury	PSS (SCR 020)	Reduction - Eliminate the Oregon 529 College Savings Program			10,102,604				$ 10,102,604	9	8.01	No	This reduction would eliminate the Oregon 529 College Savings Network Program (ORS 178.335 to 178.355). Statutory changes would be required to implement this elimination, as well as changes to Oregon's tax law. All current 529 accounts would be liquidated and the proceeds returned to the account holders, creating a potential tax liability for the account holders. Reduction would have absolutely no impact on the state budget as the Network is funded by administrative fees paid by the investors and the Program Managers. Funds cannot be used for any other purpose.
				TOTAL	-	-	**18,441,231**	-	-	-	**$ 18,441,231**	**9**	**9.00**		

Target (10%)	**$ 17,926,806**
Difference	**$ 514,425**

Agency Summary

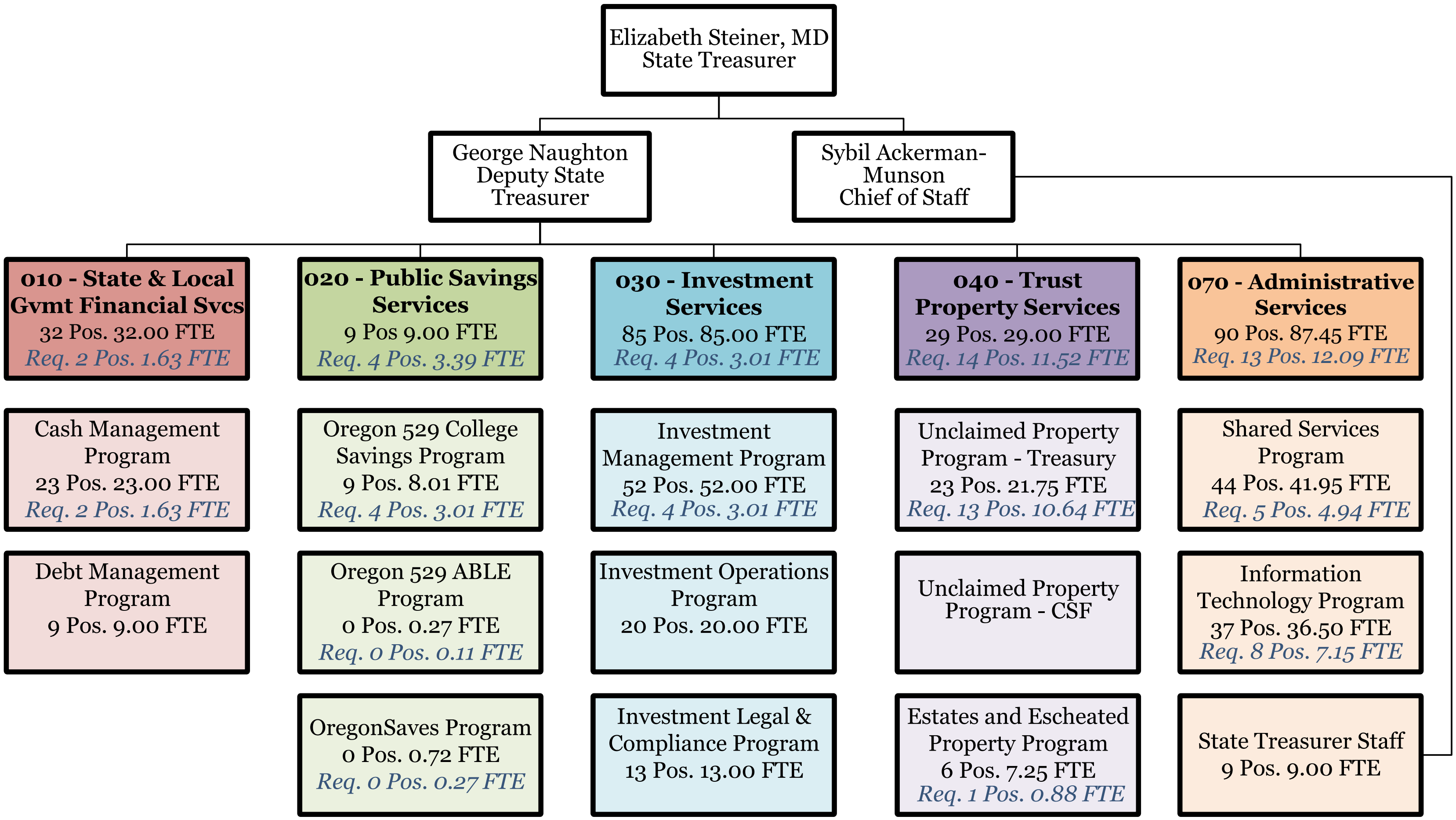
Oregon Treasury 2025-27 Organization Chart



Current (LAB): 245 Pos. 236.02 FTE

Agency Summary

Oregon Treasury 2027-29 Organization Chart



Current (CSL): 245 Pos 242.45 FTE
Requested: +37 Pos. 31.64 FTE

OREGON STATE TREASURY

Agency Summary

Oregon Treasury 2027-29 Policy Option Packages

Elizabeth Steiner, MD
State Treasurer

- **010 - State & Local Gvmt Financial Svcs**
  32 Pos. 32.00 FTE
  - **POP 105**
    Statewide Banking Program Support
    Req. 2 Pos. 1.63 FTE
- **020 - Public Savings Services**
  9 Pos 9.00 FTE
  - **POP 102**
    Upward Oregon Program Support
    Req. 4 Pos. 3.39 FTE
- **030 - Investment Services**
  85 Pos. 85.00 FTE
  - **POP 106**
    Investment Portfolio Support
    Req. 4 Pos. 3.01 FTE
- **040 - Trust Property Services**
  29 Pos. 29.00 FTE
  - **POP 101**
    Trust Property Resource Essentials
    Req. 14 Pos. 11.52 FTE
- **070 - Administrative Services**
  90 Pos. 87.45 FTE
  - **POP 104**
    Administrative Services Support
    Req. 5 Pos. 4.94 FTE
  - **POP 103**
    Modernize IT for Zero Trust Framework
    Req. 8 Pos. 7.15 FTE

Current (CSL): 245 Pos 242.45 FTE
Requested: +37 Pos. 31.64 FTE

Agency Summary

ORBITS Agency Wide Program Unit Summary - BPR010

Treasury, Oregon State ***Agency Number: 17000***

Agencywide Program Unit Summary **Version: V - 01 - Agency Request Budget**
2027-29 Biennium

Summary Cross Reference Number	*Cross Reference Description*	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Leg Approved Budget*	*2027-29 Agency Request Budget*	*2027-29 Governor's Budget*	*2027-29 Leg. Adopted Budget*
010-00-00-00000	**State and Local Government Financial Services**						
	Other Funds	18,074,934	23,002,906	23,512,214	25,676,681	-	-
020-00-00-00000	**Public Savings Services**						
	Other Funds	8,957,986	12,603,819	12,784,150	15,125,136	-	-
030-00-00-00000	**Investment Services**						
	Other Funds	43,408,144	62,241,228	64,081,219	75,814,412	-	-
040-00-00-00000	**Trust Property Services**						
	Other Funds	13,502,464	17,766,543	18,133,547	23,360,603	-	-
070-00-00-00000	**Administrative Services**						
	Other Funds	38,747,924	47,058,142	48,530,360	59,050,430	-	-
TOTAL AGENCY							
	Other Funds	122,691,452	162,672,638	167,041,490	199,027,262	-	-

_____ Agency Request _____ Governor's Budget _____ Legislatively Adopted
2027-29 Biennium Page __________ Agencywide Program Unit Summary - BPR010

OREGON STATE TREASURY

Revenues

Revenues

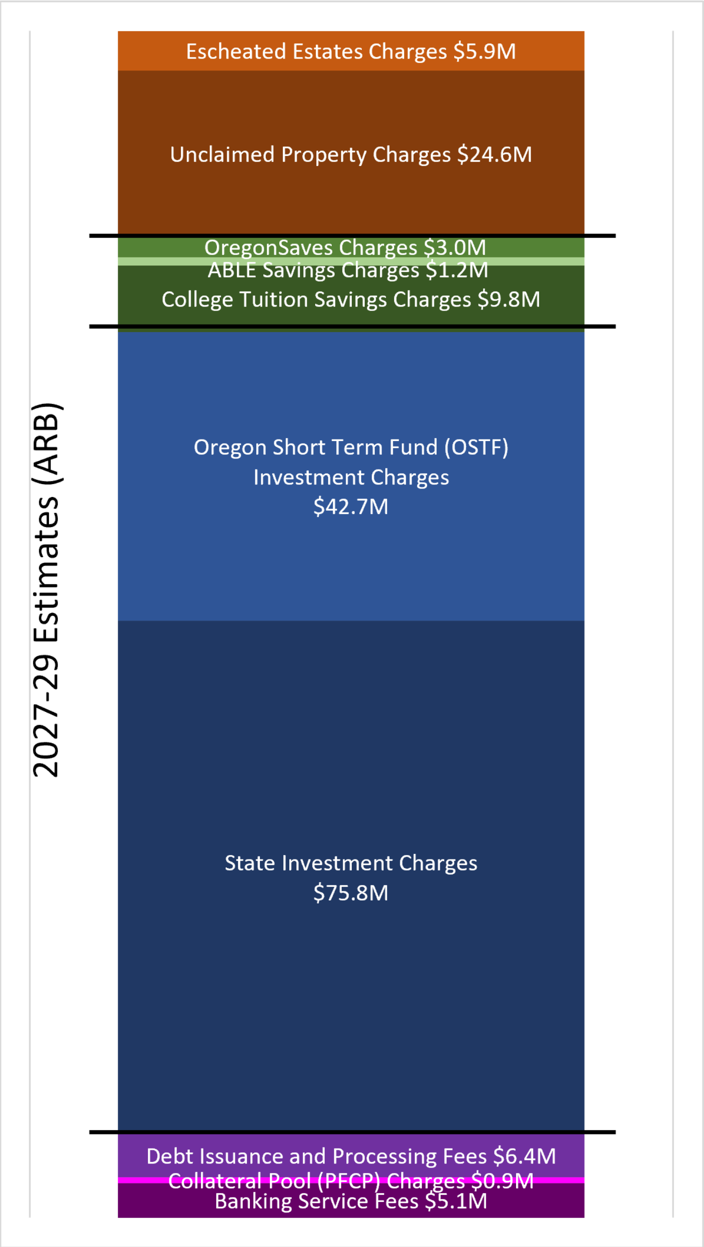
Revenue Forecast Narrative

Sources

The Oregon State Treasury operates on Other Fund Revenues derived from service charges to our customers. These charges include basis point driven charges on investment assets under management and college savings administration activities, as well as transaction and service-based charges for cash management and debt management related activity.

Revenue Authorities and Limitations

Statutory directives authorize the purpose and use of Treasury's primary revenue streams. A chart of Other Fund sources is included.



Investment Fund Management Fee (ORS 293.718)

The Investment Management Program, in accordance with ORS 293.718, may deduct monthly a maximum of 0.350 basis points (0.00350 percent) of the most recent market value of assets under management directly from each of the investment funds for administration and portfolio management. This revenue is used to fund the investment division's operations and support programs. Rates are reviewed annually to ensure that the costs incurred to administer each investment fund is consistent with the fees charged. Once estimated costs have been established, projected assets under management (AUM) are determined for each fund to calculate the necessary basis point charge on those assets. Using the investment return assumptions provided by the Oregon Investment Council's investment consultant for asset allocation, a Monte Carlo probability simulation of thousands of scenarios is generated for investment funds with over $1 Billion in assets to determine the likely range of investment asset growth over the biennium. The median return of the simulation is used to establish rates. The Public Employee Retirement Fund, Common School Fund and SAIF Fund rates are determined with this methodology. These funds account for $114.2 billion in assets of the $115.1 billion in individual investment fund assets as of 6/30/2026. The remaining investment funds under $1 Billion AUM are held constant as the asset growth is slower, are more frequently withdrawn by agencies, and account for less than 1% of fees. Asset management fees for Investment Funds are set at 0.250 basis points per month for all funds except SAIF which is set at 0.150 basis points. The lower fee for SAIF is due to the lower operating costs of their asset allocation model.

Commingled Investment Fund Management Fees (ORS 293.718)

The Investment Management Program, in accordance with ORS 293.718, may charge, for pool administration and portfolio management, a monthly maximum of 0.500 basis points (0.00500 percent) of the most recent market value of assets under management directly from each of the commingled investment funds. This revenue is used to fund investment division operations, finance division operations, and program support. These rates are reviewed annually, ensuring that the costs incurred to administer commingled investments are consistent with the fees charged. Once estimated costs have been established, projected assets under management (AUM) are determined to calculate the necessary basis point charge on those assets. AUM projections are calculated using a triple exponential smoothing approach (i.e. the Holt-Winter methodology) that takes into consideration monthly seasonality. There are currently three commingled investment funds, with a combined $39 billion in assets as of 6/30/2026: the Oregon Short Term Fund, Oregon Intermediate Term Pool, and Oregon Local Government Intermediate Fund. Asset management fees for Commingled Investment Funds are set at 0.435 basis points per month.

Banking Charges (ORS 293.353, 295.106)

In accordance with ORS 293.353, Treasury may charge state agencies and Local Government Investment Pool (LGIP) participants for banking services based on the number and type of transactions processed on their behalf. Banking charges are set to provide sufficient revenue to pay fees charged by Treasury's partner banks, as well as to provide a portion of the revenue required to support Treasury's internal staffing costs related to banking activities. Charges for each type of service are detailed on a per transaction basis within the Oregon State Government Price List of Goods and Services (Price List). Treasury has full authority to update Price List charges so that revenues match expenditures. As Treasury pursues updated delivery models and expanded vendor partnerships to address evolving business needs through the Cash Management Improvement and Renewal Program (described elsewhere in this document), consideration will be given to potential changes in pricing structure and chargeback models. At the close of calendar year 2025, 80 state agencies and 10 public university entities with 1,160 open accounts and 1,099 local governments with 2,375 accounts were open and charged transaction fees to provide revenue for operations. Forecast methods and assumptions recognize distinct seasonal patterns in historical data, and the projections are calculated using a triple exponential smoothing approach (i.e. the Holt-Winter methodology) that takes into consideration monthly seasonality.

The Public Funds Collateralization program is funded by quarterly charges to bank and credit union depositories that participate in the program. Under the terms of ORS 295.106, and as further outlined in OAR 170-040-0020, program charges are set to recoup the cost of the program and include a fixed fee plus a pro-rata share of the remaining quarterly costs based on the amount of public funds deposits held by each depository. As of December 31, 2025, 31 banks with $3.7 billion in public funds deposits and 15 credit unions with $109 million in public funds deposits participate in the program.

Debt Management Charges (ORS 286A.014)

The Debt Management Division's revenues are linked to the fees it charges for the financial services it provides to its state and local government customers. These services include oversight of periodic state agency borrowings, tracking and reporting of local debt, state guaranties on school and community college general obligation bonds, and allocation of private activity bonds. Broad authority for charges is outlined in ORS 286A.014 and further detailed in OAR 170-061-0015. Revenue trends are dependent on disparate decisions statewide by both state agencies and local governments. In addition, the Price List provides an outline of anticipated costs for central debt management administration for all state agencies with outstanding debt.

529 Administrative Fees (ORS 178.335)

Revenues for the Oregon Treasury Savings Network include statutorily authorized program administrative fees under ORS 178.335, revenue provided by Network investment managers and related interest earnings.

The current administrative fee for the Oregon College Savings Plan, Oregon's direct-sold 529 plan, is 20 basis points (0.20 percent), annualized based on the plan's average daily net asset value. The rate is approved by the Oregon 529 Savings Board. Most of the 20 basis points go directly to pay for program expenses. After all program expenses are paid, the state receives a small portion to cover its direct costs. As of 6/30/2026, the plan has $4.1 billion in plan assets and over 151,000 accounts.

The administrative fee for the MFS 529 Savings Plan, Oregon's advisor-sold 529 plan, is 25 basis points (0.25 percent), annualized based on the plan's average daily net asset value. This rate is approved by the Oregon 529 Savings Board. Most of the 25 basis points go directly to pay for program expenses. After all program expenses are paid, the state receives a small portion to cover its direct costs. As of 6/30/2026, the plan has $2.1 billion in plan assets and over 80,000 accounts.

The Oregon ABLE Savings Plan receives fees from program participants based on plan assets, as well as an annual account fee. Participants in the Oregon ABLE Savings Plan and ABLE for ALL Savings Plan are charged 30 basis points (0.30 percent), annualized based on average daily net asset value and $35 per year, per account, of which the state receives 20 basis points and $8 per year, per account, to cover its direct costs. Oregon offers other states the opportunity to leverage the structure that has been built here in exchange for a small portion of their ABLE administrative fees. The state receives 10 basis points (0.10 percent) annualized based on average daily net asset value and $3 per year, per account, to offset costs to Oregon ABLE participants. The program began using Other Funds during the 2019-21 biennium and is generating sufficient revenues to cover ongoing operating costs, but as of 6/30/2026 they remain inadequate to start repayment of the General Fund Loan. The General Fund loan will be repaid incrementally as revenues become sufficient to cover ongoing operating costs and loan payments. This approach is like the one taken by the Oregon College Savings Plan at its launch. As of 6/30/2026, the Oregon ABLE and ABLE for ALL Savings Plans have $152 million in plan assets and over 11,200 accounts.

OregonSaves Administrative Fees (ORS 178.205)

As provided in ORS 178.205(d), the Oregon Retirement Savings Program (OregonSaves) receives fees from program participants based on the program assets, as well as an annual account fee. Participants in OregonSaves are charged 35 basis points (0.35 percent), annualized based on average daily net asset value and $16 per year, per account, of which the state receives 25 basis points and $2 per year, per account, to cover its direct costs. The program began using Other Funds during the 2019-21 biennium. Treasury started repayment of the General Fund loan in June of 2026 and will continue to make increment payments if revenues are sufficient to cover ongoing operating costs and loan payments. As of 6/30/2026, OregonSaves has $514 million in plan assets and over 155,000 accounts.

Unclaimed Property Proceeds (ORS 98.386)

The primary revenue source for Trust Property Services is investment interest earned on unclaimed property. As most of the property is held as cash, the money is invested to provide interest to fund operations and be distributed to schools. In addition, administrative rules detail fees that are charged to estates in the Estates and Escheated Property Program.

Administrative Services Cost Allocation

The Administrative Services functions at Oregon Treasury are funded by a monthly cost allocation assessment based on budgeted amounts. This provides cost stability for the operating units. Although Treasury is not a recipient of federal awards, it incorporates guidance contained in 2 CFR part 225 Appendix E Section C, related to the allowable allocation of shared services cost, in determining its allocation methodology. Based on that guidance, all Administrative Services expenditures are allocated to the Service areas based on their proportional share of salaries and wages. The only exceptions are where a significant portion of time is spent by an

Administrative Services team supporting a single operational program or function, and these costs are accordingly allocated directly to the benefiting operational program or function.

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - BPR012

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

Treasury, Oregon State — **Agency Number: 17000**
2027-29 Biennium — **Cross Reference Number: 17000-000-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Charges for Services	122,607,295	152,394,801	152,394,801	175,396,745	-	-
Admin and Service Charges	451,721	-	-	-	-	-
Interest Income	16,637,472	-	-	-	-	-
Sales Income	22,200	-	-	-	-	-
Other Revenues	578,859	-	-	-	-	-
Transfer In - Intrafund	42,405,205	30,431,578	30,431,578	61,220,239	-	-
Transfer Out - Intrafund	(33,114,442)	(30,431,578)	(30,431,578)	(61,220,239)	-	-
Tsfr To HECC	(206,046)	-	-	-	-	-
Total Other Funds	**$149,382,264**	**$152,394,801**	**$152,394,801**	**$175,396,745**	**-**	**-**
Nonlimited Other Funds						
Charges for Services	-	4,236,767	4,236,767	4,236,770	-	-
Interest Income	8,228,987	-	-	-	-	-
Other Revenues	22,151,593	-	-	-	-	-
Transfer In - Intrafund	341,760,049	-	-	-	-	-
Transfer Out - Intrafund	(28,381,333)	-	-	-	-	-
Total Nonlimited Other Funds	**$343,759,296**	**$4,236,767**	**$4,236,767**	**$4,236,770**	**-**	**-**

_____ **Agency Request** _____ **Governor's Budget** _____ **Legislatively Adopted**
2027-29 Biennium **Page __________** **Detail of LF, OF, and FF Revenues - BPR012**

Revenues

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - 107BF07

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Legislatively Adopted	2025-27 Estimated	2027-29 Agency Request	2027-29 Governors	2027-29 Legislatively Adopted
Charges for Services	3400	0410	122,607,295	152,394,801	152,394,801	175,396,745		
Admin and Service Charges	3400	0415	451,721	-	-	-		
Interest Income	3400	0605	16,637,472	-	-	-		
Sales Income	3400	0705	22,200	-	-	-		
Other Revenues	3400	0975	578,859	-	-	-		
Charges for Services	3200	0410	-	4,236,767	4,236,767	4,236,770		
Interest Income	3200	0605	8,228,987	-	-	-		
Other Revenues	3200	0975	22,151,593	-	-	-		

State and Local Government Financial Services

State and Local Government Financial Services

Oregon Treasury 2025-27 Organization Chart

Elizabeth Steiner, MD
State Treasurer

George Naughton
Deputy State Treasurer

Sybil Ackerman-Munson
Chief of Staff

010 - State & Local Gvmt Financial Svcs
32 Pos. 32.00 FTE

Cash Management Program
23 Pos. 23.00 FTE

Debt Management Program
9 Pos. 9.00 FTE

020 - Public Savings Services
9 Pos. 9.00 FTE

Oregon 529 College Savings Program
9 Pos. 8.46 FTE

Oregon 529 ABLE Program
0 Pos. 0.09 FTE

OregonSaves Program
0 Pos. 0.45 FTE

030 - Investment Services
85 Pos. 79.52 FTE

Investment Management Program
52 Pos. 47.47 FTE

Investment Operations Program
20 Pos. 19.05 FTE

Investment Legal & Compliance Program
13 Pos. 13.00 FTE

040 - Trust Property Services
29 Pos. 28.15 FTE

Unclaimed Property Program - Treasury
23 Pos. 20.90 FTE

Unclaimed Property Program - CSF

Estates and Escheated Property Program
6 Pos. 7.25 FTE

070 - Administrative Services
90 Pos. 87.35 FTE

Shared Services Program
44 Pos. 42.09 FTE

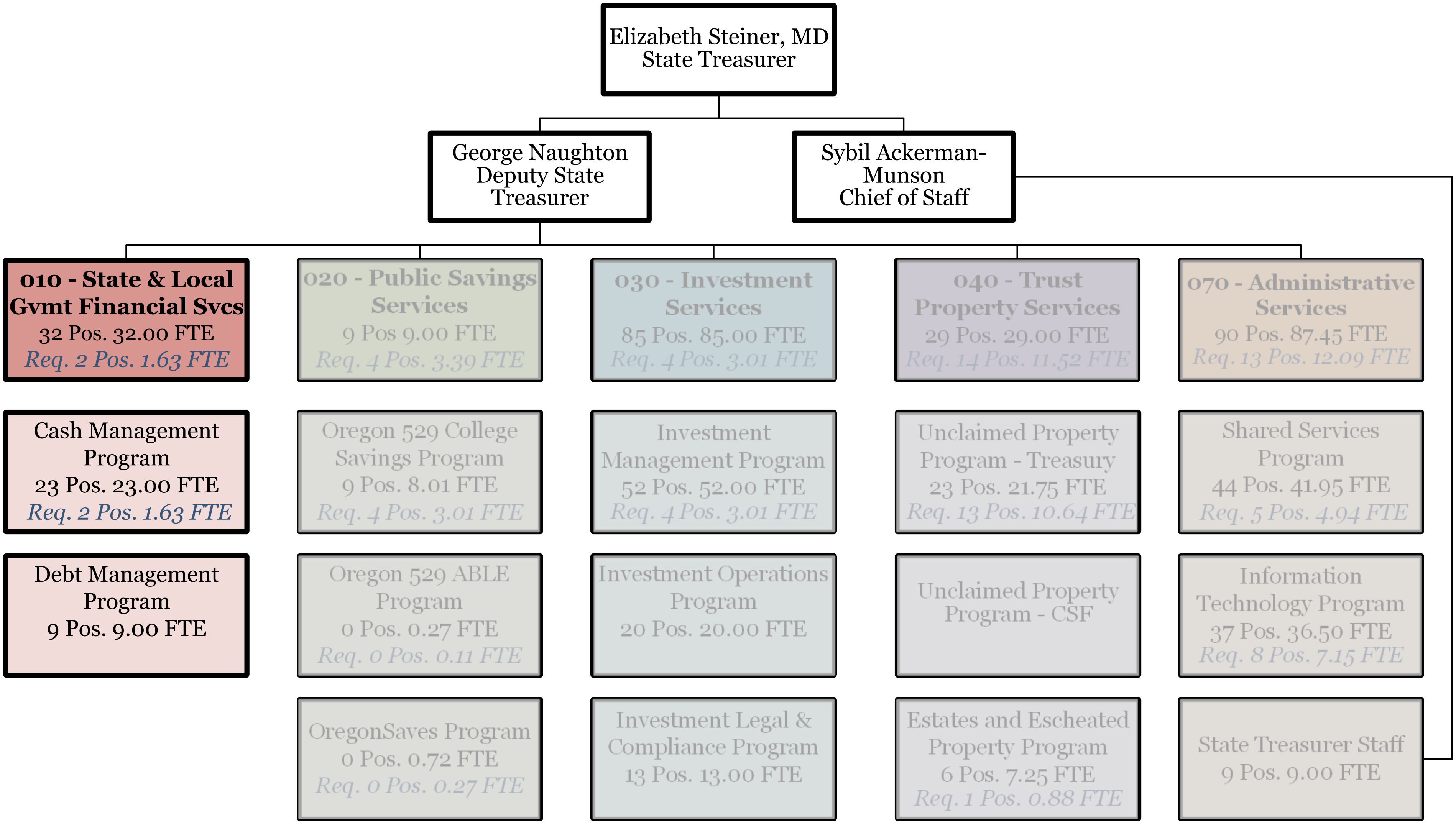
Information Technology Program
37 Pos. 36.34 FTE

State Treasurer Staff
9 Pos. 8.92 FTE

Current (LAB): 245 Pos. 236.02 FTE

State and Local Government Financial Services

Oregon Treasury 2027-29 Organization Chart



Current (CSL): 245 Pos 242.45 FTE

Requested: +37 Pos. 31.64 FTE

State and Local Government Financial Services

State and Local Government Financial Services 2027-29 Organization Chart

Elizabeth Steiner, MD
State Treasurer

010 - State & Local Government Financial Services

Cash Management Program
23 Pos. 23.00 FTE

- Maintaining and Reporting State Funds
- Payment and Receipt of State Moneys
- Providing Local Government access to OSTF
- Safeguarding Public Funds
- Interfund Borrowing

POP 105
Statewide Banking Program Support
Req. 2 Pos. 1.63 FTE

Debt Management Program
9 Pos. 9.00 FTE

- Coordinate State Bond Issuance
- State Credit Rating Coordination
- Local Government Bonding Resources
- Oregon School Bond Guaranty Program
- Financing for Nonprofits
- Private Activity Bond Allocation

Current (CSL): 32 Pos. 32.00 FTE
Requested: +2 Pos. 1.63 FTE

State and Local Government Financial Services Executive Summary

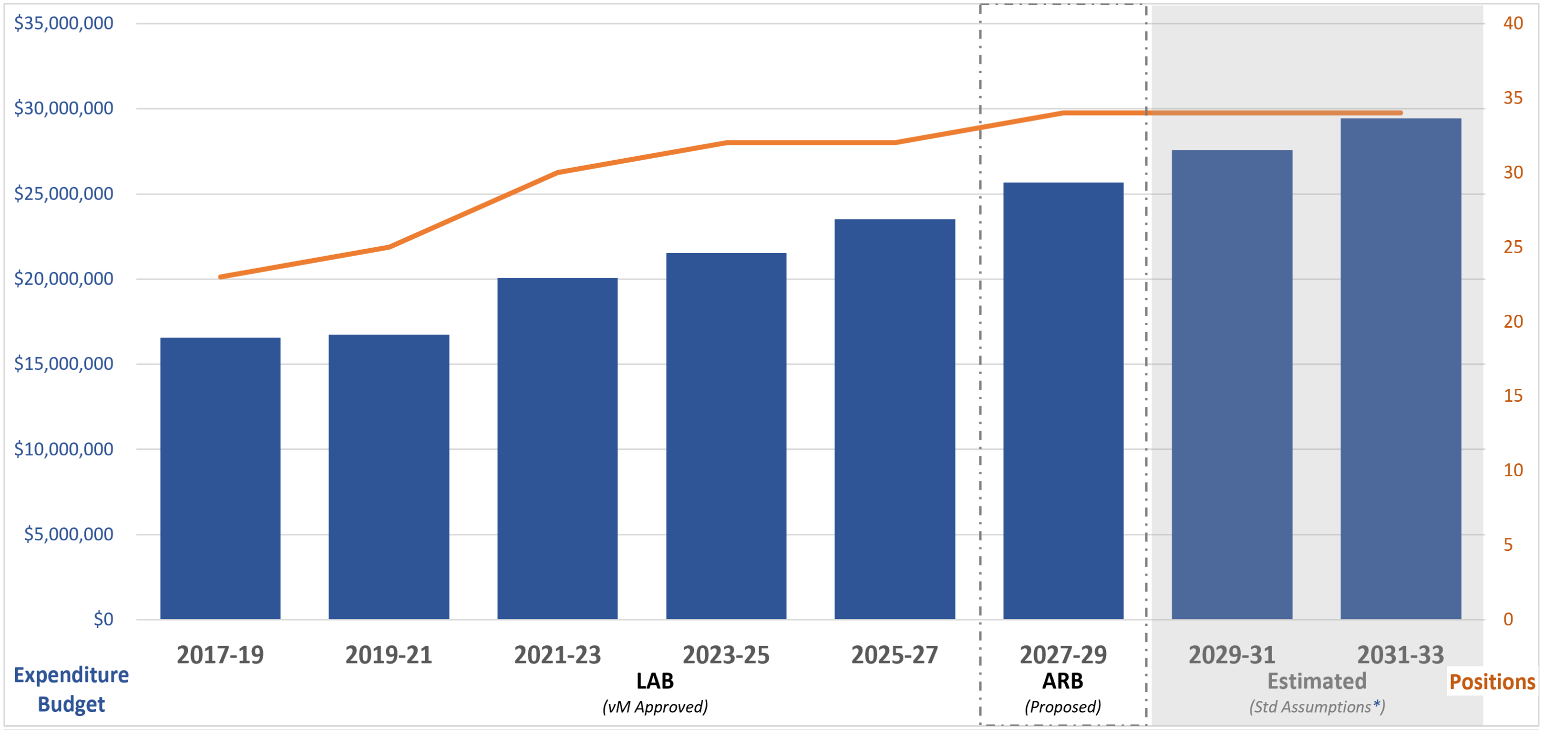
Primary Program Contact - George Naughton, Deputy State Treasurer, 503-378-4000

Treasury Vision - Leading the way for Oregonians to achieve long term financial security.

Program Overview - Through its State and Local Government Financial Services programs, Treasury delivers important financial tools and services to state agencies, contracted public universities and university entities, and local governments. These tools and services assist our government customers as they serve their own clients and stakeholders, helping them to stretch tax dollars and better serve Oregonians. Treasury uses market impact and economies of scale to reduce costs and streamline operations, saving governments time and money while safeguarding public funds.

Total funds budget and positions over time

Bar graph shows historical, proposed and estimated expenditure limitation. Line graph shows positions for same timeframes.



Long-term budget growth estimates through 2031-33 are included in the bar chart above. Those growth estimates assume standard inflation factors as defined in the DAS Budget Instructions for 2029-31 and 2031-33 in Personal Services (10.5% and 9.5%) and Services and Supplies/Capital Outlay (4.3% and 4.1%). Growth projections do not include future (2029-33) package requests.

State and Local Government Financial Services

Program Funding Request

The program has a requested budget of $25,676,681 Other Funds-Limited which includes a policy option package to help build capacity to support secure, efficient financial transactions. The program is funded entirely through Other Funds revenue that is based on transaction fees and management charges. The table below compares expenditure limitation, position count and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$23,512,214	32	32.00
2027-29 ARB	$25,676,681	34	33.63
Difference	$2,164,467	2	1.63
Percent Change	*9.2%*	*6.3%*	*5.1%*

Program Description

State and Local Government Financial Services consists of two primary programs:

- Cash Management Program
- Debt Management Program

Via the staff, partnerships, and resources deployed in the State and Local Government Financial Services program unit, Treasury serves all state agencies, public universities and some related university entities, and a growing number of local governments. These services are delivered primarily through the Finance and Debt Management divisions but include broad partnerships with Treasury's other divisions, including ongoing operational support of technology infrastructure by the Information Technology Division. The respective missions of the underlying programs focus on improving Oregon governments' and citizens' financial capabilities through the broad set of services each delivers, among them:

- Maintaining and reporting state agency and public university banking transaction information and account balances.
- Managing and facilitating all payments to and from state agencies and their stakeholders via secure technology infrastructure.
- Managing local government access to the Oregon Short Term Fund, including facilitating eligibility, onboarding, transaction activities, and balance reporting.
- Safeguarding public funds by ensuring compliance with regulatory and industry requirements.

- Managing the Public Funds Collateralization Program to further protect public bodies against the loss of public funds.
- Managing an interfund borrowing program to address short-term, transitory cash imbalances for state agencies.
- Coordinating state agency and public university bond issuances, including primary offering and ongoing disclosure activities.
- Coordinating the state's credit rating process and investor relations efforts to help keep public financing costs low.
- Projecting state debt capacity over time and making recommendations regarding future issuance levels to ensure prudent borrowing decisions and actions.
- Providing a clearinghouse for local government bond data, bond calendars, and educational resources related to bonds.
- Managing the Oregon School Bond Guaranty Program to help Oregon's school districts save interest costs.
- Coordinating low-cost financing for nonprofits.
- Determining eligibility for and allocating limited amounts of tax-exempt debt that can be used to finance privately-owned facilities that provide public benefit.

Staff in the program unit also provide input and expertise to state and local government decision makers as they consider important policy matters related to banking, cash management, bonding and borrowing, and a host of related activities. Stakeholders, partners, and peers often look to Treasury for leadership in these areas.

Services provided to state agencies and public universities via the program unit differ greatly, relating directly to each state agency's or public university's own client base and their unique needs to collect or disburse money and to participate in public financing. Methods of disbursing funds include checks, electronic fund transfers, and other methods. Fund collection processes are similarly diverse, from acceptance of cash to online acceptance of merchant cards. As state agencies and public universities expand or modernize their own programs, Treasury collaborates with them to identify and implement new or evolving payment and disbursement services. Likewise, some state agencies work frequently and closely with Treasury to manage ongoing bond programs, while others are infrequent users or indirect recipients of more centrally-managed financing activities for statewide capital project activities.

Local governments receive services both directly and indirectly from Treasury. State agencies distribute funds to local governments directly or via local government participation in the OSTF. While Treasury does not issue local government debt directly, staff in the program unit provide technical support to local governments, offer training on debt-related topics, and coordinate collection and distribution of broad bond-related data to enhance transparency for citizens, decision makers, and potential investors.

State and Local Government Financial Services

The major cost driver for activities in the program unit is personnel costs, as well as those costs related to banking and financial institution partners and those associated with ongoing costs of bond issuance and maintenance.

Program Performance

Through the State and Local Government Financial Services program unit, Treasury serves roughly 75 state agencies, 10 public universities or university entities, and more than 900 local governments. During fiscal year 2024, Treasury facilitated more than 31.3 million transactions representing $317 billion in state and local government funds. During the same time period, $1.1 billion in new state debt was centrally issued through Treasury, resulting in approximately $7.5 billion in net state tax-supported debt outstanding. The number of customers and programs served through the program unit, as well as the volume and value of banking transactions and debt issuance vary over time and relate directly to decisions and actions of policymakers and leaders throughout the state, as well as to broad economic and fiscal conditions nationally.

The broadest measure of success for programs in the program unit is Treasury's ongoing enablement of the tools and services that allow state agencies, public universities, and local governments to perform their own legal and policy-driven responsibilities. Importantly, cash management activities in this program unit are "no fail" operations for Treasury and its customers and partners, as the ability to process payments, accept deposits, and complete other essential cash management operations is key to our customers' day-to-day operations. When Treasury updated the systems and partnerships supporting local governments' access to the OSTF in 2017, we began tracking service up-time metrics for online and other systems. Since project completion, partner performance has exceeded all established service standards. As Treasury continues modernization of its other systems and processes, we intend to more formally begin tracking similar metrics for internally- and partner-supported activities. In the meantime, above all else in this program unit, ensuring the availability and functionality of these critical systems drives our own daily activities. While formal metrics are not yet available, any interruptions to service are limited. When they do occur, Treasury communicates timely and transparently with impacted customers.

The state's general obligation credit rating is a broad measure of success regarding Oregon's overall fiscal health. While not directly responsible for all decisions that impact the credit rating, Treasury staff work closely with policymakers and decision makers throughout state government to inform general fund and Lottery debt capacity assumptions and recommend fiscal actions that help bolster the state's various bond program ratings. Credit rating firms continue to applaud Oregon's careful attention to debt and budget discipline. The state's general obligation credit ratings remain at AA+/Aa1/AA+ for S&P/Moody's/Fitch with Lottery's bond ratings at AAA/Aa2/AAA for S&P/Moody's/Kroll, respectively – solid ratings that continue to save the state hundreds of millions in financing and refinancing costs over time.

The success of programs in this area is also tied to the expertise and competency of Treasury's staff and that of our partners. An important benefit of Treasury activities in this area is that Treasury's customers are not required to become subject matter experts in the increasingly complex service areas that we support, ranging from security considerations for acceptance of merchant cards to public fund law expertise. Of note, Treasury is recognized as a national leader for its activities and guidance related to post-issuance continuing disclosure for state and local bond issuance.

Enabling Legislation

The programs included in the State and Local Government Financial Services program derive from authority outlined in several chapters of the Oregon Revised Statutes, including significant enabling statutes outlined below and referenced in the Agency Wide Summary.

- ORS 178 Duties of State Treasurer
- ORS 283 Interagency Services
- ORS 285B Economic Development II
- ORS 286A State Borrowing
- ORS 287A Local Government Borrowing
- ORS 289 Oregon Facilities Financing
- ORS 291 State Financial Administration
- ORS 293 Administration of Public Funds
- ORS 294 County and Municipal Financial Administration
- ORS 295 Depositories of Public Funds and Securities
- ORS 328 Local Financing of Education

Revenue Streams

Funding streams for the State and Local Government Financial Services program unit derive primarily from the transaction and management charges defined in the ORS references below. Additional information is provided in the Revenue narrative for each area.

- ORS 293.353– Banking transaction charges

- ORS 293.718 – Commingled Investment fund management fees
- ORS 295.106 – Public depository charges
- ORS 286A.014 – Debt management charges

Cash Management Program Unit Narrative

Program Unit Funding Request

The budget request of $21,102,403 Other Funds-Limited continues funding for the Cash Management Program at the current service level for 2027-29 and includes a policy option package to help build capacity to support secure, efficient financial transactions. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$19,252,034	23	23.00
2027-29 ARB	$21,102,403	25	24.63
Difference	$1,850,369	2	1.63
Percent Change	*9.6%*	*8.7%*	*7.1%*

Activities, programs, and issues in the program unit base budget

The Oregon State Treasurer is responsible for receiving, paying out, and having charge of all monies paid into the State Treasury. Through the Cash Management Program, Treasury provides banking services to all state agencies and most public universities, as well as short-term investment services to those customer groups, participating local governments, and one federally recognized tribe. Treasury also safeguards public deposits at banks and credit unions across the state via the Public Funds Collateralization Program. The mission of the Cash Management Program is to improve Oregon governments' and citizens' financial capabilities through protecting public funds and delivering customer-focused cash management solutions.

The State Treasurer is designated as the sole banking and cash management officer for the State. All payments to and from state agencies and their customers, clients, vendors, businesses, and government partners flow through Treasury, in and out of the Oregon Short Term Fund (OSTF), daily. These monies include tax collections and refunds, public benefit payments, insurance collections and disbursements, child support collections and payments, PERS benefit payments and related employer collections, federal funds' disbursements and receipts, bonded debt payments and principal disbursements, state agency and most public university payrolls, vendor payments, and many other sources and uses of funds. All state accounts at partner financial institutions are owned and managed by Treasury at an aggregate level on behalf of our customers. Treasury further maintains detailed customer account balance and transaction information and communicates that information to stakeholders, partners, and customers. This centralized banking service model results in dollar savings to the state (and to participating public universities and local governments) due to volume pricing. It also creates consistency in statewide regulatory and security approaches. Importantly, it allows for rapid deployment of funds into the OSTF where money can be put safely to work earning interest, which increases governments' revenues without increases in taxes and fees.

Maintaining and Reporting State Funds

Most of the state's operating funds, averaging a daily balance of approximately $22 billion, are invested by Treasury through the OSTF. Related investment activities and operations are addressed in the Investment Program section of this document. The banking for the underlying agency and public university accounts that make up the OSTF is addressed through the Cash Management Program's core banking systems and processes. In that regard, the OSTF includes more than 1,100 underlying accounts (across three primary account types), representing 80 state agencies and 10 public university entities. In addition, local governments hold funds averaging a daily balance of approximately $12 billion in the OSTF. These funds are represented as a single account within Treasury's systems, with detailed local government accounts maintained via a partnership with a third-party vendor. Treasury's core banking systems and processes represent the state's banking book-of-record and provide important information to customers and stakeholders, including legislative and executive decision makers.

Payment and Receipt of State Moneys

Treasury partners with commercial financial institutions to provide services to state agencies and public universities. State accounts at partner financial institutions are primarily owned and managed by Treasury and held at an aggregate level on behalf of our customers. Treasury partners with nine banks to provide depository services to state agencies and public universities, allowing for deposit of money to Treasury's account at each bank. Deposits are distinguished for purposes of Treasury's core banking accounting and reporting via unique information on agency deposit slips, rather than use of stand-alone accounts at multiple banks for multiple agencies and purposes. This branch banking approach provides broad geographic banking coverage for agencies across the state with a relatively small number of accounts and with overall cost savings for the state.

In addition to depository services, Treasury contracts with banking partners to provide a variety of banking services for state agencies and public universities. Where Treasury contracts do not meet a unique cash management need, state agencies and public universities may seek Treasury's approval to contract with third-party vendors for services. As appropriate, Treasury coordinates with our customers and their vendors to ensure compliance with state and industry regulatory and security requirements. Most of the following services are provided by Treasury's two Treasury Management Services (TMS) vendors:

- ACH and related services
- Domestic and International wire transfer services
- Cash vault services
- Lockbox services
- Check and warrant processing and related services
- Prepaid card services
- Merchant card services
- Other electronic payment and deposit services

Managing Local Government Access to the OSTF

Oregon local governments and federally recognized Tribes can deposit money and earn a short-term rate of return by accessing the Treasury-managed OSTF through the Local Government Investment Pool (LGIP). Treasury contracts with a third-party vendor to provide administrative and operational support for the LGIP, including supporting online and manual transaction activities, balance reporting, account and user maintenance, onboarding activities, and more. Staff in the Cash Management Program manage vendor relationships, perform ongoing reconciliation activities, approve participation requests by determining eligibility of governments, and perform other statutory requirements.

Safeguarding Public Funds

The Treasurer is the sole banking and cash management officer for the state, reviewing, establishing, and modifying procedures for the efficient handling of monies under the control of state agencies and, by contract, public universities. State agencies must employ the principles, standards, and related requirements for cash management prescribed by Treasury through its cash management program. Applicable policies include third party vendor requirements, merchant card security compliance activities, and more.

Staff in this Program area also oversee the Public Funds Collateralization Program (PFCP). Oversight activities related to the PFCP ensure deposits of state and local government moneys that exceed federal deposit insurance amounts are protected in the event a financial institution suffers a loss or failure. Banking institutions become "qualified depositories" by complying with important requirements of the program. Treasury coordinates onboarding and management of program custodians and qualified depositories, including ongoing compliance reporting and administration and reporting of pledged collateral. In 2019, the legislature granted both local governments and Treasury the authority to use alternative methods to protect public funds from loss when held by third-party vendors. While local governments are responsible for their own development and use of such alternative methods, Treasury has implemented these alternative methods for state agencies and public universities by policy.

Interfund Borrowing

Treasury manages an interfund borrowing program to address short-term, transitory cash imbalances for state agencies in the course of activities included in their legislatively approved budgets. With some statutory exceptions, state agencies are required to objectively demonstrate their ability to repay before funds can be loaned. Interest rates are based on market conditions and OSTF performance.

No Fail Operations

The Cash Management program's activities are "no fail" operations for Treasury and its customers and partners. Treasury has long recognized that the ability to process payments, accept deposits, and complete other essential cash management operations is key to state agencies' day-to-day operations. This includes our customers' ability to support partnerships with their own vendors and stakeholders, and their ability to collect moneys from and distribute moneys to their customers, clients, and aid recipients. The ability to carry out these functions will be critical during any disaster recovery or business continuity scenario, the importance of which was highlighted in the COVID-19 working environment. Further, Treasury's customers are increasingly working to modernize their internal collection and disbursement processes to meet their own customer demands, legislative mandates, shifting technology needs, and calls to do more with less from a budgetary perspective.

Continuous Improvement

The Cash Management Improvement and Renewal Program (CMIRP) is a key enabling initiative modernizing our cash management systems, processes, and relationships. Treasury's CMIRP efforts were established in 2013 as a continuous renewal program aimed at the renewal, replacement, and refinement of cash management processes and technology. CMIRP has successfully completed several business system renewal projects, including modernizing the Local Government Investment Pool services, developing new processes and vendor relations for cash management processes focusing on continuity of services, and updating processes related to ACH and wire transfers to better meet customer and regulatory needs.

The team is now focused on the Core Banking Infrastructure Modernization Project, which will modernize the systems and processes at the center of Treasury's cash management activities. Treasury's business model as the central cash management provider for the State of Oregon necessitates a demand deposit account (DDA) system or similar tool to provide an account structure for transaction posting, balance posting, and general ledger processes. Treasury's current core banking system was procured and implemented prior to Y2K. Prior to beginning this project, the current Core DDA system was updated to the latest version (available in October 2025), and due-diligence activities were performed to select a vendor and replacement DDA system. Contracting conversations with the chosen vendor began in April 2026 and the project is anticipated to be completed in August 2027. While no specific funds are requested at this time related to this project, Treasury will request any funds that may be necessary through the appropriate budgetary process as determined by timing constraints.

Resiliency

To be sufficiently resilient, Treasury must continue to adapt its services to meet changing stakeholder needs, including the following: customer, vendor, or other stakeholder business requirements; industry, technical, and regulatory changes; and customer requests for new cash management services. As Treasury has focused on critical day-to-day operations and the implementation of recent CMIRP projects, it has done so largely within existing staffing resources, with the last addition of staff in this area following the 2011 legislative budget cycle. While Treasury's approach has allowed critical subject matter experts to inform both operational and project activities, their limited capacity due to insufficient staff numbers has resulted in a growing queue of backlogged needs. The queue includes banking solutions requested by state agencies or public universities, activities mandated by legislative action, and actions related to industry, security, and regulatory requirements, and important strategic or policy best practices that would align Treasury, and the State, to best serve the needs of Oregonians. Treasury must improve its ability to timely address its responsibilities in these areas in order to maintain its integrity and reputation as a trusted and professional partner and to minimize the risk of being a single point of failure with regard to our customers' own needs. As Treasury continues to modernize its cash management infrastructure, as well as face the retirement and other attrition of current subject matter experts at Treasury and within our partner organizations, even more pressure will be placed on Treasury to perform in these and related ways.

Revenue sources and proposed revenue changes

The Cash Management Program has three revenue sources:

Banking Charges (ORS 293.353)

In accordance with ORS 293.353, Treasury may charge state agencies and Local Government Investment Pool (LGIP) participants for banking services based on the number and type of transactions processed on their behalf. Banking charges are set to provide sufficient revenue to pay fees charged by Treasury's partner banks, as well as to provide a portion of the revenue required to support Treasury's internal staffing costs related to banking activities. Charges for each type of service are detailed on a per transaction basis within the Oregon State Government Price List of Goods and Services (Price List). Treasury has full authority to update Price List charges as needed so that revenues match expenditures. As Treasury pursues updated delivery models and expanded vendor partnerships to address evolving business needs through the Cash Management Improvement and Renewal Program (described elsewhere in this document), consideration will be given to potential changes in pricing structure and chargeback models. At the close of calendar year 2025, 80 state agencies and 10 public university entities with 1,160 open accounts, and 1,099 local governments with 2,375 accounts were open and were charged transaction fees to provide revenue for operations.

Commingled Investment Fund Management Fees (ORS 293.718)

In accordance with ORS 293.718, Treasury may charge, for pool administration and portfolio management, a monthly maximum of 0.435 basis points (0.00435 percent) of the most recent market value of assets under management directly from each of the commingled investment funds. This revenue is used to fund Investment Division operations, Cash Management Program operations, and related support programs. These rates are reviewed annually, ensuring that the costs incurred to administer commingled investments are consistent with the fees charged. Once estimated costs have been established, projected assets under management (AUM) are determined to calculate the necessary basis point charge on those assets. There are currently three commingled investment funds: the Oregon Short Term Fund, the Oregon Intermediate Term Pool, and the Oregon Local Government Intermediate Fund.

Public Depository Charges (ORS 295.106)

The Public Funds Collateralization program is funded by quarterly charges to bank and credit union depositories that participate in the program. Under the terms of ORS 295.106, and as further outlined in OAR 170-040-0020, program charges are set to recoup the cost of administering program and include a fixed fee plus a pro-rata share of the remaining quarterly costs based on the amount of public funds deposits held by each depository. As of December 31, 2025, 31 banks with $3.7 billion in public funds deposits and 15 credit unions with $109 million in public funds deposits participate in the program and were assessed the quarterly charges.

Proposed new laws that apply to the program unit

It is important to note that legislative changes to state agency, public university, or local government responsibilities that include collection or disbursement of funds or other public funds topics may have impact on, or be impacted by, activities in the Cash Management Program.

Debt Management Program Unit Narrative

Program Unit Funding Request

The budget request of $4,574,278 Other Funds-Limited continues funding for the Debt Management Program at the current service level for 2027-29. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$4,260,180	9	9.00
2027-29 ARB	$4,574,278	9	9.00
Difference	$314,098	-	-
Percent Change	*7.4%*	*0.0%*	*0.0%*

Activities, programs, and issues in the program unit base budget

The Oregon State Treasurer is responsible for central coordination and approval for issuance of all state agency and authority bonds and other obligations. Through staff and partnerships in the Debt Management program, Treasury approves issuance of all bonds for state agencies and public universities and helps local governments to make good borrowing decisions that reduce costs. Treasury provides oversight, sale coordination, and compliance and reporting services to state agencies and public universities, as well as a related set of services and tools to local governments. The mission of the Debt Management Program is to improve Oregon governments' and citizens' financial capabilities through oversight and guidance for prudent public debt issuance and debt management.

Central Coordination and Management of State Bond Issuance

Staff within the Debt Management program are responsible for centrally coordinating and issuing bonds for all Oregon state agencies and authorities. Staff work with agencies, public universities, and other partners to structure and sell General Obligation bonds, Certificates of Participation, Tax Anticipation Notes, Lottery Revenue bonds, Oregon Department of Transportation Revenue bonds, Oregon Housing Single Family Program bonds, Oregon Vets Mortgage Revenue bond program, Oregon Business Development Revolving Loan Program debt (Oregon Bond bank), DEQ issuance of debt for State Matching funds for its Revolving Loan Program debt, and various other agency-specific revenue, debt, and credit instruments. Staff in the program also oversee post-issuance compliance processes, including state debt data tracking, arbitrage rebate activities, and secondary market disclosure compliance. Through Debt Management program activities, Treasury continually recommends and takes actions aimed at reducing overall debt management costs and tightening the interest rate spread on state bonds to pricing indexes. Debt Management program staff continue to focus on streamlining services, developing and training staff, improving marketing activities, and actively participating in all state bond transactions.

Credit Rating Strategy and Debt Capacity Recommendations

Debt Management program staff help oversee the prudent management of Oregon's debt to protect Oregon's excellent credit ratings. Because of Oregon's longstanding strong creditworthiness, the state can borrow money for less – translating to millions of dollars in savings for taxpayers every year. The State Debt Policy Advisory Commission (SDPAC), staffed by Treasury's Debt Management program, tracks Oregon's financial health and protects Oregon's credit rating by informing state officials about the amount of debt that Oregon can prudently incur. Borrowing too much would endanger Oregon's ability to meet its obligations and jeopardize the state's credit ratings. The SDPAC consists of five members: The State Treasurer, who serves as Chair; a Representative and a Senator from the Oregon Legislature; a member of the public knowledgeable about public finance; and the director of the Oregon Department of Administrative Services. The SDPAC publishes an annual report outlining debt capacity and debt burden for State bonding programs in four major categories: General Fund-supported debt, Lottery revenue-backed debt, net tax-supported debt, and non-tax-supported debt.

Local Government Bonding Resources and Debt Reporting

The Debt Management program oversees local Oregon government bonding activity. Through the Municipal Debt Advisory Commission (MDAC), Treasury acts as the clearinghouse for bond data, bond calendars, and the online Oregon Bond Education Center. Staff in the Debt Management program provide technical support to local governments and offer training on selected debt-related topics, and have created an online manual (the Oregon Bond Education Center) to help government officials plan and execute successful bond sales. This online tool is based on federal law, Oregon Revised Statutes (ORS), the Oregon Constitution, MDAC Administrative Rules, and current practices in the state. Information has been generalized for any issuing district with the term "municipality" to include any local government unit.

Through the MDAC debt database, managed by its Debt Management program, Treasury collects data on Oregon local government issuance and debt outstanding to enhance transparency, generate more accurate overlapping debt reports, and provide investors and citizens with pertinent information. Of note, overlapping debt reports help identify each local government's overall debt burden, including its own debt and the responsible portion of debt of other overlapping governmental units. Staff in the Debt Management Program work with state agencies and local governments to verify outstanding debt on an annual and biennial basis, respectively.

Treasury also manages the Oregon Bond Calendar through Debt Management program staff. The Oregon Bond Calendar is a schedule of all upcoming state and local bond sales. It enables state agencies and local governments to minimize scheduling conflicts that may impact on the marketability of their issuances. The calendar contains information regarding postponed, proposed, and sold bond issues.

Managing Oregon School Bond Guaranty Program

Oregon voters in 1998 authorized the State to guaranty qualified bonds of eligible school districts, education service districts, and community colleges. The resulting Oregon School Bond Guaranty Program allows qualified districts to have their bonds rated based on the State's current credit rating. As a result, these educational organizations can save significant interest costs over the life of the bond, which saves taxpayers money while facilitating construction that creates jobs in the short run and improves our vital education infrastructure for decades to come.

Low-Cost Financing for Nonprofits

Treasury's staff and partners make low-cost financing available through the Oregon Facilities Authority (OFA), assisting nonprofits to further their missions that help Oregonians. Created by the Legislature in 1989, OFA has issued approximately $5.5 billion in tax exempt conduit revenue bonds supporting capital projects for eligible nonprofits in the areas of healthcare, education, housing, cultural, and social services. OFA evaluates projects proposed by nonprofits and makes recommendations to the state. Staff in the Debt Management program issue the bonds after Treasurer's final determination to do so. Bonds are issued in the name of the State but do not constitute state debt or liability.

Allocation of Private Activity Bond Cap

Under federal law, each state can approve a limited amount of tax-exempt debt that can be used for private projects. To qualify for this lower cost financing, the financed projects need to benefit the public. The related Private Activity Bond (PAB) Committee is responsible for determining which private projects can qualify. Certain types of privately-owned facilities such as airports, boat docks, affordable housing, and other economic development projects provide significant benefits to the communities they serve. When the construction of a private facility would provide important public benefits, the project can often be financed using tax-exempt bonds. Staff in the Debt Management program chair the PAB Committee and help allocate and track use (and sometimes reallocation) of this important resource.

Oversight of Multifamily and Affordable Housing Bond Issuance

Over the past several years, there has been a growing crisis in housing availability and affordability throughout the state. In the period from fiscal year 2010 through 2014, the state averaged 2-3 multi-family conduit bond issuances per fiscal year. To address the growing affordable housing crisis throughout the state, in 2015 the Legislature created the Local Innovation and Fast Track (LIFT) Affordable

Housing Program and tasked OHCSD and the Oregon Stability Council with establishing program rules and administering this new grant program. Additionally, the Legislature authorized the State Treasurer to commence issuing Article XI-Q general obligation (GO) bonds to fund LIFT grants. LIFT grants provide “gap” funding to various multifamily housing projects that utilize Federal 4% Low Income Housing Tax Credits and tax-exempt bonds. Since enactment, the State has issued over $1.7 billion in bonds to provide grants for affordable housing through the LIFT and permanent supportive housing programs administered by OHCSD. Additionally, Metro has passed initiatives that provide similar gap funding. The substantial increase in gap funding sources and statewide commitment to affordable housing has resulted in increased volume in issuance of Multifamily Conduit Revenue Bonds through OHCSD. The following table shows the issuance volume since FY 2019.

Fiscal Year	Par Amount Issued ($)	No. of Bond Issues
2019	261,517,590	23
2020	226,076,163	31
2021	451,320,893	41
2022	585,485,029	40
2023	511,027,640	39
2024	220,805,591	18
2025	555,013,755	23
2026	468,673,775	23

Given the State’s policy to increase the number of affordable housing units statewide, this will continue to be an area of focus for the debt management program over the next few years.

Revenue sources and proposed revenue changes

The Debt Management Division’s revenues are linked to the fees it charges for the bond issuance and maintenance services that it provides to its state agency, public university, and local government customers. These services include oversight of periodic state agency borrowings, tracking and reporting of local debt, state guaranties on school and community college general obligation bonds, review of advance refunding plans, and allocation of private activity bonds. Broad authority for charges is outlined in ORS 286A.014 and further detailed in OAR 170-061-0015. Revenue trends are dependent on disparate decisions statewide by both state agencies and local governments. In addition, the Price List provides an outline of anticipated costs for central debt management administration for all state agencies with outstanding debt.

Proposed new laws that apply to the program unit

It is important to note that legislative changes to state agency, public university, or local government responsibilities that include bond related topics may have impact on, or be impacted by, activities in the Debt Management Program.

State and Local Government Financial Services Essential and Policy Packages

Essential Packages

The Current Service Level (CSL) is required by law and is an estimate of the cost to continue current legislatively-approved programs into the 2027-29 biennium. Essential Packages are how these costs are estimated and budgeted in a standardized format by agencies and evaluated for compliance with these standards by the Department of Administrative Services (DAS). Treasury followed all these requirements in building the Essential Packages for the 2027-29 biennium.

The narrative below briefly describes each Essential Package, and fiscal details for each package are included in the reports at the end of this section, broken out by fund type, category (e.g., Personal Services, Services and Supplies, etc.), and positions/FTE if necessary.

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments to the base budget as directed by DAS in the Budget Instructions. These adjustments include: standard vacancy factor calculations, non-PICS generated Personal Services inflation adjustments, and mass transit taxes.

031 Standard Inflation

This package provides for standard inflation on all Services and Supplies and Capital Outlay accounts. All expenditure categories were increased by the standard inflation rates defined by DAS in the Budget Instructions, including Professional Services (9.3%), Attorney General (9.3%), Rent (4.9%), and remaining accounts (4.9%). State Government Services Charges were adjusted to match the DAS Price List as required.

Policy Package 105 - Statewide Banking Program Capacity to Support Secure, Efficient Financial Transactions

Purpose

The Cash Management program provides daily support to customers and partners. Many processes in the program are considered “no fail” operations as they are essential to state agency daily work, as well as providing information for investment activities in the Oregon Short Term Fund. This program also works closely with customers to respond to inquiries about new services, adapt existing services to meet changing conditions, and provide guidance on cash management activities.

Over the past several biennia, the scope and complexity of the issues elevated to this team have increased significantly. In 2015, program staff processed 14.1 million banking transactions totaling $230 billion in support of 79 state agencies and public universities. In contrast, in 2025 program staff processed 18.9 million transactions totaling $459 billion in support of 90 state agencies and public universities. Over the same period, the program added two major service vendors to improve resiliency and enhance services to customers while also approving 102 third party vendors contracted by agencies and public universities to deliver more tailored cash management services.

Despite efficiencies being leveraged where possible, the workload of the program has continued to grow beyond available capacity. Additionally, the complexity of financial issues that agency customers bring to the Cash Management program has continued to increase. The size of the team supporting this important work has remained essentially unchanged for many years. Though the team has managed to keep day-to-day operations on track, there is little capacity to identify and move forward on strategic priorities or innovative customer solutions. There is an increasing need to have dedicated staff available for researching complex issues, providing strategic planning support, and assisting in coverage for daily operations. To meet these demands, Treasury requests the addition of two (2) new permanent, full-time positions costing $541,037 in Personal Services and $135,982 in staff-related Services and Supplies, totaling $677,019 in Other Funds expenditure limitation for the 2027-29 biennium.

How Achieved

To meet the workload needs, the Cash Management program is requesting two additional positions that will provide day-to-day operational expertise to meet both the existing increased workload demands, as well as develop and support strategic priorities of both OST and the customers we support. Each position will focus on specific programmatic work building expertise and providing direct support to existing staff and management in those areas. These roles will also work closely with customers to understand ongoing and long-term needs and provide a higher level of customer support where needed.

Banking Systems and Organizational Improvement Analyst (Program Analyst 4)

The Program Analyst 4 position will work on the Banking Operations team, focusing on leading process improvement efforts with a focus on effective and efficient operations. This position will be the primary source for researching banking best practices and make recommendations on changes to operations to create efficiencies and meet statutory and regulatory requirements. Work will also include developing a deep knowledge of all Banking Operations, as well as customer needs, to provide support and leadership to both management and other team members.

Strategic Customer Relations Management Analyst (Operations and Policy Analyst 4)

The Operations and Policy Analyst 4 position will work with the Customer Service Team (CST), providing leadership and support to CST staff. The position will also work closely with customers and service vendors to identify innovative solutions to new and existing problems. The position will be responsible for establishing strategic partnerships with Treasury's customers and service vendors, developing an understanding of business needs and available solutions to ensure that Treasury is positioned to meet customer needs now and in the future.

Staffing Impact

Treasury is requesting the establishment of two (2) new permanent, full-time (PF) positions phased in during the biennium on dates as specified:

Action	Working Title	Classification	Type	Pos	FTE	Phase-in
Establish New	Banking Systems and Organizational Improvement Analyst	Program Analyst 4	PF	1	0.88	10/1/2027
Establish New	Strategic Customer Relations Management Analyst	Operations and Policy Analyst 4	PF	1	0.75	1/1/2028

Permanent, full-time positions and corresponding personal services expenditure limitation will automatically phase-in to 24 months/1.00 FTE in the 2029-31 biennium.

Quantifying Results

Success will be measured through clearer gains in operational reliability, expanded strategic capacity, and improved customer support within the Cash Management program. Key indicators include reduced banking exceptions, faster resolution of complex agency inquiries, and shorter onboarding and implementation timelines for new service vendors. The added positions also increase cross-trained coverage and analytical depth, strengthening continuity for "no-fail" processes and enabling more frequent review and modernization of core banking operations. Together, these metrics demonstrate increased capacity, reduced operational risk, and enhanced ability to deliver efficient, responsive, and future-focused cash management services to state agencies and public universities.

Revenue Source

All Cash Management Program activities are supported by existing Other Fund revenue derived from banking transaction charges and fund management fees. Banking charges, set under ORS 293.353, recover partner bank costs and a portion of Treasury’s internal operating expenses, while management fees authorized under ORS 293.718 fund program and investment operations based on assets under management. These revenue streams scale naturally with transaction volumes and fund balances, and both current and forecasted trends indicate the requested positions can be fully supported within existing revenue streams and related rates.

Related Packages

In addition to the Essential and Policy Packages directly impacting this program area described in prior pages, there are a number of related packages that have an indirect or aggregate impact on this program area, and they are described in summary below.

Statewide and/or Analyst Packages. The 08x package series is for Emergency Board actions after April of even numbered years, and the 09x package series is for Statewide Packages generally directed by the Department of Administrative Services (DAS) during the Governors Budget process. The 09x package series is then generally eliminated and reinserted/revised as necessary in the 8xx series of packages in the Legislatively Adopted Budget.

Packages have not yet been introduced in any of these categories at the Agency Request Budget stage, and this section will be updated accordingly as packages are added in later stages.

Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: State and Local Government Financial Services**
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 17000-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	825	-	-	-	825
Overtime Payments	-	-	614	-	-	-	614
All Other Differential	-	-	4,328	-	-	-	4,328
Public Employees' Retire Cont	-	-	1,222	-	-	-	1,222
Social Security Taxes	-	-	441	-	-	-	441
Unemployment Assessments	-	-	574	-	-	-	574
Paid Family Medical Leave Insurance	-	-	20	-	-	-	20
Mass Transit Tax	-	-	3,264	-	-	-	3,264
Vacancy Savings	-	-	(45,678)	-	-	-	(45,678)
Total Personal Services	**-**	**-**	**($34,390)**	**-**	**-**	**-**	**($34,390)**
Total Expenditures							
Total Expenditures	-	-	(34,390)	-	-	-	(34,390)
Total Expenditures	**-**	**-**	**($34,390)**	**-**	**-**	**-**	**($34,390)**
Ending Balance							
Ending Balance	-	-	34,390	-	-	-	34,390
Total Ending Balance	**-**	**-**	**$34,390**	**-**	**-**	**-**	**$34,390**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State — **Cross Reference Name: State and Local Government Financial Services**

Pkg: 031 - Standard Inflation — **Cross Reference Number: 17000-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	429	-	-	-	429
Out of State Travel	-	-	1,360	-	-	-	1,360
Employee Training	-	-	5,749	-	-	-	5,749
Office Expenses	-	-	2,004	-	-	-	2,004
Telecommunications	-	-	2,202	-	-	-	2,202
Data Processing	-	-	3,357	-	-	-	3,357
Publicity and Publications	-	-	633	-	-	-	633
Professional Services	-	-	371,408	-	-	-	371,408
IT Professional Services	-	-	31,170	-	-	-	31,170
Attorney General	-	-	18,784	-	-	-	18,784
Employee Recruitment and Develop	-	-	1,436	-	-	-	1,436
Dues and Subscriptions	-	-	5,249	-	-	-	5,249
Facilities Rental and Taxes	-	-	72,216	-	-	-	72,216
Agency Program Related S and S	-	-	278,697	-	-	-	278,697
Other Services and Supplies	-	-	996	-	-	-	996
Expendable Prop 250 - 5000	-	-	276	-	-	-	276
IT Expendable Property	-	-	192	-	-	-	192
Total Services & Supplies	**-**	**-**	**$796,158**	**-**	**-**	**-**	**$796,158**
Total Expenditures							
Total Expenditures	-	-	796,158	-	-	-	796,158
Total Expenditures	**-**	**-**	**$796,158**	**-**	**-**	**-**	**$796,158**

_____ **Agency Request** _____ **Governor's Budget** _____ **Legislatively Adopted**

2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State — **Cross Reference Name: State and Local Government Financial Services**

Pkg: 031 - Standard Inflation — **Cross Reference Number: 17000-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(796,158)	-	-	-	(796,158)
Total Ending Balance	**-**	**-**	**($796,158)**	**-**	**-**	**-**	**($796,158)**

_____ Agency Request _____ Governor's Budget _____ Legislatively Adopted

2027-29 Biennium Page __________ Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: State and Local Government Financial Services**

Pkg: 105 - Statewide Banking Program Support | **Cross Reference Number: 17000-010-00-00-00000**

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	-	-	353,307	-	-	-	353,307
Empl. Rel. Bd. Assessments	-	-	130	-	-	-	130
Public Employees' Retire Cont	-	-	87,338	-	-	-	87,338
Social Security Taxes	-	-	27,028	-	-	-	27,028
Paid Family Medical Leave Insurance	-	-	1,413	-	-	-	1,413
Worker's Comp. Assess. (WCD)	-	-	61	-	-	-	61
Flexible Benefits	-	-	71,760	-	-	-	71,760
Total Personal Services	**-**	**-**	**$541,037**	**-**	**-**	**-**	**$541,037**
Services & Supplies							
Instate Travel	-	-	1,782	-	-	-	1,782
Out of State Travel	-	-	5,466	-	-	-	5,466
Employee Training	-	-	13,068	-	-	-	13,068
Office Expenses	-	-	7,126	-	-	-	7,126
Telecommunications	-	-	8,316	-	-	-	8,316
Data Processing	-	-	2,300	-	-	-	2,300
Publicity and Publications	-	-	1,300	-	-	-	1,300
Employee Recruitment and Develop	-	-	1,190	-	-	-	1,190
Dues and Subscriptions	-	-	1,300	-	-	-	1,300
Facilities Rental and Taxes	-	-	74,200	-	-	-	74,200
Other Services and Supplies	-	-	1,280	-	-	-	1,280
Expendable Prop 250 - 5000	-	-	9,560	-	-	-	9,560

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: State and Local Government Financial Services**

Pkg: 105 - Statewide Banking Program Support | **Cross Reference Number: 17000-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	9,094	-	-	-	9,094
Total Services & Supplies	**-**	**-**	**$135,982**	**-**	**-**	**-**	**$135,982**
Total Expenditures							
Total Expenditures	-	-	677,019	-	-	-	677,019
Total Expenditures	**-**	**-**	**$677,019**	**-**	**-**	**-**	**$677,019**
Ending Balance							
Ending Balance	-	-	(677,019)	-	-	-	(677,019)
Total Ending Balance	**-**	**-**	**($677,019)**	**-**	**-**	**-**	**($677,019)**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.63
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.63**

_____ Agency Request | **_____ Governor's Budget** | **_____ Legislatively Adopted**

2027-29 Biennium | **Page __________** | **Essential and Policy Package Fiscal Impact Summary - BPR013**

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - BPR012

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

Treasury, Oregon State — **Agency Number: 17000**
2027-29 Biennium — **Cross Reference Number: 17000-010-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Charges for Services	15,540,174	25,756,337	25,756,337	35,193,762	-	-
Other Revenues	295	-	-	-	-	-
Transfer In - Intrafund	644,486	-	-	-	-	-
Transfer Out - Intrafund	(2,475,081)	(1,943,599)	(1,943,599)	(9,571,185)	-	-
Total Other Funds	**$13,709,874**	**$23,812,738**	**$23,812,738**	**$25,622,577**	**-**	**-**

_____ Agency Request — _____ Governor's Budget — _____ Legislatively Adopted
2027-29 Biennium — Page __________ — Detail of LF, OF, and FF Revenues - BPR012

State and Local Government Financial Services

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - 107BF07

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

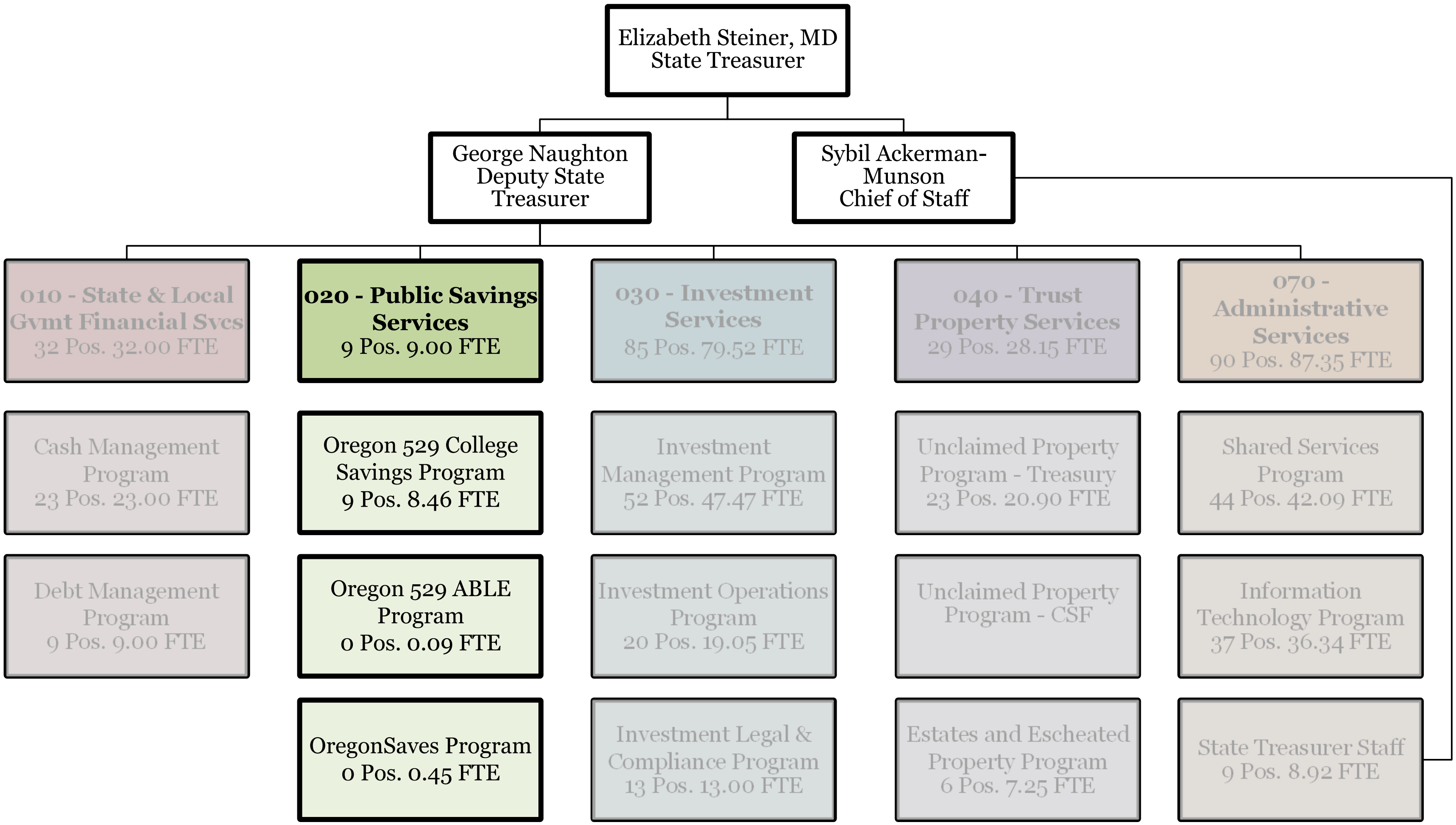
Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Legislatively Adopted	2025-27 Estimated	2027-29 Agency Request	2027-29 Governors	2027-29 Legislatively Adopted
Charges for Services	3400	0410	15,540,174	25,756,337	25,756,337	35,193,762		
Other Revenues	3400	0975	295	-	-	-		

107BF07

Public Savings Services

Public Savings Services

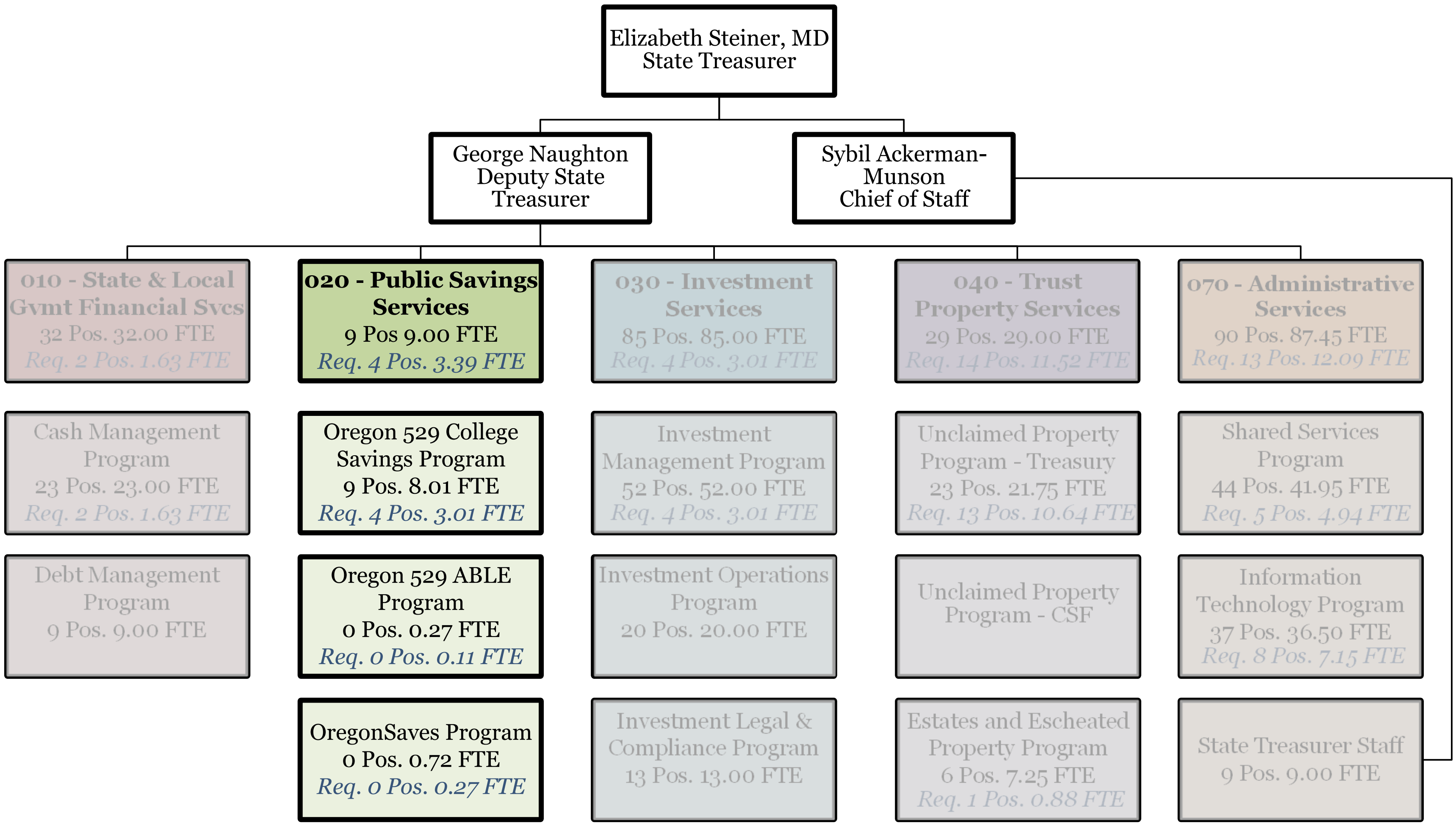
Oregon Treasury 2025-27 Organization Chart



Current (LAB): 245 Pos. 236.02 FTE

Public Savings Services

Oregon Treasury 2027-29 Organization Chart



Current (CSL): 245 Pos 242.45 FTE

Requested: +37 Pos. 31.64 FTE

Public Savings Services

Public Savings Services 2027-29 Organization Chart

Elizabeth Steiner, MD
State Treasurer

020 - Public Savings Services

Oregon 529 College Savings Program
9 Pos. 8.01 FTE

- Facilitate College Savings
- Statewide Outreach and Inclusivity
- Vendor Management

POP 102
Upward Oregon Program Support
Req. 4 Pos. 3.01 FTE

Oregon 529 ABLE Program
0 Pos. 0.27 FTE

- Facilitate Disability Related Savings
- ABLE to Work Program
- Entity Authorized Legal Representative Program
- Statewide Outreach and Inclusivity

POP 102
Upward Oregon Program Support
Req. 0 Pos. 0.11 FTE

OregonSaves Program
0 Pos. 0.72 FTE

- Facilitate Retirement Savings
- Employer Engagement

POP 102
Upward Oregon Program Support
Req. 0 Pos. 0.27 FTE

Current (CSL): 9 Pos 9.00 FTE
Requested: +4 Pos. 3.39 FTE

Public Savings Services

Public Savings Services Executive Summary

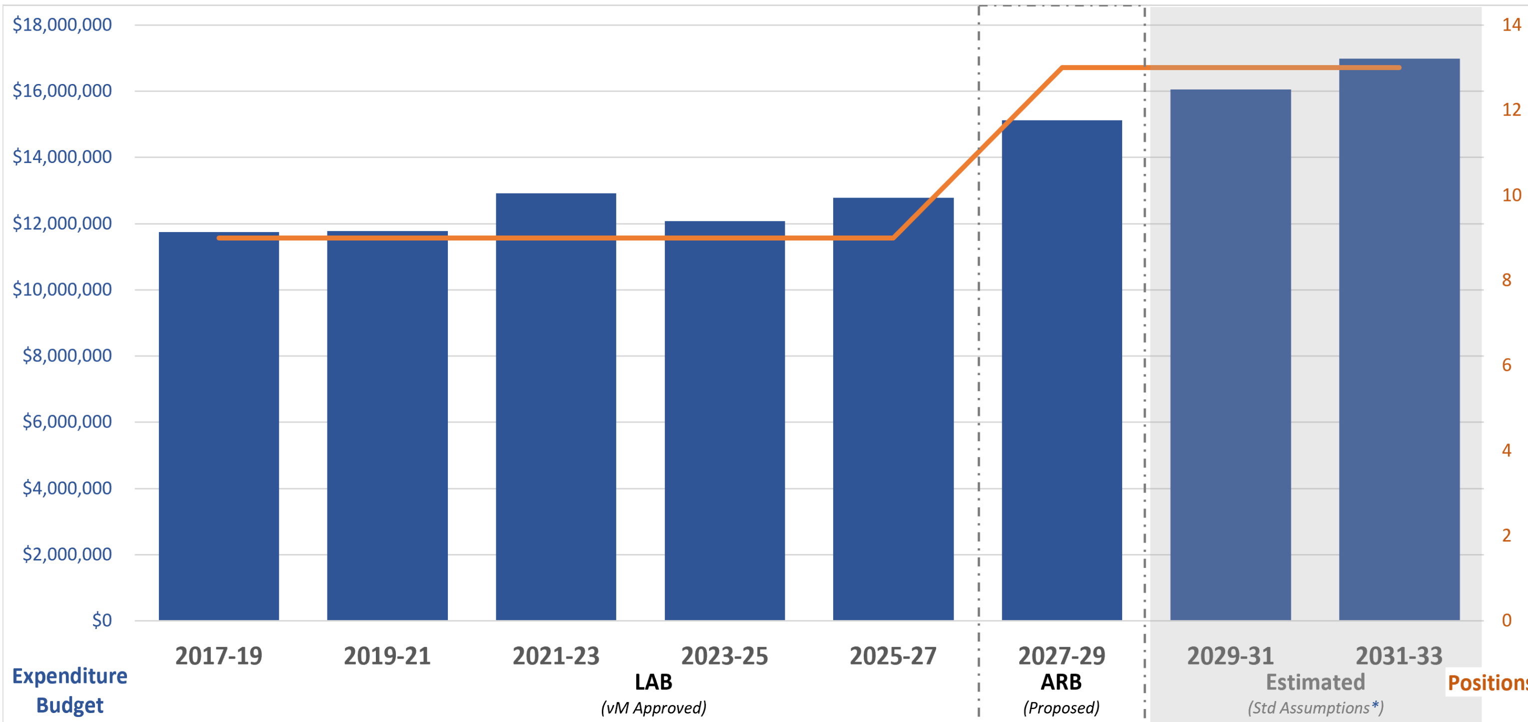
Primary Program Contact - George Naughton, Deputy State Treasurer, 503-378-4000

Treasury Vision - Leading the way for Oregonians to achieve long term financial security.

Program Overview – The Public Savings Services program, rebranded as Upward Oregon program for our customers, offers a suite of simple, cost-effective, and tax-advantaged savings programs dedicated to helping Oregonians save for education, retirement, and disability related expenses.

Total funds budget and positions over time

Bar graph shows historical, proposed and estimated expenditure limitation. Line graph shows positions for same timeframes.



** Long-term budget growth estimates through 2031-33 are included in the bar chart above. Those growth estimates assume standard inflation factors as defined in the DAS Budget Instructions for 2029-31 and 2031-33 in Personal Services (10.5% and 9.5%) and Services and Supplies/Capital Outlay (4.3% and 4.1%). Growth projections do not include future (2029-33) package requests.*

Public Savings Services

Program Funding Request

The program has a requested budget of $15,125,136 Other Funds-Limited and includes a policy option package to help the program capacity and operational support enhancements. The program is funded entirely through Other Funds revenue that is based on administrative fees charged on assets under management. The table below compares expenditure limitation, position count and FTE for the prior biennium and the current requested biennium.

Program Description

	Other Funds-L	Positions	FTE
2025-27 LAB	$12,784,150	9	9.00
2027-29 ARB	$15,125,136	13	12.39
Difference	$2,340,986	4	3.39
Percent Change	*18.3%*	*44.4%*	*37.7%*

Upward Oregon contains the following programs:

- Oregon 529 Education Savings Program
- Oregon 529 ABLE Program
- OregonSaves Program

In alignment with the Oregon State Treasury mission of improving Oregon governments' and citizens' financial capabilities, and guided by Treasury's core values of integrity, innovation, diversity, trust, professionalism, and accessibility, the Upward Oregon administers its programs with a commitment to fairness, transparency, and equitable access. As publicly overseen savings programs, these efforts recognize that longstanding structural and economic barriers have limited the ability of many Oregonians to participate fully in financial systems and to benefit from long-term savings opportunities.

Equity considerations are integrated into program development, outreach strategies, operational practices, and performance evaluation. This includes conducting ongoing assessments to identify participation gaps and barriers to program utilization; improving communication approaches to reach underserved populations; and ensuring that instructions, forms, and digital platforms are accessible, user-centered, and responsive to a wide range of needs. Collaboration with community organizations, public agencies, and trusted local partners strengthens statewide awareness and expands opportunities for individuals and families to engage with savings tools that support financial stability.

Public Savings Services

In the administration of OregonSaves, the Oregon 529 Education Savings Plan, and the Oregon ABLE Savings Plan, priority is placed on reducing administrative and informational barriers, simplifying enrollment pathways, and improving overall program experience. Data-driven analysis is used to determine how policies, fee structures, outreach initiatives, and operational processes influence equitable access and program outcomes. Results from these assessments guide continuous refinement to ensure that residents across Oregon—regardless of region, income level, or community type—can contribute toward long-term financial goals and benefit from the protections and advantages provided by these savings programs.

Accountability is supported through transparent performance reporting, ongoing staff development related to equitable public service delivery, and alignment of future program enhancements with statutory responsibilities and statewide financial stewardship objectives. Through these measures, the Upward Oregon advances the Legislature's intent that public savings programs operate effectively, efficiently, and in a manner that delivers broad value to all Oregonians.

The Oregon State Treasury manages all Upward Oregon programs, with oversight from either the Oregon 529 Savings Board or the Oregon Retirement Savings Board. These self-sustaining programs are funded by participant fees and serve hundreds of thousands of Oregonians statewide.

Education Savings

Oregon's education savings program is a state-sponsored savings program that comes with special tax advantages and can be opened by just about anyone—parents, family, friends, even future students. The money saved in the program grows tax-free and can be used for qualified expenses at any accredited, post-secondary institution, trade school, or registered apprenticeship. The program utilizes a variety of community outreach programs to share information statewide—Baby Grad, Kinder Grad, and a Community Grant Program—that are aimed at encouraging families to start saving for education early in a child's life. This program has been serving Oregonians since January 2001 and has approximately $6.2 billion in assets and more than 231,000 accounts, as of June 30, 2026.

ABLE Savings

The Oregon ABLE Savings Plan allows people with disabilities and their families to save money without being disqualified from their state and federal benefits. Critically, money saved in an ABLE account does not count against the asset limit for benefits like SSI, Medicaid, SNAP and Section 8 housing—limits that have forced people who experience a disability to stay in poverty or risk losing these supports and services that they need to survive. ABLE savings can be used for anything that helps improve the health, independence, and quality of life of a person with a disability. This program began in late 2016 and has $130 million in assets and over 9,730 accounts, as of June 30, 2026.

Public Savings Services

OregonSaves

OregonSaves is a simple way for Oregonians to save for retirement at work. Employees without access to an employer-sponsored retirement plan are auto-enrolled in OregonSaves and contribute part of their paycheck to their own personal IRAs that stay with them throughout their careers. The program also benefits employers who do not offer a qualified retirement plan by helping them compete with businesses that are able to offer retirement benefits. OregonSaves began in 2017 and has $514 million in assets and 155,000 funded retirement accounts, as of June 30, 2026.

Program Performance

The Upward Oregon program currently has two Key Performance Measures. The first is the percentage of 529 education savings beneficiaries compared to the national average. The second is a qualitative evaluation of the best practices of the two oversight boards.

Enabling Legislation

The Treasury programs included in the Upward Oregon program unit derive from several constitutional and statutory directives as referenced in the Agency Wide Summary.

Revenue Streams

All Upward Oregon programs are structured to be self-supporting. Participants are charged fees to cover operating costs of the programs. Details on program revenue structures are contained in more detail in the Revenues section.

Oregon 529 Education Savings Program Unit Narrative

Program Unit Funding Request

The budget request of $11,150,702 Other Funds-Limited continues funding for the Oregon 529 Education Savings Program at the current service level for 2027-29 and includes a policy option package to help the program capacity and operational support enhancements. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$9,417,414	9	8.46
2027-29 ARB	$11,150,702	13	11.02
Difference	$1,733,288	4	2.56
Percent Change	*18.4%*	*44.4%*	*30.3%*

Activities, programs, and issues in the program unit base budget

The Oregon State Treasury, through Upward Oregon, is responsible for the management, oversight, and distribution of the state's 529 Education Savings program.

Facilitate education savings

The program is overseen by a five-member, independent board, which meets at least quarterly to review investment performance, program data, citizen engagement activities, and progress toward the board's strategic goals. The board ensures that staff, independent contracted consultants, and private sector program managers adhere to state and federal laws, state administrative rules, IRS code, and any other applicable state and federal rules and regulations.

The Education Savings Program must follow Section 529 of the Internal Revenue Code and any applicable rules set out by the Municipal Securities Rulemaking Board. By adhering to Section 529 of the IRC, the state's education savings program takes advantage of the federal tax-free growth provision, which was passed by Congress more than two decades ago. In addition, the State of Oregon offers a state refundable tax credit on contributions each year, as well as tax-free growth.

Money saved in the Education Savings Program can be used at any institution that participates in the federal financial aid program, which includes the vast majority of post-schools (public, private, 4-year, 2-year, graduate school, qualified training programs, trade schools, vocational technical training, and many others), and can be used for a variety of expenses, including tuition and fees, room and board, books, supplies, and computers and other technology needs. Funds saved in 529 accounts can also be used to repay student loans and can be rolled into a Roth IRA account for the beneficiary. Oregon's education savings program consists of two savings plans: Embark (previously known as the Oregon College Savings Plan), which is direct to consumer; and the MFS 529 Savings Plan, which is offered exclusively through registered financial advisors. While the two plans operate independently, they are governed by the same state and federal laws, rules, and regulations.

Maintain statewide outreach and inclusivity

The Oregon 529 Savings Board has a mandate to ensure education savings opportunities are continually available and easily accessible to all Oregonians, regardless of geography, economic situation, culture, race, ethnicity, or language. To that end, staff, with the help from an Oregon-based creative firm, have created and are constantly enhancing a comprehensive outreach and engagement strategy to reach as many Oregonians as possible, as often as possible.

This strategy ranges from broad digital education and awareness campaigns to more focused campaigns aimed at parents of newborns and kindergarteners. Staff are also continuously searching for like-minded partners to build specific campaigns. For example, staff partner with nonprofit organizations, hospitals, head start programs, schools, parent groups, associations, cities, counties, state agencies, foundations, and others to build a more personal connection to Oregonians and inform them about the benefits of 529 education savings.

Effective vendor management

The education savings program uses the private sector effectively to keep costs down and service levels high and prioritize innovation. Private sector contractors allow the program to keep FTE levels low, leverage a variety of skill sets, and maintain flexibility when new skills are needed quickly. The program uses professional firms to build investment portfolios and monitor investment performance. It uses firms to manage its customer service center, which helps program participants every day with a variety of needs. It uses the private sector to manage online functionality and data storage and security. Employing top-level technology firms that deploy significant resources to manage and store data gives the staff the confidence that is necessary when safeguarding participant information.

Staff use professional creative firms based locally in Oregon to ensure the board's goals on outreach and inclusivity are met. For the program to innovate and keep current within this industry, technology, communications, hardware, software, and human resource commitments must be constantly enhanced. Private sector firms, largely because of size and scale, can do this at a significantly lower cost.

Background information

Oregon's Education Savings Program is a state-sponsored savings program that comes with special tax advantages and can be opened by just about anyone, for the benefit of just about anyone. The money saved in the program grows tax-free and can be used for qualified expenses at any accredited, post-secondary institution, trade school or registered apprenticeship. This program has been serving Oregonians since January 2001 and has approximately $6.2 billion in assets and more than 231,000 funded accounts, as of June 30, 2026.

The program offers several community outreach initiatives to share information statewide, including the popular Baby Grad and Kinder Grad promotions. These promotions, and many others like them, are aimed at encouraging families to start saving for education early in a child's life. The Baby Grad program provides a $100 boost for every account opened on behalf of an Oregon baby under the age of 12 months. Kinder Grad does the same for accounts opened for Oregon children between five and six years old. These types of initiatives and promotions help motivate Oregon families to start saving for their child's higher education expenses at an early age.

The education savings program is self-supporting. It receives all operating revenue from participant fees.

Proposed new laws that apply to the program unit

Any potential new laws associated with Legislative Concepts related to the program will be updated in the Governors Recommended Budget binder.

Oregon 529 ABLE Program Unit Narrative

Program Unit Funding Request

The budget request of $1,200,519 Other Funds-Limited continues funding for the Oregon 529 ABLE Program at the current service level for 2027-29 and includes a policy option package to help the program capacity and operational support enhancements. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$1,027,348	-	0.09
2027-29 ARB	$1,200,519	-	0.38
Difference	$173,171	-	0.29
Percent Change	16.9%		322.2%

Activities, programs, and issues in the program unit base budget

The Oregon State Treasury, through Upward Oregon, is responsible for the management, oversight, and distribution of the state's ABLE savings program. ABLE stands for Achieving a Better Life Experience and this program allows people experiencing a disability, and their families, to save money without putting their critical federal and state benefits at risk. Prior to the passage and implementation of ABLE, people receiving federal disability benefits like SSI or Medicaid, for example, were allowed to have no more than $2,000 in assets. However, with ABLE, that asset amount has increased to $100,000, which means people experiencing disabilities are no longer forced to live in poverty.

Facilitate disability related savings

The program is overseen by the same board as the state's 529 education savings program detailed above. Again, the board meets at least quarterly to review investment performance, program data, citizen engagement activities, and progress towards the board's strategic goals. The board ensures that staff, independent contracted consultants, and private sector program managers adhere to state and federal laws, state administrative rules, IRS code, and any other applicable state and federal rules and regulations. The ABLE savings program, same as the 529 Education Savings Program, is governed by Section 529 of the Internal Revenue Code (529A) and any applicable rules set out by the Municipal Securities Rulemaking Board. By adhering to Section 529 of the IRC, the ABLE savings program takes advantage of the same federal tax-free growth provision as the 529 Education Savings Program. The State of Oregon offers the same state tax credit and tax-free growth for ABLE as for the 529 Education Savings Program.

To be eligible for an ABLE account, a person must have a qualifying disability that developed before the age of 46. This age-of-onset threshold was changed by federal law on January 1, 2026 (previously it was 26), making thousands more Oregonians eligible for an account. Any disability that qualifies for SSI or SSDI, or blindness, is eligible for an ABLE account. Some conditions recognized by the Social Security Administration also qualify depending on the level of severity: Down Syndrome, deafness, epilepsy, autism spectrum disorder, and many more.

Once eligible, there is a wide range of qualified expenses that cover most costs associated with living with a disability, including living expenses, education, housing, transportation, employment, vacation, job training, career support, assistive technology, personal support services, health, prevention, wellness, financial management, administrative services, legal fees, funeral costs, burial expenses, and more. Generally, if the expense helps maintain or improve the health, independence, or quality of life of the person living with a disability, it can qualify as an eligible expense.

ABLE to Work

ABLE to Work is a feature that allows employed people with disabilities to save an additional $15,650 over the annual contribution limit. With the help of its program administrator, Oregon pioneered this enhancement and was the first state to offer it to savers. Oregon’s technology, usability, and process for ABLE to Work continue to lead the industry and serve as a national model.

If a person with a disability is working, not saving in a retirement account, and has an ABLE account, they can save an additional $15,650 or the total of their wages, whichever is less. That amount is tied to the previous year’s federal poverty level and changes annually. The ABLE savings program tracks standard contributions and ABLE to Work contributions separately, ensuring that savers can maximize their savings.

Organizational ALR

Organizational ALR (Authorized Legal Representative) is a process the program instituted in 2020 that allows provider organizations serving people with disabilities to manage ABLE accounts for their clients. As the population ages, more people with intellectual and developmental disabilities are outliving their family members, which can leave them without anyone who can manage their ABLE account. Organizational ALR makes the program more accessible to more Oregonians. As of June 2026, 67 nonprofits have registered as Entity ALRs, managing 1,927 accounts and nearly $20.3 million.

Maintain statewide outreach and inclusivity

As with the 529 Education Savings Program, the Oregon 529 Savings Board has a mandate to ensure ABLE savings opportunities are continually available and easily accessible to all Oregonians who qualify, regardless of geography, economic situation, culture, race, ethnicity, or language. Staff have created a comprehensive outreach and engagement strategy to reach as many Oregonians as possible, as often as possible. This strategy ranges from digital education and awareness campaigns to in-person and virtual seminars conducted by an Upward Oregon staff member. Staff are also continuously searching for like-minded partners to build specific campaigns. For example, staff partner with nonprofit organizations, schools, parent groups, associations, cities, counties, state agencies, foundations, and others to build more of a personal connection to Oregonians and inform them about the benefits of the ABLE savings program.

Background information

The Oregon ABLE Savings Plan allows people with disabilities and their families to save money without being disqualified from their state and federal benefits. Critically, money saved in an ABLE account does not count against the asset limit for benefits like SSI, Medicaid, SNAP and Section 8 housing—limits that have historically forced people who experience a disability to stay in poverty or risk losing these supports and services. ABLE savings can be used for anything that helps improve health, independence, and quality of life for the person living with a disability.

The Oregon ABLE Savings Plan began in late 2016 and is currently serving thousands of Oregonians. There are more than 600,000 people in Oregon who experience a disability. Nearly 100,000 of them utilize SSI benefits from SSA. As of June 30, 2026, 9,730 accounts have been opened, totaling $130 million saved.

The ABLE savings program is designed to be self-supporting once adequate participation rates are achieved. When the ABLE program launched in 2016, the legislature recognized that the program would require external funding to support operations until there were sufficient revenues. Program expenses were supported by the General Fund in both 2015-17 and 2017-19 biennia and totaled $1,950,963. The program transitioned to 100% Other Funds in 2019-21 and has been self-supporting since then. Trends in participant and corresponding fee revenue growth remain under review to determine the potential General Fund loan payback period. However, as the program continues the transition from the initial startup period to ongoing operations, there remains insufficient historical data to generate a reasonable estimate for when the program could begin repayment of outstanding General Fund loans. Treasury will provide updates to the legislature as long-term expenditure and revenue trends become clearer.

Public Savings Services

Proposed new laws that apply to the program unit

Any potential new laws associated with Legislative Concepts related to the program will be updated in the Governors Recommended Budget binder.

OregonSaves Program Unit Narrative

Program Unit Funding Request

The budget request of $2,773,915 Other Funds-Limited continues funding for the OregonSaves Program at the current service level for 2027-29 and includes a policy option package to help the program capacity and operational support enhancements. The table below compares expenditure limitation, position count, and FTE for the prior biennium, and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$2,339,388	-	0.45
2027-29 ARB	$2,773,915	-	0.99
Difference	$434,527	-	0.54
Percent Change	18.6%		120.0%

Activities, programs, and issues in the program unit base budget

The Oregon State Treasury, through Upward Oregon, is responsible for the management, oversight, and distribution of the state's OregonSaves retirement program. The program is the first-in-the-nation auto-IRA for private sector workers.

Facilitate retirement savings

The program is overseen by the Oregon Retirement Savings Board, a seven-member, independent board, which meets at least quarterly to review investment performance, program data, employer and employee engagement activities, and progress towards the board's strategic goals. Private sector employers that do not offer a retirement plan to their employees are required by state mandate to facilitate the program. Employers have no liability or fiduciary duty, and there is no cost to them. Employers simply register with the state, upload their employees into the system and facilitate the transfer of the employees' contributions.

OregonSaves is a portable, self-directed Roth IRA where employee participation is completely voluntary. The IRA stays with the employee, even if the employee changes jobs, quits working, or moves to another state. The program has a 5 percent default savings rate; however, savers can set the rate at any level up to 10 percent of gross wages. Savers can also start and stop contributions at any time. Contract workers, self-employed workers, or workers that are not eligible for their employers' retirement plan can also fully participate in OregonSaves.

OregonSaves launched in 2017 with a phased roll-out, comprised of six enrollment waves based on employer size (largest to smallest). The last wave was completed in 2023. Now, all Oregon employers with at least one W-2 employee are required to offer a retirement plan to employees or facilitate OregonSaves. As of 6/30/2026, OregonSaves has over $514 million in plan assets and 155,000 accounts.

Employer engagement

Employers are a key component to OregonSaves because they are required to facilitate the program for their employees. And because employers are not sponsoring the program and have no fiduciary duty, the program has a comprehensive support system to assist employers. OregonSaves offers a fully staffed service center. The service center is staffed with trained representatives to support employers on all aspects of the program. The service representatives can help with everything from simple questions about the program to more detailed questions about the online system and employer web portal.

In addition to the service center, OregonSaves staff can provide personal, in-person (or virtual) training and support. Staff members can do everything from sitting down with the employers to initially set up the program to troubleshooting any problems or issues that an employer may have at any point in the process. In addition, at an employer's request, staff will provide educational seminars to employees about retirement savings and how to participate in OregonSaves.

Background information

OregonSaves is a simple way for Oregonians to save for retirement at work. Employees without access to an employer-sponsored retirement plan are auto-enrolled in OregonSaves and can contribute part of their paycheck to their personal IRAs that remain with them throughout their careers. The program also benefits employers who do not offer a qualified retirement plan by helping them compete with businesses that are able to offer retirement benefits. The program is overseen by the Oregon Retirement Savings Board.

The OregonSaves program was designed to be self-supporting once adequate participation rates are achieved. When the OregonSaves program launched in 2017, the legislature recognized that the program would require external funding to support operations until there were sufficient revenues. Program expenses were supported by the General Fund in both 2015-17 and 2017-19 biennia and totaled $5,144,357. The program transitioned to 100% Other Funds in 2019-21 and is now self-supported. Trends in participant and corresponding fee revenue are continuing to grow, which impacts the potential for General Fund loan payback period. Beginning in June 2026, the program started repayment of the outstanding General Fund loans. Treasury will provide updates to the legislature as long-term expenditure and revenue trends become clearer and progress on loan repayment is made.

Proposed new laws that apply to the program unit

Any potential new laws associated with Legislative Concepts related to the program will be updated in the Governors Recommended Budget binder.

Public Savings Services Essential and Policy Packages

Essential Packages

The Current Service Level (CSL) is required by law and is an estimate of the cost to continue current legislatively-approved programs into the 2027-29 biennium. Essential Packages are how these costs are estimated and budgeted in a standardized format by agencies and evaluated for compliance with these standards by the Department of Administrative Services (DAS). Treasury followed all these requirements in building the Essential Packages for the 2027-29 biennium.

The narrative below briefly describes each Essential Package, and fiscal details for each package are included in the reports at the end of this section, broken out by fund type, category (e.g., Personal Services, Services and Supplies, etc.), and positions/FTE if necessary.

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments to the base budget as directed by DAS in the Budget Instructions. These adjustments include: standard vacancy factor calculations, non-PICS generated Personal Services inflation adjustments, and mass transit taxes.

031 Standard Inflation

This package provides for standard inflation on all Services and Supplies and Capital Outlay accounts. All expenditure categories were increased by the standard inflation rates defined by DAS in the Budget Instructions, including Professional Services (9.3%), Attorney General (9.3%), Rent (4.9%), and remaining accounts (4.9%). State Government Services Charges were adjusted to match the DAS Price List as required.

Policy Package 102 - Upward Oregon Program Capacity and Operational Support Enhancements

Purpose

The Upward Oregon program is at a critical inflection point. Participation and assets under management across OregonSaves, Oregon ABLE, ABLE for All, Embark, and the MFS 529 Savings Plan continue to grow rapidly, reflecting strong public demand for accessible, state-facilitated savings tools. Yet staffing levels have remained unchanged for several biennia, creating structural strain across operations, governance, compliance, and participant support. This imbalance now presents material fiduciary risk to the State, increases the likelihood of operational errors, and limits the program's ability to meet statutory and program obligations.

Federal changes—including the ABLE Age Adjustment, emerging guidance on Saver's Match implementation, and continued evolution in qualified plan requirements—further increased the complexity and pace of work. These developments require timely analysis, clear public communication, and strong administrative infrastructure. The current staffing model is no longer sufficient to meet these responsibilities safely or sustainably.

The program also recognizes its responsibility to advance equity across Oregon's public savings programs. Communities of color, low-income households, workers in small businesses, and Oregonians with disabilities disproportionately lack access to traditional savings vehicles. Without added capacity to expand outreach, deepen community partnerships, and ensure culturally responsive communications, these inequities will persist. The proposed staffing additions directly support Treasury's commitment to equitable access by enabling more effective statewide engagement, improved employer compliance, and more consistent participant support—particularly for Oregonians who have been historically underserved.

This proposal is a targeted and fiscally responsible investment. It strengthens fiduciary oversight, supports stronger governance practices, reduces operational risk, and expands the program's ability to deliver equitable, reliable, and high-quality public service—aligned with legislative expectations for accountability, efficiency, and statewide impact. To meet these demands, Treasury requests the addition of four (4) new permanent, full-time positions and reclassification of two (2) other positions costing $917,698 in Personal Services and $265,531 in staff-related Services and Supplies, totaling $1,183,229 in Other Funds expenditure limitation for the 2027-29 biennium.

How Achieved

The proposed staffing model restores balance between workload and capacity and aligns the organization with its statutory obligations. Each of the four new positions addresses a current structural deficiency: analytical capacity, operational support, participant engagement, and coordinated marketing and communications. The two reclassifications ensure leadership roles reflect the scope and complexity of modern program administration, vendor oversight, and statewide outreach.

The new positions will assume responsibility for core activities in data analysis, plan administration, contract management, policy monitoring, and statewide marketing—freeing senior staff to focus on governance, high-risk decision making, and long-term strategic planning.

The updated structure also strengthens the program's ability to advance racial equity by expanding its capacity to reach communities who have historically had limited access to savings programs. Dedicated outreach and communications resources will support language-appropriate messaging, partnership development with community organizations, and culturally responsive engagement strategies. Expanded analytical capacity will enable the program to track participation trends by geographic and demographic indicators, evaluate disparities, and report transparently to the Legislature and the oversight Boards.

These enhancements collectively improve internal resilience, reduce program bottlenecks, and create a more sustainable staffing structure.

<u>Marketing & Communications Specialist (Public Affairs Specialist 1)</u>

The Marketing & Communications Specialist position engages statewide with outreach and communication efforts across all savings programs, ensuring clear, accurate, and equitable messaging. It coordinates with community-based organizations and vendors to develop participant-focused and language-appropriate messaging to expand engagement with underserved communities. This capacity is essential for implementing federal benefits like the Saver's Match and effectively communicating complex program updates, while meeting the public policy objectives of increased savings and improved financial wellbeing across the state.

<u>Data & Policy Analyst (Program Analyst 2)</u>

The Data & Policy Analyst position provides the analytical foundation for governance reporting, compliance monitoring, vendor performance tracking, and legislative analysis. It ensures data accuracy, supports evidence-based decision-making, and strengthens the program's ability to anticipate and respond to regulatory changes. This analytical capacity will enable the program to track participation trends by geographic and demographic indicators, evaluate disparities, and report transparently to the Legislature and the oversight Boards. The Data & Policy Analyst will support efficient use of resources to keep participant fees low, while maintaining strong investment management, robust vendor oversight, and effective strategies to grow participation in the savings programs.

<u>Plan Specialist (Program Analyst 2)</u>

The Plan Specialist position supports daily program administration, improves documentation and workflow processes, and addresses participant service issues. As plan complexity grows, this position ensures continuity of operations and supports consistent, accurate implementation of policy and compliance requirements.

Operations Specialist (Program Analyst 1)

The Operations Specialist position supports vendor oversight, contract monitoring, and operational workflow improvements. It provides essential capacity to reduce error rates, improve processing times, and maintain fiduciary oversight standards across all program operations.

Reclassification: Operations Director → Business Operations Manager 2

This adjustment aligns the role with its actual scope, including oversight of all operational functions and vendor management, and compliance with contractual and regulatory obligations. It strengthens organizational leadership and supports succession planning.

Reclassification: Engagement Director → Business Operations Manager 2

This reclassification reflects expanded responsibilities in statewide outreach strategy, employer engagement, and communication oversight. It strengthens leadership capacity in public-facing functions and aligns responsibilities with the program's strategic goals.

Staffing Impact

Treasury is requesting the establishment of four (4) new permanent, full-time (PF) positions phased-in at specified times during the biennium based on anticipated implementation timing, and reclassification of two (2) existing positions:

Action	Working Title	Classification	Type	Pos	FTE	Phase-in
Establish New	Marketing & Communications Specialist	Public Affairs Specialist 1	PF	1	0.88	10/1/2027
Establish New	Data & Policy Analyst	Program Analyst 2	PF	1	0.88	10/1/2027
Establish New	Plan Specialist	Program Analyst 2	PF	1	0.88	10/1/2027
Establish New	Operations Specialist	Program Analyst 1	PF	1	0.75	1/1/2028
Reclass From	*Operations Director*	*Program Analyst 4*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Operations Director	Business Operations Manager 2	PF	1	1.00	7/1/2027
Reclass From	*Engagement Director*	*Program Analyst 4*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Engagement Director	Business Operations Manager 2	PF	1	1.00	7/1/2027

Permanent, full-time positions and corresponding personal services expenditure limitation will automatically phase into 24 months/1.00 FTE in the 2029-31 biennium.

Quantifying Results

Success will be measured through increased statewide participation, reduced operational errors, improved vendor performance, and stronger governance reporting.

Revenue Source

All requested positions are funded through Other Funds, derived from administrative fees assessed on assets under management. These positions do not require new revenue sources and support ongoing operational demands that scale proportionately with portfolio growth.

Related Packages

In addition to the Essential and Policy Packages directly impacting this program area described in prior pages, there are a number of related packages that have an indirect or aggregate impact on this program area, and they are described in summary below.

Statewide and/or Analyst Packages. The 08x package series is for Emergency Board actions after April of even numbered years, and the 09x package series is for Statewide Packages generally directed by the Department of Administrative Services (DAS) during the Governors Budget process. The 09x package series is then generally eliminated and reinserted/revised as necessary in the 8xx series of packages in the Legislatively Adopted Budget.

Packages have not yet been introduced in any of these categories at the Agency Request Budget stage, and this section will be updated accordingly as packages are added in later stages.

Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Public Savings Services**
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 17000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Mass Transit Tax	-	-	1,548	-	-	-	1,548
Vacancy Savings	-	-	(19,414)	-	-	-	(19,414)
Total Personal Services	**-**	**-**	**($17,866)**	**-**	**-**	**-**	**($17,866)**
Total Expenditures							
Total Expenditures	-	-	(17,866)	-	-	-	(17,866)
Total Expenditures	**-**	**-**	**($17,866)**	**-**	**-**	**-**	**($17,866)**
Ending Balance							
Ending Balance	-	-	17,866	-	-	-	17,866
Total Ending Balance	**-**	**-**	**$17,866**	**-**	**-**	**-**	**$17,866**

_____ Agency Request | **_____ Governor's Budget** | **_____ Legislatively Adopted**
2027-29 Biennium | **Page __________** | **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Public Savings Services**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 17000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	1,634	-	-	-	1,634
Out of State Travel	-	-	2,121	-	-	-	2,121
Employee Training	-	-	1,639	-	-	-	1,639
Office Expenses	-	-	2,975	-	-	-	2,975
Telecommunications	-	-	1,160	-	-	-	1,160
Data Processing	-	-	2,458	-	-	-	2,458
Publicity and Publications	-	-	7,368	-	-	-	7,368
Professional Services	-	-	666,956	-	-	-	666,956
Attorney General	-	-	101,931	-	-	-	101,931
Employee Recruitment and Develop	-	-	146	-	-	-	146
Dues and Subscriptions	-	-	2,483	-	-	-	2,483
Facilities Rental and Taxes	-	-	20,310	-	-	-	20,310
Agency Program Related S and S	-	-	10,086	-	-	-	10,086
Other Services and Supplies	-	-	6,687	-	-	-	6,687
Expendable Prop 250 - 5000	-	-	88	-	-	-	88
IT Expendable Property	-	-	46	-	-	-	46
Total Services & Supplies	**-**	**-**	**$828,088**	**-**	**-**	**-**	**$828,088**
Total Expenditures							
Total Expenditures	-	-	828,088	-	-	-	828,088
Total Expenditures	**-**	**-**	**$828,088**	**-**	**-**	**-**	**$828,088**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Public Savings Services**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 17000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(828,088)	-	-	-	(828,088)
Total Ending Balance	**-**	**-**	**($828,088)**	**-**	**-**	**-**	**($828,088)**

_____ Agency Request | _____ Governor's Budget | _____ Legislatively Adopted
2027-29 Biennium | Page __________ | Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Public Savings Services**
Pkg: 102 - Upward Oregon Program Support | **Cross Reference Number: 17000-020-00-00-00000**

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	-	-	571,690	-	-	-	571,690
Empl. Rel. Bd. Assessments	-	-	285	-	-	-	285
Public Employees' Retire Cont	-	-	141,323	-	-	-	141,323
Social Security Taxes	-	-	43,736	-	-	-	43,736
Paid Family Medical Leave Insurance	-	-	2,287	-	-	-	2,287
Worker's Comp. Assess. (WCD)	-	-	137	-	-	-	137
Flexible Benefits	-	-	158,240	-	-	-	158,240
Total Personal Services	**-**	**-**	**$917,698**	**-**	**-**	**-**	**$917,698**
Services & Supplies							
Instate Travel	-	-	3,564	-	-	-	3,564
Out of State Travel	-	-	10,932	-	-	-	10,932
Employee Training	-	-	19,703	-	-	-	19,703
Office Expenses	-	-	14,252	-	-	-	14,252
Telecommunications	-	-	16,632	-	-	-	16,632
Data Processing	-	-	4,600	-	-	-	4,600
Publicity and Publications	-	-	2,600	-	-	-	2,600
Employee Recruitment and Develop	-	-	2,380	-	-	-	2,380
Dues and Subscriptions	-	-	2,600	-	-	-	2,600
Facilities Rental and Taxes	-	-	148,400	-	-	-	148,400
Other Services and Supplies	-	-	2,560	-	-	-	2,560
Expendable Prop 250 - 5000	-	-	19,120	-	-	-	19,120

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Public Savings Services**
Pkg: 102 - Upward Oregon Program Support | **Cross Reference Number: 17000-020-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	18,188	-	-	-	18,188
Total Services & Supplies	**-**	**-**	**$265,531**	**-**	**-**	**-**	**$265,531**
Total Expenditures							
Total Expenditures	-	-	1,183,229	-	-	-	1,183,229
Total Expenditures	**-**	**-**	**$1,183,229**	**-**	**-**	**-**	**$1,183,229**
Ending Balance							
Ending Balance	-	-	(1,183,229)	-	-	-	(1,183,229)
Total Ending Balance	**-**	**-**	**($1,183,229)**	**-**	**-**	**-**	**($1,183,229)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.39
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.39**

_____ **Agency Request** _____ **Governor's Budget** _____ **Legislatively Adopted**
2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - BPR012

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

Treasury, Oregon State | **Agency Number: 17000**
2027-29 Biennium | **Cross Reference Number: 17000-020-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Charges for Services	13,231,023	12,629,886	12,629,886	14,012,662	-	-
Interest Income	755,581	-	-	-	-	-
Other Revenues	220,441	-	-	-	-	-
Transfer In - Intrafund	1,843,640	-	-	-	-	-
Transfer Out - Intrafund	(3,150,404)	(1,733,484)	(1,733,484)	(2,516,889)	-	-
Tsfr To HECC	(206,046)	-	-	-	-	-
Total Other Funds	**$12,694,235**	**$10,896,402**	**$10,896,402**	**$11,495,773**	**-**	**-**

_____ Agency Request | _____ Governor's Budget | _____ Legislatively Adopted
2027-29 Biennium | Page __________ | Detail of LF, OF, and FF Revenues - BPR012

Public Savings Services

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - 107BF07

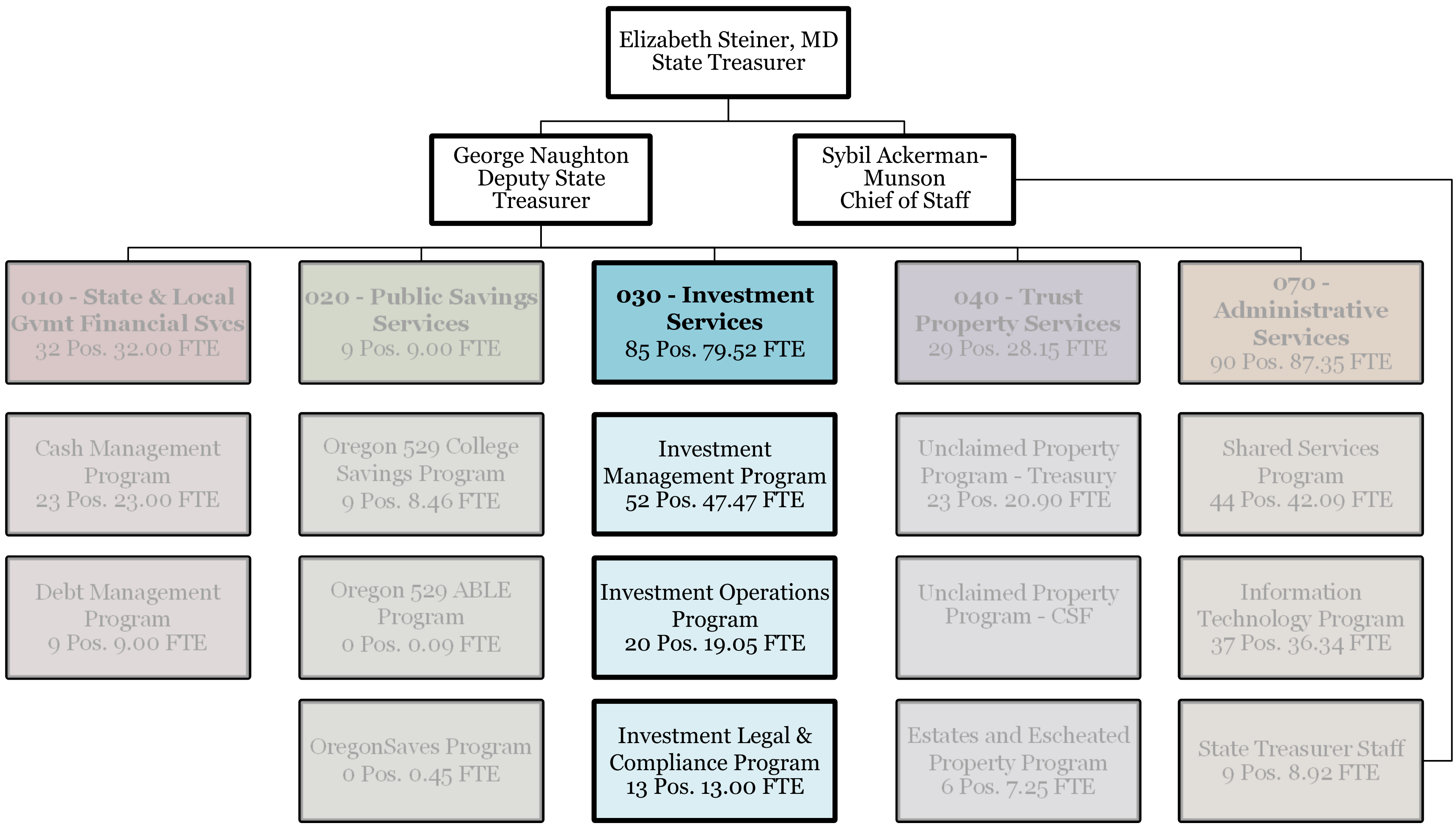
Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Legislatively Adopted	2025-27 Estimated	2027-29 Agency Request	2027-29 Governors	2027-29 Legislatively Adopted
Charges for Services	3400	0410	13,231,023	12,629,886	12,629,886	14,012,662		
Interest Income	3400	0605	755,581	-	-	-		
Other Revenues	3400	0975	220,441	-	-	-		

Investment Services

Investment Services

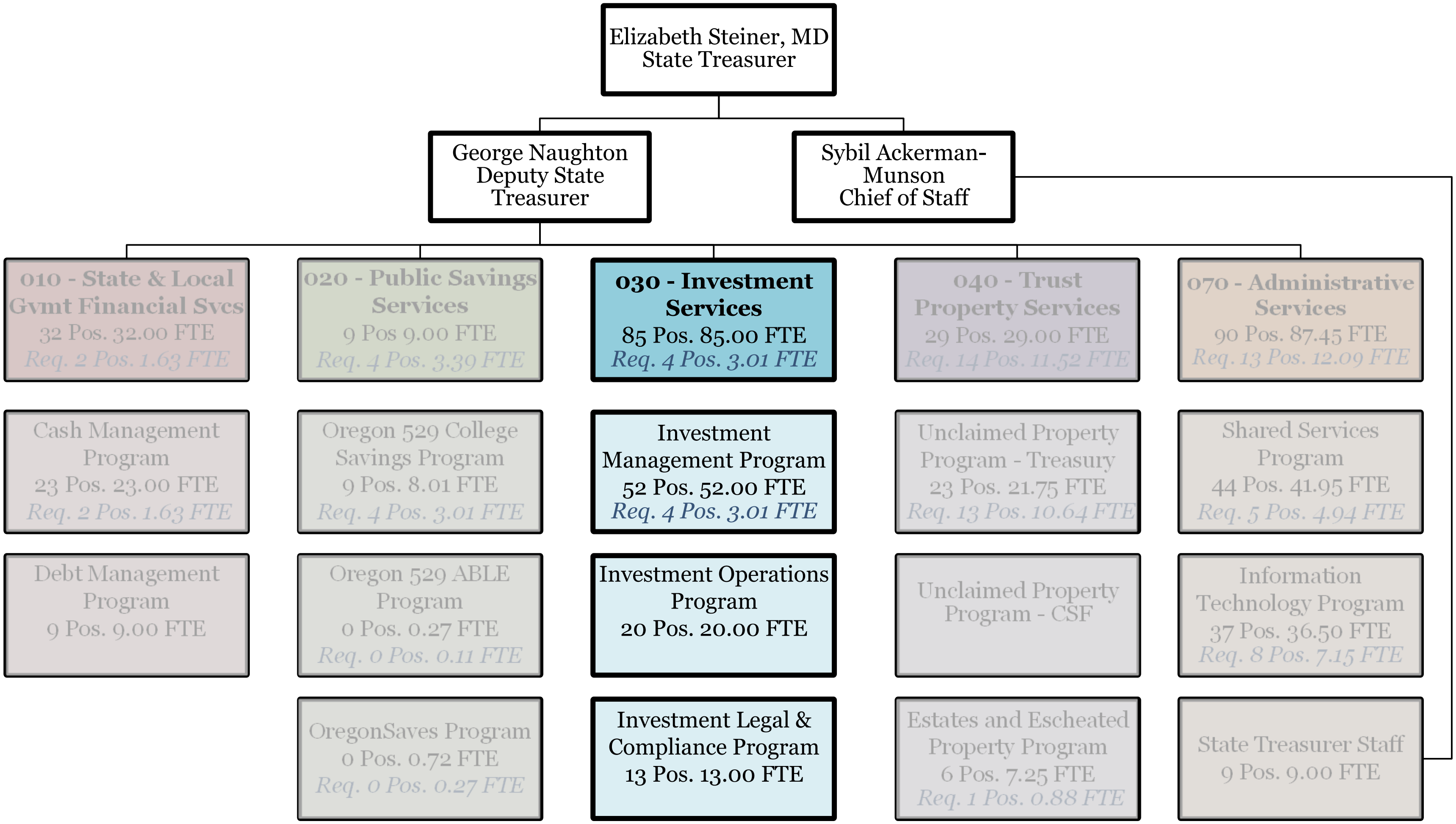
Oregon Treasury 2025-27 Organization Chart



Current (LAB): 245 Pos. 236.02 FTE

Investment Services

Oregon Treasury 2027-29 Organization Chart



Current (CSL): 245 Pos 242.45 FTE

Requested: +37 Pos. 31.64 FTE

Investment Services 2027-29 Organization Chart

Elizabeth Steiner, MD
State Treasurer

030 - Investment Services

Investment Management Program
52 Pos. 52.00 FTE

- Capital Market Investments
- Alternative Investments
- Portfolio Risk and Research

POP 106
Investment Portfolio Support
Req. 4 Pos. 3.01 FTE

Investment Operations Program
20 Pos. 20.00 FTE

- Investment Accounting
- Trade Operations
- Reconciliations
- Data Analytics
- Performance and Reporting

Investment Legal & Compliance Program
13 Pos. 13.00 FTE

- Legal Services
- Investment Compliance

Current (CSL): 85 Pos. 85.00 FTE
Requested: +4 Pos. 3.01 FTE

Investment Services

Investment Services Executive Summary

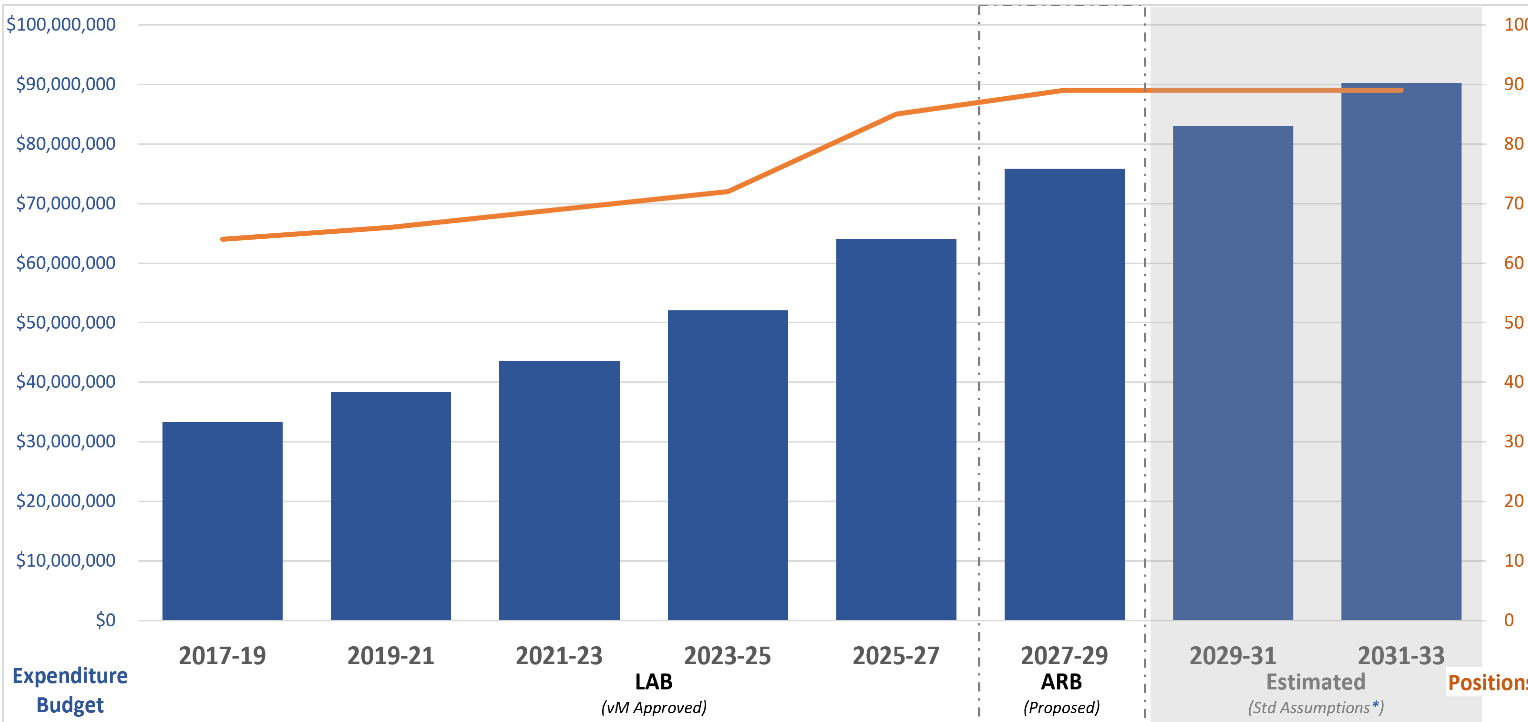
Primary Program Contact - George Naughton, Deputy State Treasurer, 503-378-4000

Treasury Vision - Leading the way for Oregonians to achieve long term financial security.

Program Overview - Under the guidance of the State Treasurer, Investment Services is responsible for overseeing the state's managed assets. Investment Services is responsible for providing fiduciary excellence with a focus on earning positive and sustainable risk-adjusted returns on behalf of state beneficiaries.

Total funds budget and positions over time

Bar graph shows historical, proposed and estimated expenditure limitation. Line graph shows positions for same timeframes.



* Long-term budget growth estimates through 2031-33 are included in the bar chart above. Those growth estimates assume standard inflation factors as defined in the DAS Budget Instructions for 2029-31 and 2031-33 in Personal Services (10.5% and 9.5%) and Services and Supplies/Capital Outlay (4.3% and 4.1%). Growth projections do not include future (2029-33) package requests.

Investment Services

Program Funding Request

The program has a budget request of $75,814,412 Other Funds-Limited and includes a policy option package for Investment Capacity Resources to Strengthen Portfolio Management and Fiduciary Oversight. The program is funded entirely through Other Funds revenue that is based on administrative fees charged on assets under management. The table below compares expenditure limitation, position count and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$64,081,219	85	79.52
2027-29 ARB	$75,814,412	89	88.01
Difference	$11,733,193	4	8.49
Percent Change	*18.3%*	*4.7%*	*10.7%*

Program Description

Under the leadership of the Treasurer and the oversight of the Oregon Investment Council (“OIC” or “the Council”), Investment Services manages Oregon’s investment assets, except for those under the purview of the Oregon Savings Network. The goal of Investment Services is fiduciary excellence with a focus on earning positive and sustainable risk-adjusted returns on Oregon’s investments while running an efficient, cost-effective organization.

Oregon Treasury Investment Services contains the following programs:

- Investment Management Program
- Investment Operations Program
- Investment Legal & Compliance Program

Investment Management Program

The Investment Management Program oversees diversified institutional portfolios including the Oregon Public Employees Retirement Fund (OPERF), the State Accident Insurance Fund (SAIF), the Common School Fund (CSF), the Oregon Short-Term Fund (OSTF), and other funds on behalf of agencies and universities. As a fiduciary of one of the nation’s largest public pension funds, the Investment Management Program constructs globally diversified portfolios under policies set forth by the OIC. Treasury invests funds in pursuit of positive risk-adjusted returns but does not set benefits or administer the Oregon Public Employees Retirement System itself.

External Asset Management

Most of the assets managed by Investment Services are invested through external asset managers. Specifically, the Investment Management Program staff screen the available manager universe and select a small subset for further due diligence review. Staff work with the Council's investment consultants for more detailed reviews before recommending asset managers for OIC approval.

After manager approval, Investment Legal & Compliance Program staff review terms and documents—like limited partnership agreements for private markets and investment management agreements for public markets—before contracts are signed. Upon execution, on an ongoing basis:

- Investment Manager Program staff review each asset manager's performance and circumstance to evaluate whether the manager still fits within the portfolio;
- Investment Operations Program staff facilitate coordination between each asset manager and Treasury's service providers specific to performance measurement, security trading operations, and custody services; and
- Investment Legal & Compliance Program staff monitor each asset manager's compliance with agreed-upon guidelines and provide additional legal services.

Internal Asset Management

Investment Services also manage a substantial amount of assets internally; that is, staff provide security selection & trading, portfolio construction, and middle/back-office functions for some of the investment assets. The Oregon Short Term Fund ("OSTF") has been managed internally over a long period of time. Just over ten years ago, staff "in-sourced" portions of OPERF assets for internal asset management. These funds have grown, and as of June 2026 staff manage over $53 billion internally, in a variety of public equity and fixed income mandates.

By managing assets internally, staff have better oversight and eliminate external investment management fees for those assets. However, there are also greater operational requirements, needing sufficient resources in: the Investment Management Program to manage the assets; the Investment Operations Program to process trades and ensure data integrity between Treasury and its service providers; and the Investment Legal & Compliance Program to monitor adherence to the preset guidelines.

<u>Investment Operations Program</u>

The Investment Operations program provides comprehensive middle- and back-office support for the state's investment initiatives. The Operations team is tasked with establishing robust controls and facilitating the segregation of duties throughout the organization. This team manages trade execution, settlement, and cash management, often handling transactions valued in hundreds of millions of dollars. Effective management of personnel, processes, and technology is critical; errors or omissions can result in significant financial consequences for plans, the state, and its beneficiaries. Additionally, the team ensures the integrity of data, enabling Investment Officers to make well-informed decisions, increasing the likelihood of positive outcomes.

Serving as fiduciaries for state beneficiaries, the Operations team oversees a range of state-managed assets, including the Oregon Public Employee Retirement Fund, the Oregon Short Term Fund, the State Accident Insurance Fund (SAIF), the Common School Fund, the State Lottery Fund, and Veterans Affairs funds, among others. The team collaborates closely with Investment Officers and Portfolio Managers in supervising investments and internally managed assets.

Investment Legal and Compliance Program

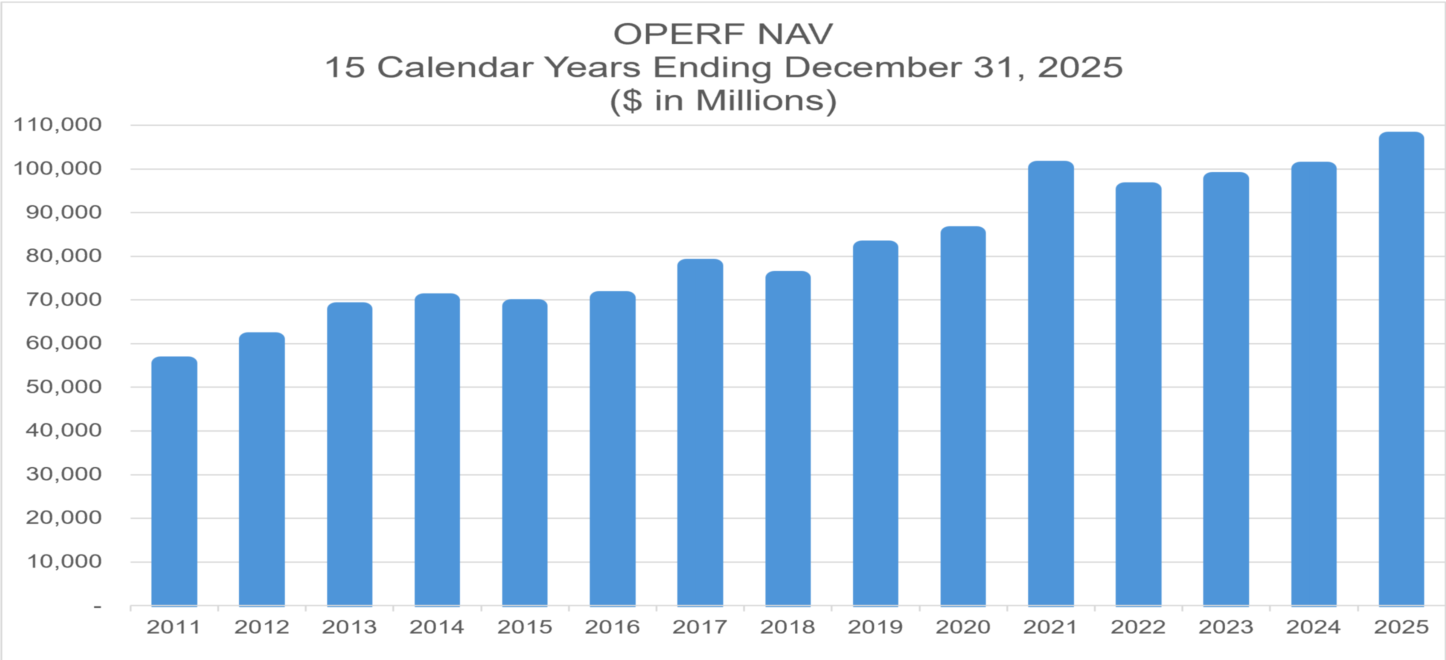
The Investment Legal and Compliance Program performs two critical functions that ensure investment activities are properly overseen and regulated. The legal team is responsible for authorized legal work on behalf of Treasury, while compliance personnel monitor and assess adherence to relevant policies, procedures, and contractual requirements. This team supports Treasury's extensive and complex investment operations, which are unparalleled within state government and necessitate hiring specialized investment staff. The program enables Treasury's legal and compliance functions to be staffed with individuals who possess equivalent specialized knowledge and experience. Having in-house attorneys available to handle investment transactions and legal matters contributes to enhanced expertise and responsiveness, as well as considerable cost savings for Treasury.

Treasury's investment programs have seen notable growth recently, leading to increased volume and complexity in legal and compliance tasks required to support their business operations. The legal and compliance team must continue to expand in alignment with the growth of the investment program, to guarantee that Treasury's investment activities are conducted in accordance with applicable laws, regulations, policies, and fiduciary responsibilities.

Investment Services

Program Performance

OPERF net asset value (NAV) has shown steady growth over time. With improved infrastructure and resources and the successful implementation thereof, OST is in a better position to enhance portfolio safeguards as well as improve the financial position and risk management of state-managed assets. Additionally, staffing and technology improvements have also led to significant fee savings, and improved net performance.



Current Investment Environment

Global markets have undergone profound changes since 2022, beginning with a surge in inflation followed by sharp increases in interest rates. Although the capital markets have recovered strongly and risen significantly in recent years, these gains mask underlying economic fragility. Market advances have been narrow and concentrated, driven largely by strength in technology, energy, and industrial sectors, while most other sectors have lagged. This divergence, combined with persistently higher interest rates and inflation, has created uneven outcomes across corporations and economic segments.

The rapid ascent of Artificial Intelligence (AI) since late 2022, sparked by OpenAI's emergence as a market leader, has further amplified this concentration. AI-related firms have become a dominant force in US economic activity, with some quarterly GDP figures depending heavily on investment in this single area. The result is a more volatile and uneven return environment for investors.

Against this backdrop, Oregon maintains a longstanding competitive advantage. Since the late 1970's, the state has been recognized in the institutional investment community for its early and successful embrace of private markets. While this edge persists, the broader investment landscape has shifted dramatically. Comparable public pension plans and retail investors have significantly increased their allocations to private markets. Today, roughly 85% of US businesses with revenues exceeding $100 million are private companies, up substantially from a decade ago. Entrepreneurs and business leaders are increasingly choosing private capital over public markets to fund growth, and this trend shows no signs of stopping.

In response, OPERF's investment approach has grown more sophisticated. This evolution is clearly illustrated in the shift in target asset allocations between 2007 and that of 2026:

Asset Class	OPERF 2007 Target Allocation	OPERF 2026 Target Allocation
Public Equity	53.0%	27.5%
Fixed Income	27.0%	25.0%
Private Equity	12.0%	20.0%
Real Estate	8.0%	12.5%
Real Assets	0.0%	7.5%
Diversifying Strategies	0.0%	7.5%

The investment arena remains intensely competitive. To navigate an increasingly complex marketplace, Oregon must continue strengthening its capabilities through targeted enhancements and strategic differentiation.

Enabling Legislation

The Treasury programs included in the Treasury Services program unit derive from several constitutional and statutory directives as referenced in the Agency Wide Summary.

Revenue Streams

The primary revenue source for all three program units in Investment Services are the asset management fees authorized under ORS 293.718. Treasury's rate model is based on three main groupings of managed funds based on fund type single entity, pooled, and assets under management (AUM). The first group is small single entity funds with less than $1 billion in assets. These small single entity funds do not have significant AUM to provide the necessary economy of scale to cover expenses at the statutory rate cap. The second group is pooled asset funds, such as the Oregon Short Term Fund (OSTF), the Oregon Intermediate Term Pool (OITP) and the Oregon Local Government Investment Fund (OLGIF). By Oregon statute, pooled assets have a higher rate cap to account for their greater assets under management and the cost-inefficiency in managing these funds. The third grouping is large single entity funds with assets over $1 billion in AUM. These funds include the Common School Fund (CSF), the State Accident Insurance Fund (SAIF) and the Public Employee Retirement System (PERS). These are individual funds with assets generally sufficient to cover expenditures at the rate cap. Treasury's rate structure is calculated based on a comparison of forecasted revenues and expenses against actual revenues and expenses. Treasury conducts an annual analysis of expenses associated with each grouping compared against revenue. This annual analysis informs the updated rates for each grouping, which is updated on a biennial basis.

For single entity accounts, asset management fees are capped at 0.350 basis points per month. For pooled investments, asset management fees are capped at 0.500 basis points per month. Fees are charged based on the most recent market value of assets under management as reported by the investment custodian, State Street Bank. As of June 30, 2026, the most recent analysis determined that rates for all single accounts are charged at 0.250 bps except SAIF which could be charged at 0.15 basis points. Rates for all commingled investment funds were set at 0.435 bps.

Small single entity funds typically experience limited growth due to their smaller AUM and periodic withdrawals. Due to this limited growth expectation, revenue projections use the calendar year end AUM held constant for the time period under review. Cumulatively, these accounts total less than 1% of total assets under management.

Due to the significant cyclical impacts in pooled assets, a seasonality-based projection model is used to accurately project forward AUM. OSTF has significant historical experience and data sets on which the projections are based. The historical end of month AUM numbers are recorded, and a projection is calculated using a set formula. The formula is based on the triple exponential smoothing (i.e. Holt-Winter) approach, that considers monthly seasonality. Pooled assets (OSTF, OITP, OLGIF) represent approximately 23% of total assets under management and approximately 35% of total investment fees.

Most assets under management are held in large single entity accounts. PERS accounts for about 75% of all assets and possesses the most complicated asset structure. CSF and SAIF comprise an additional 5% of total AUM. To best determine revenue forecasts, the Portfolio Risk and Research Team conducts an annual analysis of the fund’s likely growth. Forward assumptions of fund expenses are updated to ensure outflows are considered, and then a Monte Carlo simulation is run based on the current asset allocation and OIC risk and return assumptions. This is used to develop an AUM forecast that balances return expectations with a sufficient allowance for a significant downturn event.

Proposed new laws that apply to the program unit

None.

Investment Management Program Unit Narrative

Program Unit Funding Request

The budget request of $56,634,358 Other Funds-Limited continues funding for the Investment Management Program at the current service level for 2027-29 and includes a policy option package for investment capacity resources to strengthen portfolio management and fiduciary oversight. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$46,805,836	52	47.47
2027-29 ARB	$56,634,358	56	55.01
Difference	$9,828,522	4	7.54
Percent Change	*21.0%*	*7.7%*	*15.9%*

Activities, programs, and issues in the program unit base budget

The Investment Management Program is principally responsible for managing various asset pools including the Oregon Public Employees Retirement Fund (OPERF), the State Accidental Insurance Fund (SAIF), the Common School Fund (CSF), the Oregon Short Term Fund (OSTF), and a number of other state managed plans (19 in total) under the oversight of the Oregon Investment Council (OIC). Investment Management Program staff are principally involved in one of the following three activities or a combination thereof:

- Internal Management of Assets: Portfolio construction and the selection and trading of stocks and bonds, as well as ancillary activities;
- External Manager Oversight: Reviewing the universe of investment managers, selecting and recommending managers to the Council, and ongoing monitoring of managers approved by the OIC; and
- Asset Allocation and Risk Management: Includes reviewing investment opportunities, monitoring portfolio exposures to various investment risk factors such as stock market and interest rate risks, designing a portfolio allocation that would best meet beneficiary requirements.

Capital Markets

Fixed Income

The Fixed Income investment team provides both internal management of State and local funds as well as external manager oversight of those firms that manage funds on behalf of OPERF, OSTF, and other State and local entities.

The primary function of the Fixed Income team is to oversee portfolio management/strategy (e.g., portfolio positioning across various metrics such as interest rates, curve, asset class selection, geography, etc.), trading of internally managed assets, and research (e.g., markets, US/Global macroeconomics, asset classes, names to invest in, etc.) for OSTF and other State and local entities.

In addition, the Fixed Income team is responsible for the oversight of the external asset managers (e.g., investment due diligence, quarterly performance reviews, ad hoc analysis, etc.) for OPERF and other State entities.

Public Equity

The Public Equity investment team provides both internal management of State funds as well as external manager oversight of those firms that manage funds on behalf of OPERF and other State entities for investments in Public Equity.

The Public Equity team oversees portfolio structure, evaluates and monitors investment managers, and assesses potential managers. The investment team handles equity trading and cash management for internal portfolios.

In addition, the Public Equity team provides investment oversight and investment recommendations for the public equity allocation within the CSF and other State entities.

Diversifying Strategies

The Diversifying Strategies investment team provides External Manager Oversight for the Diversifying Strategies Portfolio within OPERF, comprised of investments in directional, relative value, event driven, and equity long-short strategies. The portfolio is well diversified across strategies and sub-strategies and is global in nature with exposure to portfolio companies in North America, Europe, Asia, Oceania, South American and Africa.

The primary function of the Diversifying Strategies team is to evaluate and underwrite investment managers and funds for prospective investment as well as to monitor existing managers, existing assets, and co-investments. The team is also responsible for responding to evolving market conditions, and for creating the overall investment strategy and portfolio construction.

Private Markets

Private Equity

The Private Equity investment team provides external Manager Oversight for the Private Equity Portfolio within OPERF, comprised of investments in leveraged buyouts, growth equity, venture capital, and special situations strategies. The portfolio is well diversified across sectors and is global in nature with exposure to portfolio companies in North America, Europe, Asia and Latin America. In addition, the Private Equity Portfolio has special mandates for co-investment and for secondary transactions (the buying or selling of limited partner interests).

The primary function of the Private Equity team is to evaluate and underwrite investment managers and funds for prospective investment as well as to monitor existing managers and existing assets. The team is also responsible for creating the overall investment strategy and portfolio construction and for responding to evolving market conditions.

In addition, the Private Equity team provides investment oversight and investment recommendations for the private equity allocation within the Common School Fund (CSF) and the Oregon Environmental Restoration portfolios managed by Oregon State Treasury.

Real Estate

The Real Estate investment team provides External Manager Oversight for the Real Estate Portfolio within OPERF, comprised of investments in commercial real estate (e.g., office buildings, retail complexes, logistics and warehouses, and multifamily apartment buildings) as well as specialized real estate (e.g., student housing, storage, and medical office buildings). The investment strategies include those targeting core holdings that are stabilized and fully occupied by tenants, thereby generating current income. Additional strategies include value add and opportunistic strategies that require various degrees of repositioning, refurbishment, and development.

The Real Estate team evaluates, underwrites, and monitors investment managers and assets. It develops investment strategy, constructs portfolios, and adapts to market changes.

In addition, the Real Estate team provides real estate investment oversight and investment recommendations for the real estate allocations for the Common School Fund (CSF), State Accident Insurance Fund (SAIF), and Oregon Environmental Restoration Fund (OERF) investment portfolios managed by Oregon State Treasury.

Real Assets

The Real Assets investment team provides External Manager Oversight for the Real Assets Portfolio within OPERF, comprised of investments such as infrastructure (e.g., transportation, power, and telecommunications) and natural resources (e.g., energy, metals and mining, agriculture, and timberland).

The primary function of the team is to evaluate and underwrite investment managers and funds for prospective investment as well as to monitor existing managers and existing assets. The team is also responsible for creating the overall investment strategy and portfolio construction and for responding to evolving market conditions.

A separate individual within the team oversees the Opportunity Portfolio, comprised of investment strategies that are tactical, innovative, or that don't fit the mandates of OPERF's other asset classes. Examples include private credit, medical and entertainment royalties, and reinsurance investment strategies. The portfolio is unconstrained and may be invested in liquid or illiquid mandates.

In addition, the Real Assets team provides investment oversight and investment recommendations for the alternative asset allocations for the Common School Fund (CSF), State Accident Insurance Fund (SAIF), and Oregon Environmental Restoration Fund (OERF) investment portfolios managed by Oregon State Treasury.

Portfolio Risk & Research

The Portfolio Risk & Research team is the principal team focused on Asset Allocation and Risk Management for the asset pools managed by the Investment Management Program. While other teams described above consider risk management for their respective asset class, the Portfolio Risk & Research team uses various platforms, such as BlackRock Solutions Aladdin, to report to the OIC and the Chief Investment Officer on the investment risks – such as currency and economic sector exposures – of entire portfolios. This includes reviewing asset allocations, e.g., the likely impact of changing allocations to asset classes such as public equity, private equity, and fixed income. Finally, the team also evaluates the materiality of Environmental, Social, and Governance (ESG) factors, and if found meaningful, evaluates methods of incorporating those considerations into investment selection.

The primary function of the Portfolio Risk & Research team is to support the Chief Investment Officer on various initiatives related to investments and portfolio oversight. The team also supports the investment teams on portfolio construction and new strategy evaluations.

Investment Operations Program Unit Narrative

Program Unit Funding Request

The budget request of $10,467,304 Other Funds-Limited continues funding for the Investment Operations Program at the current service level for 2027-29. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$9,374,759	20	19.05
2027-29 ARB	$10,467,304	20	20.00
Difference	$1,092,545	-	0.95
Percent Change	*11.7%*	*0.0%*	*5.0%*

Activities, programs, and issues in the program unit base budget

Functional areas include Investment Accounting, Trade Operations, Performance Reporting, Reconciliation, and Data Management. Through these functions, the investment operations program is also responsible for identifying inefficiencies, process improvements, data management and oversight, and implementation of risk mitigation measures. The team supports all areas of the Investment Services program including Fixed Income, Public Equities, Diversifying Strategies, Private Equity, Real Estate, and Real Assets, and works closely with the Portfolio Risk and Research Team, and at the direction of the Chief Investment Officer.

Investment Accounting

The Investment Accounting team is responsible for Cash Management, Portfolio Administration, Financial Reporting, and Expense Oversight. The team produces financial statements for state managed investment pools in accordance with Governmental Accounting Standards Board (GASB) 31. The cash management function is carried out daily, so that portfolio managers know how much cash is available to invest each day. Dollar amounts are material, and daily interest can earn participants a significant long-term compounded return. Thus, the opportunity cost of not investing timely is significant. Lastly, expense tracking protects the program by ensuring the accuracy of vendor and asset manager fees paid.

Trade Operations

The Trade Operations team is responsible for trade processing, reconciliation, and settlement. Without proper controls, oversight, and process, errors can be extremely costly. Trade amounts often exceed hundreds of millions of dollars daily. The team also processes

Corporate Actions and performs Cash Reconciliation, all of which allow for accurate beginning- and end-of-day valuations to inform investment decision making.

Investment Reconciliation

Reconciliation includes review of performance and asset valuations across vendors and platforms. The team reviews all monthly custodial data, consultant data, and portfolio management data for accuracy. As a result, the team consistently identifies wide-ranging discrepancies over time, which may lead to material corrections. Gone unnoticed, errors can lead to improper valuations, performance, and crediting rates, and even inaccurate funded status for the pension.

Data Management

Data Management includes managing security information, characteristics, data feeds, and account processing. Data analysts play a key role in separating portfolio management responsibilities and data management to protect the organization from conflicts of interest, fraudulent activity, and trade compliance. Additionally, the Data Management function oversees data flow across platforms, proactively reviews access and permissions, and takes corrective measures when necessary.

Performance and Reporting

Performance oversight is a mission-critical function of the Investment Operations Team. This involves review of fund and plan performance to ensure gains and losses are reflected accurately. The team is responsible for creating efficiencies and controls through centralization and automation of the reporting function. This team also produces several internal business intelligence reports for investment officers, as well as numerous website reports for public consumption, and responds to public records requests.

Background information

The Investment Operations Program provides checks and balances for the organization and addresses key organizational and operational risks. Providing these controls protects the State's position as a market leader and the need to fulfill fiduciary responsibilities. The Operations Program consistently produces bottom line results through addressing risk, optimizing capacity, implementing data quality control measures, and identifying cost savings.

Data Quality and Controls

Enhanced risk mitigation and data analytics capabilities have helped uncover significant reporting errors by external service providers. In some cases, these errors date back several years. The identification and rectification of reporting errors have led to material adjustments and in some cases increased OPERF investment performance and valuations. Gone undiscovered, these issues can lead to understated (or overstated) values resulting in erroneous participant crediting rates and an inaccurate measure of the pension plan's funded status.

Segregation of Duties and Resource Optimization

Continued utilization of technology (Blackrock's Aladdin platform) and the evolution and maturation of dedicated OST operational staff and infrastructure have enabled Investment Officers to focus on informed decision-making and produce positive results. Assets managed internally have consistently outperformed their respective benchmarks in aggregate over time. As assets have grown, the portion of internally managed assets has also grown and the ability to support portfolio management has grown in lockstep, the result of which has been positive bottom-line results.

Investment Legal and Compliance Program Unit Narrative

Program Unit Funding Request

The budget request of $8,712,750 Other Funds-Limited continues funding for the Investment Legal and Compliance Program at the current service level for 2027-29. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$7,900,624	13	13.00
2027-29 ARB	$8,712,750	13	13.00
Difference	$812,126	-	-
Percent Change	*10.3%*	*0.0%*	*0.0%*

Activities, programs, and issues in the program unit base budget

The Investment Legal and Compliance Program consists of two separate and distinct functions. Legal staff perform authorized legal work for Treasury in accordance with an interagency agreement with the Department of Justice, as described in more detail below. Separately, compliance personnel monitor and evaluate investment compliance with applicable policies, procedures, and contractual obligations.

Legal Function

Legal staff oversee a broad range of investment-related legal issues and transactions for the Investments program. Legal staff ensure that activities comply with applicable laws and policies and support the efforts of the Oregon Investment Council and the State Treasurer to fulfill their fiduciary duties. Legal staff provide a critical support function in meeting agency objectives. Treasury attorneys possess specialized knowledge and expertise and are well-positioned to understand complex and sophisticated investment transactions and business needs to support Treasury's investment management goals. Having in-house attorneys at Treasury is consistent with the statutory fiduciary duties applicable to managing the state's pension funds. Further, by supporting the investment goals, legal staff provide a material service to the state and its pensioners.

Treasury attorneys provide a high level of expertise and responsiveness without generating additional legal costs. In addition, due to the high volume and complexity of Treasury's legal matters that require specialized experts, DOJ engages independent outside counsel to assist, at Treasury's request and at the Attorney General's sole discretion. The presence of in-house Treasury attorneys notably reduces the costs associated with using external counsel.

Treasury attorneys monitor and implement appropriate industry best practices, ensure Treasury's compliance with applicable law, regulation, and policy, including fiduciary obligations, and allow Treasury to in-source legal work that would otherwise be performed by outside counsel, reducing Treasury's legal costs. Treasury's legal staff is an essential resource to Treasury, providing a demonstrable benefit to the state.

Compliance Function

Compliance staff support the continued growth of Treasury's investment program, including the overall strategy to manage more assets internally within Treasury's capital markets portfolio, by providing oversight and process improvement in the areas set forth below. Treasury's continued investment portfolio growth has created an increased need for well-developed and sophisticated internal controls. Compliance staff play an essential role in ensuring that those controls are implemented, followed, and maintained.

Compliance is in the process of implementing a comprehensive roadmap and modernization plan to achieve effective oversight. The program is in a phase of modernization and process improvement and seeks to fully support the continued growth of the investment programs and the increasing volume and sophistication of its activities. Compliance staff must possess significant and sophisticated investment management knowledge and technical proficiency to address the constantly changing and increasingly complex investment management landscape.

This modernization includes the development of executive level reporting, which provides accurate views into compliance status across the investment program. The ability to view summary compliance reports allows close monitoring of Treasury funds and reduces the risk within the asset management process. Compliance staff compile and file numerous regulatory filings that apply to Treasury's investment activity, including filings with the New York Federal Reserve, the Securities and Exchange Commission, and numerous other domestic and international regulatory agencies. To appropriately support Treasury's investment activities, regulatory compliance is critical in preserving Treasury's good standing with regulatory bodies across the globe.

Additionally, Treasury has improved its technological resources, allowing compliance staff to closely monitor external investment managers in a scalable way, improving efficiency and allowing the team to increase its breadth of coverage. This monitoring function ensures that externally managed assets are managed in a manner that is consistent with applicable regulatory requirements and Treasury's contractual obligations and policies. As part of this oversight, compliance staff conduct annual due diligence reviews of all external managers – including review of Form ADV filings for managers within the Alternatives Program (real estate, private equity, etc.), and due diligence questionnaires (DDQs) covering the manager control environment, staffing changes, and regulatory actions for external Fixed Income and Public Equity managers. Compliance staff utilize the Blackrock Aladdin platform to perform active monitoring of all internally traded portfolios. The compliance team codes and monitors rules within the Blackrock Aladdin system and immediately addresses breaches of those rules. This monitoring function allows Treasury to ensure that Treasury investment staff manage its internally traded portfolios in accordance with policy mandates.

Compliance staff manage the personal trading program for Treasury. On a quarterly basis, compliance staff review the personal trading activity of those individuals who are required to report such activity pursuant to Oregon law and Treasury policy. Compliance staff report on the trading activity in accordance with state statutory requirements. As part of Treasury's ongoing modernization efforts, Treasury has implemented new systems that allow compliance staff to more effectively monitor and analyze personal trading activity, ensuring that designated staff are engaging in personal trading activity that is compliant with applicable law and policy.

Compliance staff review and monitor the policies of the Oregon Investment Council and Treasury's investment program to ensure that Treasury and Treasury staff are performing in accordance with the practices mandated by Treasury's policies. Recommendations are made on controls, processes, and policy improvement, and recommendations are presented to Treasury's Compliance Executive Committee.

Treasury engages many external vendors for assistance in performing the asset management function. These vendors may provide services that vary from purely informational to those that establish and impact Treasury's official investment and accounting records. Compliance staff perform critical oversight of these vendors and ensure internal controls are effective. Compliance staff also authorize and manage access to these essential vendors and systems.

Background information

<u>Treasury and DOJ Agreement</u>

In 2015, Treasury and the Department of Justice entered into an interagency agreement governing the terms by which Treasury hires its own attorneys. As the chief law officer of the state, the Attorney General currently is exclusively responsible for providing legal services to Treasury or authorizing other legal representation for Treasury. Treasury enters dynamic, highly specialized, and complex transactions on the state's behalf. Treasury's work in this area requires prompt and seamless access to legal advice and services to maximize that benefit. The Attorney General determined that Treasury's ability to hire its own attorneys protects the interests of the state and, accordingly, Treasury attorneys take on a limited scope of work. The Attorney General has appointed a specified number of Treasury employees as Special Assistant Attorneys General ("SAAGs"). These SAAGs are qualified to practice law in Oregon and are specially qualified to perform the agreed upon scope of work pursuant to the agreement. The Attorney General retains the right to decline to appoint any attorney as a SAAG or withdraw any existing appointment. A DOJ attorney is designated as a supervising attorney of the SAAGs and the DOJ and Treasury teams regularly meet to coordinate and discuss legal matters and trends.

Investment Services Essential and Policy Packages

Essential Packages

The Current Service Level (CSL) is required by law and is an estimate of the cost to continue current legislatively-approved programs into the 2027-29 biennium. Essential Packages are how these costs are estimated and budgeted in a standardized format by agencies and evaluated for compliance with these standards by the Department of Administrative Services (DAS). Treasury followed all these requirements in building the Essential Packages for the 2027-29 biennium.

The narrative below briefly describes each Essential Package, and fiscal details for each package are included in the reports at the end of this section, broken out by fund type, category (e.g., Personal Services, Services and Supplies, etc.), and positions/FTE if necessary.

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments to the base budget as directed by DAS in the Budget Instructions. These adjustments include standard vacancy factor calculations, non-PICS generated Personal Services inflation adjustments, and mass transit taxes.

022 Phase-Outs

Phase-out package adjustments are generally necessary to take one-time costs approved as part of policy option packages in 2025-27 and remove them from the 2027-29 biennium budget. Phase-outs in this SCR are necessary for one-time staff-related services and supplies expenses in the Expendable Property accounts included in 2025-27 policy option packages.

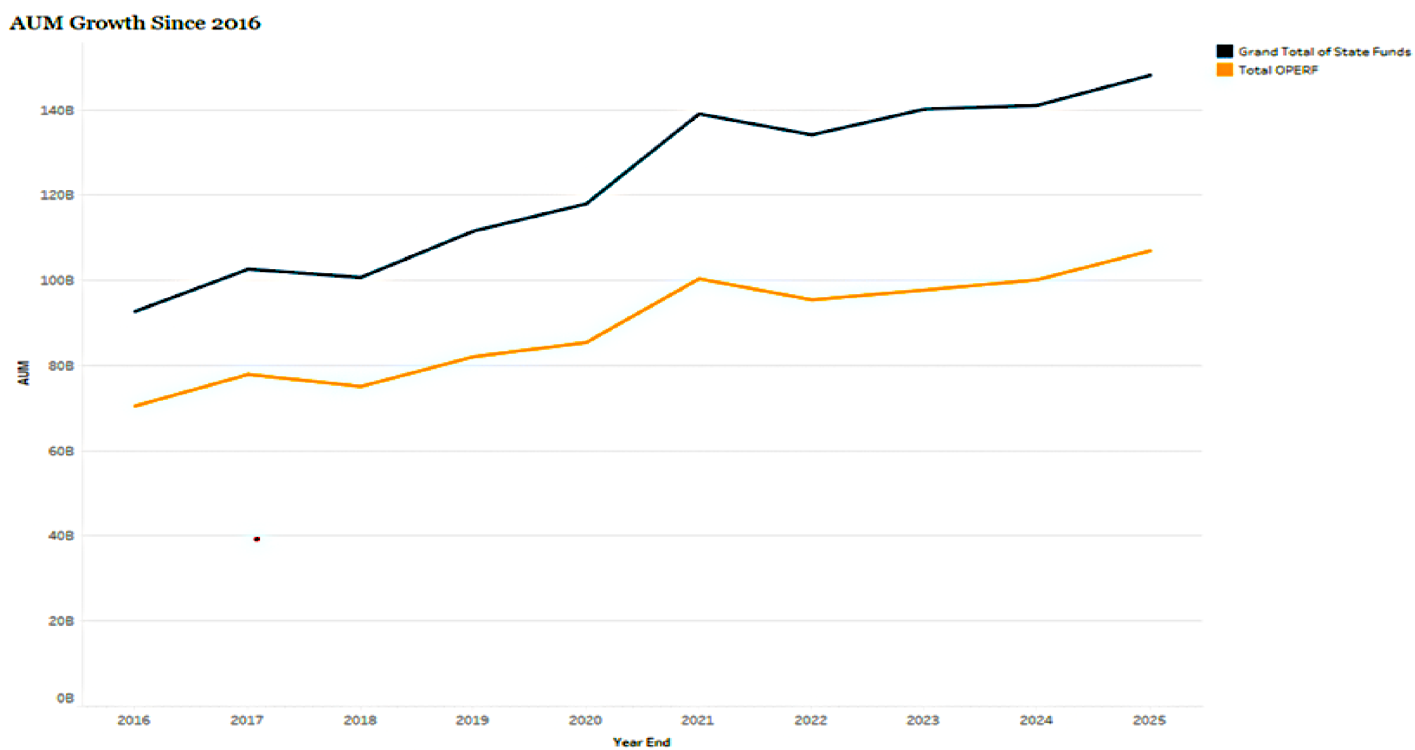
031 Standard Inflation

This package provides for standard inflation on all Services and Supplies and Capital Outlay accounts. All expenditure categories were increased by the standard inflation rates defined by DAS in the Budget Instructions, including Professional Services (9.3%), Attorney General (9.3%), Rent (4.9%), and remaining accounts (4.9%). State Government Services Charges were adjusted to match the DAS Price List as required.

Policy Package 106 - Investment Capacity Resources to Strengthen Portfolio Management and Fiduciary Oversight

Purpose

The Investment Division is responsible for managing more than $148 billion in assets entrusted to the Oregon State Treasury across the Oregon Public Employees Retirement Fund (OPERF) and 18 additional portfolios. As assets continue to grow in size and complexity, the analytic, operational, and fiduciary workload has increased significantly, particularly within the Public Equity, Private Equity, and Diversifying Strategies programs. Despite prior staffing increases, ongoing industry benchmarking, portfolio expansion, and evolving asset-class complexity show that key functions remain understaffed relative to peer organizations and to the scale of investment responsibilities.



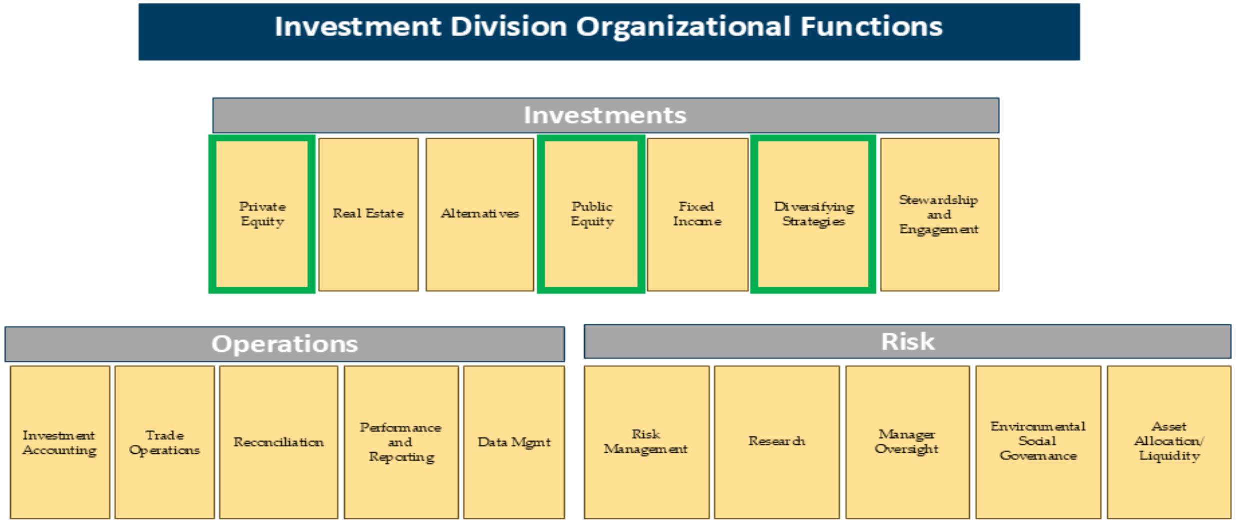
The trends of Grand Total of State Funds and Total OPERF for Date Year. Color shows details about Grand Total of State Funds and Total OPERF. The data is filtered on Date, which includes dates on or after 12/31/2016.

This Policy Option Package (POP) addresses these gaps by requesting additional positions that allow the division to maintain effective oversight, improve risk mitigation, and support the growing demands of internal management, external manager diligence, and portfolio research. These positions are critical to fulfilling fiduciary obligations, protecting long-term fund performance, and sustaining efficient, cost-effective operations that directly support Oregon pension beneficiaries, state agencies, and local governments. To meet these demands, Treasury is requesting the addition of four (4) new permanent, full-time positions costing $2,699,993 in Personal Services and $305,514 in staff-related Services and Supplies, totaling $3,005,507 in Other Funds expenditure limitation for the 2027-29 biennium.

How Achieved

This POP enhances the Investment Division's ability to deliver strong, risk-adjusted returns by strategically expanding capacity within the three asset classes experiencing the highest workload growth: Public Equity, Private Equity, and Diversifying Strategies. These asset classes serve as core engines for portfolio performance and diversification, and each has experienced substantial increases in assets under management, investment relationships, and research requirements. The four requested positions directly address these capacity gaps and support the division's ability to meet fiduciary obligations while safeguarding long-term performance outcomes.

Implementation will occur through onboarding, and training with an emphasis on internal trading support, enhanced monitoring of specialized investment strategies, and improved redundancy across asset-class teams. As a result, the division will strengthen operational resiliency, improve coverage ratios, and increase the ability to identify, analyze, and execute attractive investment opportunities. These staffing additions also reduce organizational risk and position the division to better manage increasing asset complexity.



<u>Investment Officer – Diversifying Strategies (Investment Officer 3)</u>

The Investment Officer for Diversifying Strategies will provide essential leadership and analytical depth to one of Treasury's most complex, multi-strategy asset classes. The Diversifying Strategies portfolio has grown in fund count, geographic breadth, and investment complexity, requiring continual re-underwriting, high-frequency monitoring, and proactive portfolio optimization. This position will support sourcing, evaluating, and structuring hedge-fund-related strategies designed to reduce equity volatility, improve diversification, and enhance OPERF's long-term stability.

The officer will also lead due diligence efforts for new and existing managers, evaluate redemption options, and strengthen risk-mitigation processes in a portfolio expected to exceed $10 billion over time. As the asset class evolves, this role provides the necessary expertise and analytical capacity to manage its increasing complexity, ensuring OPERF beneficiaries benefit from improved resilience and return potential.

<u>Investment Officer – Private Equity (Investment Officer 3)</u>

The Investment Officer for Private Equity will address significant workload increases stemming from market expansion, the growing number of manager relationships, and the rising complexity of private equity structures. With OPERF's Private Equity portfolio representing roughly $25 billion across 67 manager relationships and 229 partnerships, the portfolio has outgrown existing staffing resources. This position leads advanced underwriting, investment research, and relationship management for new and existing private equity managers while supporting strategic initiatives to expand into middle-market buyouts and venture capital strategies that historically deliver higher returns.

The officer will help reduce reliance on costly external vehicles, improve fund selection outcomes, and strengthen monitoring of specialized partnership terms, amendments, and continuation vehicles. This enhanced capacity directly mitigates risk, supports stronger long-term performance, and improves the division's ability to identify high-quality managers in an increasingly competitive marketplace.

<u>Investment Officer – Private Equity (Investment Officer 1)</u>

The Investment Officer for Private Equity provides essential operational and analytical support to the Private Equity program, which continues to expand in both size and complexity. This role assists with quantitative and qualitative asset manager research, performance analysis, monitoring activities, and preparation of investment recommendation materials. With expected increases in new relationships—from an average of 10 to 12 underwrites per year to more than 15—the Investment Officer 1 supports the team's ability to process higher volumes of due diligence in a timely and thorough manner.

The position also contributes to monitoring partnership agreements, evaluating fund amendments, and supporting portfolio construction goals, including increasing exposure to high-performing middle-market buyout opportunities. By adding this capacity, the division strengthens its ability to maintain investment discipline and reduce risk exposure and supports the long-term success of OPERF's private equity allocation.

<u>Investment Officer – Public Equity (Investment Officer 3)</u>

The Investment Officer for Public Equity strengthens internal trading capabilities and external manager oversight within a portfolio that represents more than 20% of OPERF assets. Public Equity remains a major driver of fund performance, and internally managed portfolios generate substantial fee savings—over $3.5 million per month—with continued growth anticipated. This position supports internal trading across multiple domestic and international equity strategies, ensuring sufficient redundancy, trade coverage, and resiliency.

Additionally, the role bolsters due diligence and relationship management for external managers, helping align coverage levels with industry benchmarks and improving monitoring of active and passive mandates. Enhanced staffing ensures the team can continue delivering high-quality execution, risk mitigation, and value-added performance for beneficiaries.

Staffing Impact

Treasury is requesting the establishment of four (4) new permanent, full-time (PF) positions phased-in at specified times during the biennium based on anticipated implementation timing:

Action	Working Title	Classification	Type	Pos	FTE	Phase-in
Establish New	Investment Officer 3, Diversifying Strategies	Investment Officer 3	PF	1	0.88	10/1/2027
Establish New	Investment Officer 3, Private Equity	Investment Officer 3	PF	1	0.75	1/1/2028
Establish New	Investment Officer 1, Private Equity	Investment Officer 1	PF	1	0.75	1/1/2028
Establish New	Investment Officer 3, Public Equity	Investment Officer 3	PF	1	0.63	4/1/2028

Permanent, full-time positions and corresponding personal services expenditure limitation will automatically phase into 24 months/1.00 FTE in the 2029-31 biennium.

Quantifying Results

Success will be measured through improvements in manager coverage ratios, strengthened internal trading redundancy, increased throughput of investment due diligence, and enhanced monitoring of complex multi-strategy portfolios. Key metrics include reduction of assets-per-investment-officer in Private Equity, increased number of completed underwrites per year, improved internal trading depth in Public Equity, and more frequent re-underwriting cycles in Diversifying Strategies. These indicators demonstrate increased capacity, reduced risk, and improved ability to identify value-added investment opportunities.

Revenue Source

All requested positions are funded through Other Funds, derived from administrative fees assessed on assets under management. These positions do not require new revenue sources, and support ongoing operational demands that scale proportionately with portfolio growth.

Related Packages

In addition to the Essential and Policy Packages directly impacting this program area described in prior pages, there are a number of related packages that have an indirect or aggregate impact on this program area, and they are described in summary below.

Statewide and/or Analyst Packages. The 08x package series is for Emergency Board actions after April of even numbered years, and the 09x package series is for Statewide Packages generally directed by the Department of Administrative Services (DAS) during the Governors Budget process. The 09x package series is then generally eliminated and reinserted/revised as necessary in the 8xx series of packages in the Legislatively Adopted Budget.

Packages have not yet been introduced in any of these categories at the Agency Request Budget stage, and this section will be updated accordingly as packages are added in later stages.

Investment Services

Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State — **Cross Reference Name: Investment Services**
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services — **Cross Reference Number: 17000-030-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	1,928	-	-	-	1,928
Overtime Payments	-	-	151	-	-	-	151
All Other Differential	-	-	232,343	-	-	-	232,343
Public Employees' Retire Cont	-	-	57,473	-	-	-	57,473
Social Security Taxes	-	-	17,933	-	-	-	17,933
Unemployment Assessments	-	-	382	-	-	-	382
Paid Family Medical Leave Insurance	-	-	930	-	-	-	930
Mass Transit Tax	-	-	58,925	-	-	-	58,925
Vacancy Savings	-	-	(572,471)	-	-	-	(572,471)
Total Personal Services	**-**	**-**	**($202,406)**	**-**	**-**	**-**	**($202,406)**
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(202,406)	-	-	-	(202,406)
Total Expenditures	**-**	**-**	**($202,406)**	**-**	**-**	**-**	**($202,406)**
Ending Balance							
Ending Balance	-	-	202,406	-	-	-	202,406
Total Ending Balance	**-**	**-**	**$202,406**	**-**	**-**	**-**	**$202,406**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Investment Services**
Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 17000-030-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	(59,241)	-	-	-	(59,241)
IT Expendable Property	-	-	(56,355)	-	-	-	(56,355)
Total Services & Supplies	**-**	**-**	**($115,596)**	**-**	**-**	**-**	**($115,596)**
Total Expenditures							
Total Expenditures	-	-	(115,596)	-	-	-	(115,596)
Total Expenditures	**-**	**-**	**($115,596)**	**-**	**-**	**-**	**($115,596)**
Ending Balance							
Ending Balance	-	-	115,596	-	-	-	115,596
Total Ending Balance	**-**	**-**	**$115,596**	**-**	**-**	**-**	**$115,596**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Investment Services**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 17000-030-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	1,246	-	-	-	1,246
Out of State Travel	-	-	13,452	-	-	-	13,452
Employee Training	-	-	23,764	-	-	-	23,764
Office Expenses	-	-	871	-	-	-	871
Telecommunications	-	-	11,027	-	-	-	11,027
State Gov. Service Charges	-	-	1,003,955	-	-	-	1,003,955
Data Processing	-	-	18,173	-	-	-	18,173
Publicity and Publications	-	-	612	-	-	-	612
Professional Services	-	-	119,584	-	-	-	119,584
IT Professional Services	-	-	6,026	-	-	-	6,026
Attorney General	-	-	41,412	-	-	-	41,412
Employee Recruitment and Develop	-	-	18,807	-	-	-	18,807
Dues and Subscriptions	-	-	11,919	-	-	-	11,919
Facilities Rental and Taxes	-	-	186,117	-	-	-	186,117
Agency Program Related S and S	-	-	24,334	-	-	-	24,334
Other Services and Supplies	-	-	1,831	-	-	-	1,831
Expendable Prop 250 - 5000	-	-	300	-	-	-	300
IT Expendable Property	-	-	659	-	-	-	659
Total Services & Supplies	**-**	**-**	**$1,484,089**	**-**	**-**	**-**	**$1,484,089**
Total Expenditures							
Total Expenditures	-	-	1,484,089	-	-	-	1,484,089
Total Expenditures	**-**	**-**	**$1,484,089**	**-**	**-**	**-**	**$1,484,089**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Investment Services**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 17000-030-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(1,484,089)	-	-	-	(1,484,089)
Total Ending Balance	**-**	**-**	**($1,484,089)**	**-**	**-**	**-**	**($1,484,089)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State — **Cross Reference Name: Investment Services**
Pkg: 106 - Investment Portfolio Support — **Cross Reference Number: 17000-030-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	1,492,110	-	-	-	1,492,110
All Other Differential	-	-	447,633	-	-	-	447,633
Empl. Rel. Bd. Assessments	-	-	240	-	-	-	240
Public Employees' Retire Cont	-	-	479,505	-	-	-	479,505
Social Security Taxes	-	-	140,652	-	-	-	140,652
Paid Family Medical Leave Insurance	-	-	7,260	-	-	-	7,260
Worker's Comp. Assess. (WCD)	-	-	113	-	-	-	113
Flexible Benefits	-	-	132,480	-	-	-	132,480
Total Personal Services	**-**	**-**	**$2,699,993**	**-**	**-**	**-**	**$2,699,993**
Services & Supplies							
Instate Travel	-	-	3,564	-	-	-	3,564
Out of State Travel	-	-	10,932	-	-	-	10,932
Employee Training	-	-	59,686	-	-	-	59,686
Office Expenses	-	-	14,252	-	-	-	14,252
Telecommunications	-	-	16,632	-	-	-	16,632
Data Processing	-	-	4,600	-	-	-	4,600
Publicity and Publications	-	-	2,600	-	-	-	2,600
Employee Recruitment and Develop	-	-	2,380	-	-	-	2,380
Dues and Subscriptions	-	-	2,600	-	-	-	2,600
Facilities Rental and Taxes	-	-	148,400	-	-	-	148,400
Other Services and Supplies	-	-	2,560	-	-	-	2,560
Expendable Prop 250 - 5000	-	-	19,120	-	-	-	19,120

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State — **Cross Reference Name: Investment Services**
Pkg: 106 - Investment Portfolio Support — **Cross Reference Number: 17000-030-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	18,188	-	-	-	18,188
Total Services & Supplies	**-**	**-**	**$305,514**	**-**	**-**	**-**	**$305,514**
Total Expenditures							
Total Expenditures	-	-	3,005,507	-	-	-	3,005,507
Total Expenditures	**-**	**-**	**$3,005,507**	**-**	**-**	**-**	**$3,005,507**
Ending Balance							
Ending Balance	-	-	(3,005,507)	-	-	-	(3,005,507)
Total Ending Balance	**-**	**-**	**($3,005,507)**	**-**	**-**	**-**	**($3,005,507)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							3.01
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.01**

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - BPR012

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

Treasury, Oregon State — **Agency Number: 17000**

2027-29 Biennium — **Cross Reference Number: 17000-030-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Charges for Services	85,494,059	77,045,572	77,045,572	95,741,502	-	-
Other Revenues	206	-	-	-	-	-
Transfer Out - Intrafund	(21,399,417)	(19,052,858)	(19,052,858)	(38,924,338)	-	-
Total Other Funds	**$64,094,848**	**$57,992,714**	**$57,992,714**	**$56,817,164**	**-**	**-**

_____ Agency Request _____ Governor's Budget _____ Legislatively Adopted

2027-29 Biennium Page ___________ Detail of LF, OF, and FF Revenues - BPR012

Investment Services

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - 107BF07

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

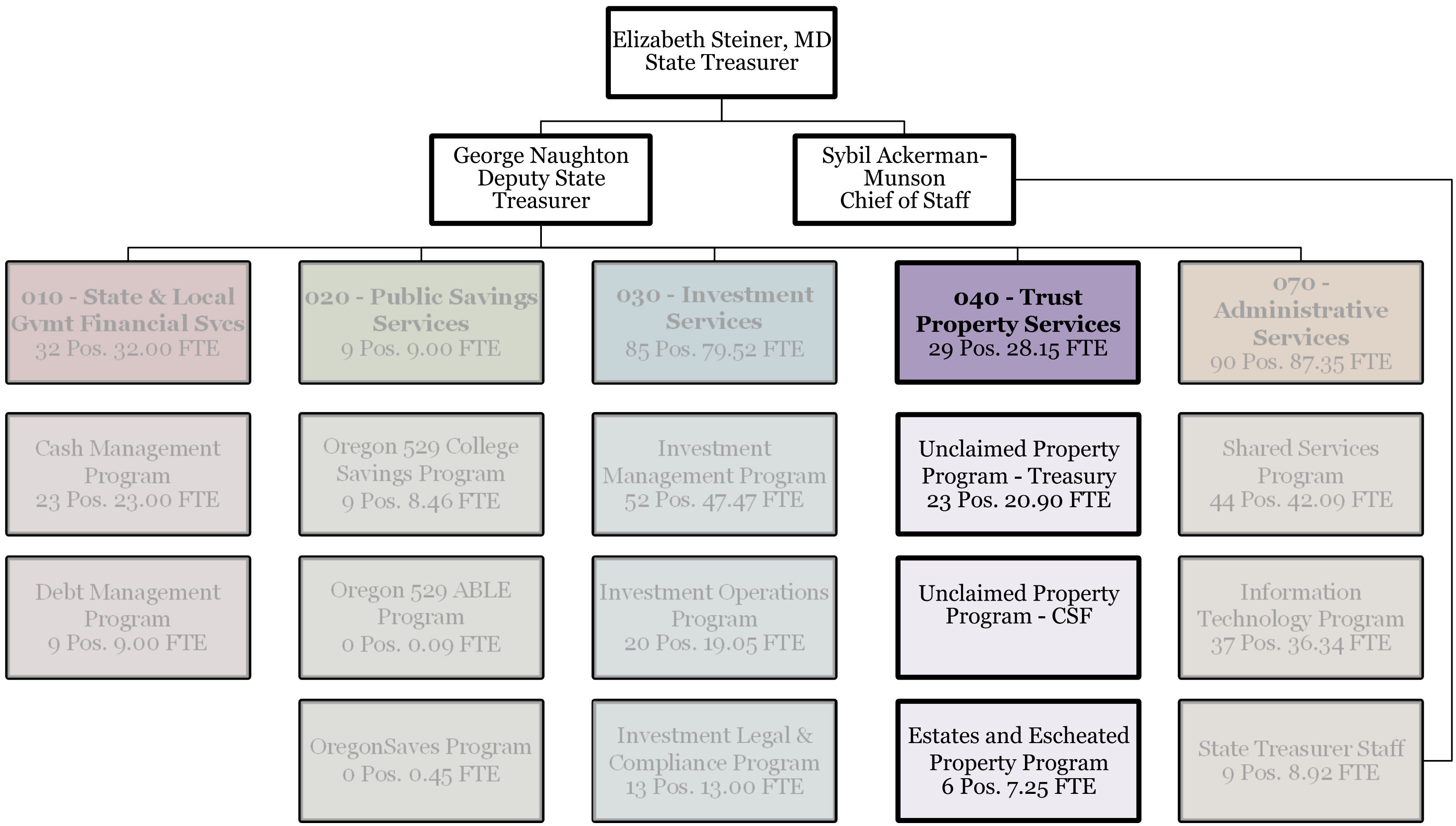
Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Legislatively Adopted	2025-27 Estimated	2027-29 Agency Request	2027-29 Governors	2027-29 Legislatively Adopted
Charges for Services	3400	0410	85,494,059	77,045,572	77,045,572	95,741,502		
Other Revenues	3400	0975	206	-	-	-		

107BF07

Trust Property Services

Trust Property Services

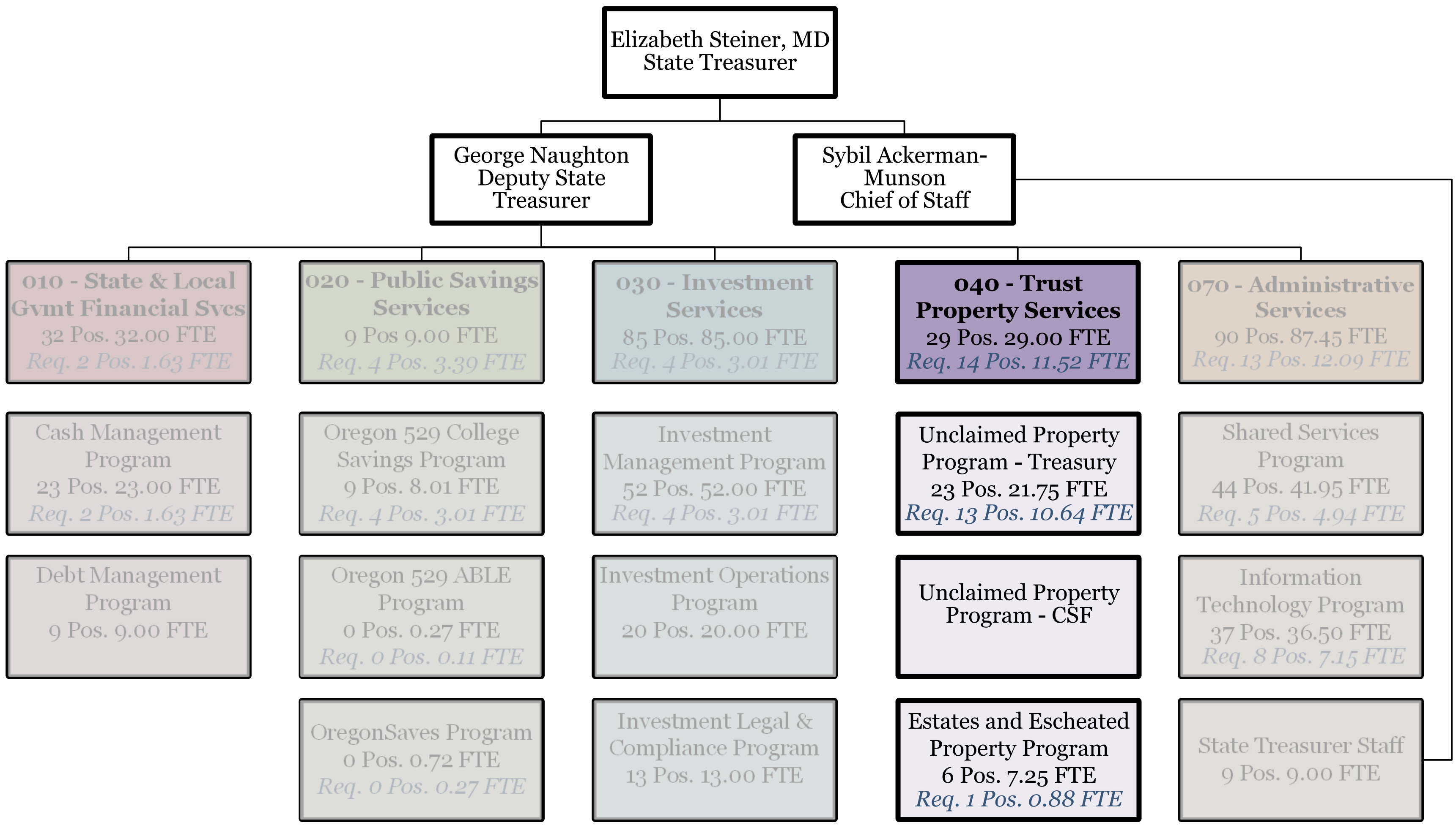
Oregon Treasury 2025-27 Organization Chart



Current (LAB): 245 Pos. 236.02 FTE

Trust Property Services

Oregon Treasury 2027-29 Organization Chart



Current (CSL): 245 Pos 242.45 FTE
Requested: +37 Pos. 31.64 FTE

Trust Property Services

Trust Property Services 2027-29 Organization Chart

Elizabeth Steiner, MD
State Treasurer

040 - Trust Property Services

Unclaimed Property Program - Treasury
23 Pos. 21.75 FTE

- Holder Reporting and Education
- Holder Audits
- Claims Management
- Property Claim Validation

POP 101
Trust Property Resource Essentials
Req. 13 Pos. 10.64 FTE

Unclaimed Property Program - CSF

- Unclaimed Property Investment Assets

Estates and Escheated Property Program
6 Pos. 7.25 FTE

- Unclaimed Estates
- Escheated Property
- Heir Location and Validation
- Estate Management

POP 101
Trust Property Resource Essentials
Req. 1 Pos. 0.88 FTE

Current (CSL): 29 Pos. 29.00 FTE
Requested: +14 Pos. 11.52 FTE

Trust Property Services

Trust Property Services Executive Summary

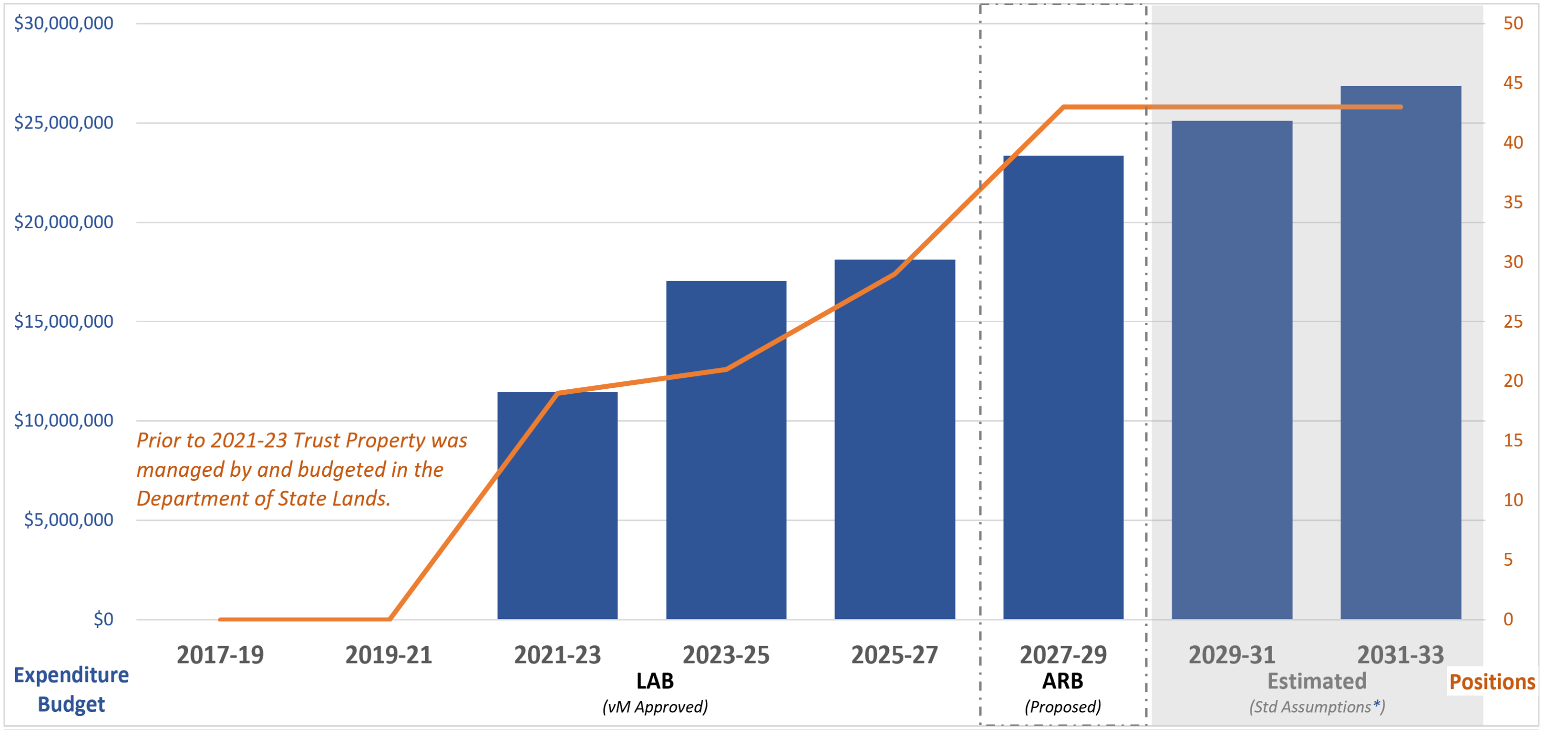
Primary Program Contact - George Naughton, Deputy State Treasurer, 503-378-4000

Treasury Vision - Leading the way for Oregonians to achieve long term financial security.

Program Overview - Trust Property provides two important functions in Oregon: 1) it administers the unclaimed property program for the state and protects the property rights of owners forever or until they claim their funds; and 2) it serves as the estate administrator for Oregonians who die without a will or known heir. Trust Property holds more than $900 million in the Common School Fund, which is invested for the benefit of Oregon's public K-12 education.

Total funds budget and positions over time

Bar graph shows historical, proposed and estimated expenditure limitation. Line graph shows positions for same timeframes.



** Long-term budget growth estimates through 2031-33 are included in the bar chart above. Those growth estimates assume standard inflation factors as defined in the DAS Budget Instructions for 2029-31 and 2031-33 in Personal Services (10.5% and 9.5%) and Services and Supplies/Capital Outlay (4.3% and 4.1%). Growth projections do not include future (2029-33) package requests.*

Trust Property Services

Program Funding Request

The program has a budget request of $23,360,603 and includes a policy option package to help the program area address increases in workload and complexity. The budget request is comprised of $19,293,304 Other Funds-Limited and $4,067,299 Other Funds-Non-Limited. The program is funded entirely through Other Funds revenue that is based on investment interest earned on unclaimed property and administrative fees. The table below compares expenditure limitation, position count and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Other Funds-NL	Positions	FTE
2025-27 LAB	$14,066,248	$4,067,299	29	28.15
2027-29 ARB	$19,293,304	$4,067,299	43	40.52
Difference	$5,227,056	$0	14	12.37
Percent Change	*37.2%*	*0.0%*	*48.3%*	*43.9%*

Program Description

Trust Property Services is composed of two programs: Oregon Unclaimed Property Program, and Estates and Escheated Property Program. The Unclaimed Property Program has two components, one for amounts held at Treasury for operations and one for amounts held within the Common School Fund which are invested.

Unclaimed Property Program - Treasury

The Unclaimed Property program is a national program that protects consumers' forgotten or unclaimed financial assets, such as dormant bank accounts, safe deposit box contents, utility deposits and refunds, insurance dividends, matured insurance policies, securities such as stocks and mutual funds, wages, credit balances, etc. Essentially, any intangible and certain tangible property that is due and payable but cannot, for various reasons, be delivered to the rightful owner is unclaimed property. Businesses and organizations, otherwise known as holders, that have unclaimed property are required to report and remit the assets to the state. Treasury offers consumers a central location to search for property that may have gone unclaimed or is presumed abandoned. Until property is claimed by owners or their heirs, it remains in the state's custody and is held in the Common School Fund, earning interest for Oregon's K-12 public education system.

The three distinct responsibilities of the Unclaimed Property program are: Reporting and Education, Claims Management, and Audit and Compliance.

Trust Property Services

The Reporting and Education team works with holders to help them report and remit property to the state when they lose contact with the owner, usually after a period of one to three years. Each year, the program interacts with tens of thousands of businesses in Oregon, the United States, and abroad. Staff provide tailored and expert advice on program requirements both during the reporting season and proactively throughout the year.

Oregon has seen a consistent increase in reported unclaimed property with $184 million and 4 million shares reported in FY 2026. Overall, Oregon holds almost $1.2 billion in unclaimed property that belongs to more than 4 million individuals and organizations that currently have an Oregon address or had one in the past. As soon as the program receives and verifies unclaimed property, it makes the data available on its website for owners to claim.

The Claims Management team is responsible for returning assets to their rightful owners or their heirs. Staff proactively look for owners and help them file a claim. They also participate in efforts to promote greater awareness of the program through marketing efforts so they can reunite more people with their property. When claims are received, staff verify the evidence and ensure that the state returns the correct amount of property to the rightful owners. During FY 2020, the program implemented a new unclaimed property system, KAPS, which allows for fully electronic claims and auto-approvals of smaller and simpler claims. As expected, claims increased because it is easier to file a claim, and as a result, claims processing timelines continue to grow. The number of approved claims also increased due to automation brought on by KAPS; however, approved claims contribute to workload growth. Essentially, every approved claim serves as program advertising, and as word-of-mouth spreads, new claims are filed. Add to it the fact that OST is receiving more property, and the result is dramatic growth in claims.

The Audit and Compliance function of the Unclaimed Property Program generally focuses on holders that are not current reporters of unclaimed property. Nationwide compliance is abysmally low, with only an estimated 6-9% of holders reporting unclaimed property. In Oregon, we have found that approximately 80% of the entities we audit are not complying with unclaimed property laws, and that even those who use the services of a certified public accountant are unaware of the reporting requirement. The program has three FTE dedicated to audit and compliance efforts of small-to-medium companies that operate in Oregon. In addition, Oregon uses the services of seven contract audit firms that specialize in unclaimed property audits of large, national, and multi-national companies.

Unclaimed Property Program – Common School Fund

Every year, millions of dollars of remitted property remain unclaimed. While program staff work diligently to return property, the cash held is invested in the Common School Fund for the benefit of Oregon's K-12 public education. Annually, the State Treasurer is required to transfer to the Common School Fund any monies not needed by the program for the next fiscal year by July 1. For FY 2026, Treasury transferred $109.1 million into the Common School Fund. The Land Board directs investment earnings distributions to school districts twice a year.

Trust Property Services

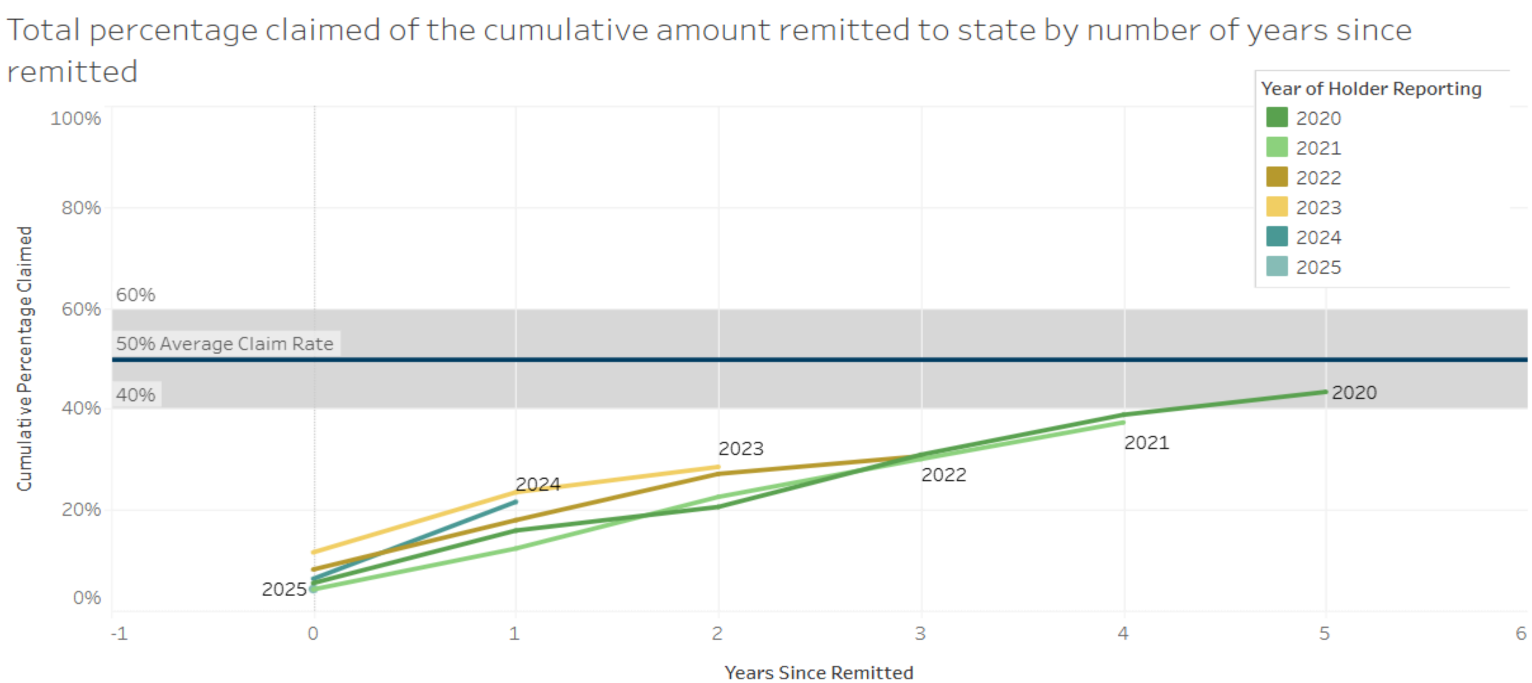
Estates and Escheated Property Program

The Estates and Escheated Property Program is responsible for handling the affairs of individuals who die without a will or known heirs. Staff receive reports from a variety of sources (e.g. first responders, property management companies, healthcare institutions, law enforcement, etc.) and attempt to locate heirs. Until heirs are found, the unit acts as personal representative for the estate and fulfills the fiduciary responsibilities imposed by law. Duties include making funeral arrangements, providing proper notices, identifying assets and creditors, paying bills, searching for heirs, and reviewing and validating heirship claims. Millions of dollars pass through the estates program each year and large amounts are reunited with rightful heirs found by program staff. In doing so, the program protects estate assets from falling into the hands of those who have no legal claim to them. If no heirs come forward in 10 years from date of death, the value of the estates permanently escheats to the Common School Fund.

Program Performance

The program performance is measured through the following two measures.

Funds Returned to Owners



The program's target is to return 50% of the funds reported every year in aggregate. Since 1996, the program has returned 46% of all unclaimed property that was reported to the rightful owner. Most claims occur within the first five years after being reported. A portion of reported funds remain unclaimed due to property owners being unaware of the money, or the holders providing insufficient information to allow the program to locate owners. The program aims to have 40% of property reported to the state returned to owners within the first five years. For property reported to the state in 2020, 43% was returned to the owners in that period during the last five years.

Due to the time lag, recent legislatively approved staffing increases and process improvements are just beginning to increase the return rate. It is expected that the changes will help to close the gap but as the volume of unclaimed property continues to increase each year, continued investments in resources and efficiency will be necessary to meet the target.

Timeliness of Claim Processing

The Unclaimed Property program aims to respond to claims within 120 days of receipt, as established in ORS 98.402. However, for almost a decade, claims filed have exceeded the team's capacity to review and approve them timely. Not only does the program see more claims being filed, it also has experienced an exponential growth in garnishment requests. Garnishments now account for 32.6% of claims work and, because they are court-mandated, they take precedence over claims. As a result, wait times keep increasing, negatively impacting the program's statutory compliance and customer service levels. For the last few years, waiting times have exceeded 9 months. Since January 2026, waiting times have been 7 months, which is about twice the statutory response timeline. We are unable to gain any ground with current staffing levels. Any media attention on unclaimed property, even in another state or at the national level, has the potential to double our workload overnight, further increasing claim processing times and frustrating Oregonians, who believe they should have timely access to their funds.

Enabling Legislation

The Treasury programs included in the Trust Property Services program unit derive from several constitutional and statutory directives as referenced in the Agency Wide Summary.

Revenue Streams

The primary revenue source for Trust Property Services is investment interest earned on unclaimed property. As most of the property is held as cash, the money is invested to provide interest to fund operations and to be distributed to schools. In addition, administrative rules detail fees that are charged to estates in the Estates and Escheated Property Program, and statutes cover the personal representative fees OST may charge for some estates.

Trust Property Services

Unclaimed Property – Treasury Program Unit Narrative

Program Unit Funding Request

The budget request of $15,874,768 Other Funds-Limited and $2,067,842 Other Funds-Non Limited continues funding for the Unclaimed Property Program at the current service level for 2027-29 and includes a policy option package for resource essentials to support statutory service and compliance requirements. The Non-limited appropriation is used to cover the costs of multi-state audits performed in other states under a national agreement where funds are due to Oregon. Actual amounts incurred are based on a percentage of funds to be returned to Oregon. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Other Funds-NL	Positions	FTE
2025-27 LAB	$11,253,894	$2,793,482	23	20.90
2027-29 ARB	$15,874,768	$2,067,842	36	32.39
Difference	$4,620,874	($725,640)	13	11.49
Percent Change	*41.1%*	*-26.0%*	*56.5%*	*55.0%*

Activities, programs, and issues in the program unit base budget

The Oregon Unclaimed Property program is a national program that offers consumers a central location to search for property that may have gone unclaimed or is presumed abandoned. In Oregon, the program has been in existence since the early 1940's, and it was originally managed by the office of the Treasurer. In 1957, Oregon adopted the Abandoned Property Act and moved the program to the Oregon Department of State Lands. During the 2019 legislative session, the Oregon State Legislature moved the program back under the purview of the Oregon State Treasury, starting on July 1, 2021.

Originally, unclaimed property applied to financial institutions only. Today, the program works with every industry, including for-profit and non-profit entities, and covers a wide variety of property types. Some common property types include dormant bank accounts, safe deposit box contents, utility deposits and refunds, insurance dividends, matured insurance policies, securities such as stocks and mutual funds, wages, and credit balances. Essentially, any intangible and certain tangible property that is due and payable but cannot, for various reasons, be delivered to the rightful owner is unclaimed property. Businesses, and non-profit and government organizations, otherwise known as holders, that have unclaimed property are required to report and remit these assets to the state. Until property is claimed by owners or their heirs, it remains in the state's custody and is held in the Common School Fund, earning interest for Oregon's K-12 public education system.

The three distinct responsibilities of the Unclaimed Property program are: Holder Reporting and Education, Claims Management, and Holder Audit and Compliance.

Holder Reporting

Oregon's unclaimed property laws require businesses and organizations, called holders, to report and remit property to the state when they lose contact with the owner, usually after a period of one to three years. The program interacts with tens of thousands of businesses in Oregon, the United States, and abroad. In general, the last known address of a property owner determines where the property is reported. In Oregon, the holder reporting season occurs every October; the annual filing deadline is November 1 for each year ending as of the preceding June 30.

As reports and payments arrive during reporting season, the unclaimed property team verifies that property and funds are received, and data are accurate. When everything matches, the team posts the data to the public registry on unclaimed.oregon.gov. That is where property owners search for unclaimed property and submit a claim. This same process applies to tangible property, which primarily comes from abandoned safe deposit boxes at financial institutions, law offices, and health organizations. This type of property generally arrives in the first quarter of each year, a few months after the official holder reporting season.

While the state holds all property for owners and their heirs until claimed, some property is sold, and the proceeds are available to owners to claim. That is the case for safe deposit boxes, which are held for a minimum of a year before they are sold at public auction. The reason for selling items is a practical one – the state can receive more than 1,000 safe deposit boxes in a year. Finding secure space to hold the inventory quickly becomes impractical and costly. Some securities (stock and mutual funds) are also sold to ensure the program portfolio remains manageable.

In the fiscal year 2026, Unclaimed Property received $184 million in cash and 4 million shares in reported unclaimed property from more than 36,000 holders throughout the nation and abroad. While receipts can fluctuate, the last few years have seen a consistent increase in reported funds; receipts are expected to increase in the upcoming biennium. Currently, the program holds almost $1.2 billion in unclaimed assets for about four million individuals and organizations with a last-known address in Oregon.

As remitted property increases, so do the number of holders who file reports. There are more than 75,000 active holders that routinely interact with the unclaimed property team.

Holder Education

The Unclaimed Property team works closely with holders to educate them on Oregon's laws and rules. The team's efforts include providing training seminars in advance of each reporting season, sending newsletters and email updates on program changes, speaking at professional organization meetings, providing technical advice to individual holders, and interpreting program statutes to attorneys and accountants representing holders. In addition, the team follows up on complaints from claimants and uses such opportunities to remind holders of Oregon's unique program rules.

Oregon's approach to increasing compliance has been focused on two strategies: outreach and audit. The program actively targets unclaimed property reporters and non-reporters and attempts to bring them into compliance voluntarily. The team spends significant effort onboarding new holders and ensuring they understand program rules and processes. In addition, Oregon developed a Voluntary Compliance Program. This program is meant to give holders who have been out of compliance additional time to identify unclaimed property and set up an internal control structure that will allow them to identify unclaimed property consistently. Approved program participants benefit from access to knowledgeable staff and expert advice, and they avoid penalties and interest by working with the state on fully complying with unclaimed property laws.

Claims Management

The Unclaimed Property program is also responsible for returning assets to their rightful owners or their heirs. The team accomplishes this goal in multiple ways. One approach involves using access to special databases to look for owners' current addresses. When the team finds a better address, staff inform property owners that the state has their assets and tell them how to file a claim. The team's owner location efforts are very successful.

In addition, the program uses automation to reunite people with their unclaimed property without the need for them to file a claim. So far, OST has returned $33.25 million to about 60,000 people in the last five years. During Fall 2026, the program will continue this effort and expects to return about $25 million to another 40,000 property owners.

Another approach to locating owners is to collaborate with professional finder companies that hold a private investigator license in Oregon. The program makes available, at a small administrative cost, property lists to firms that specialize in locating individuals. There are about ten companies that frequently represent property owners through the claim process and provide an important service to both the state and claimants.

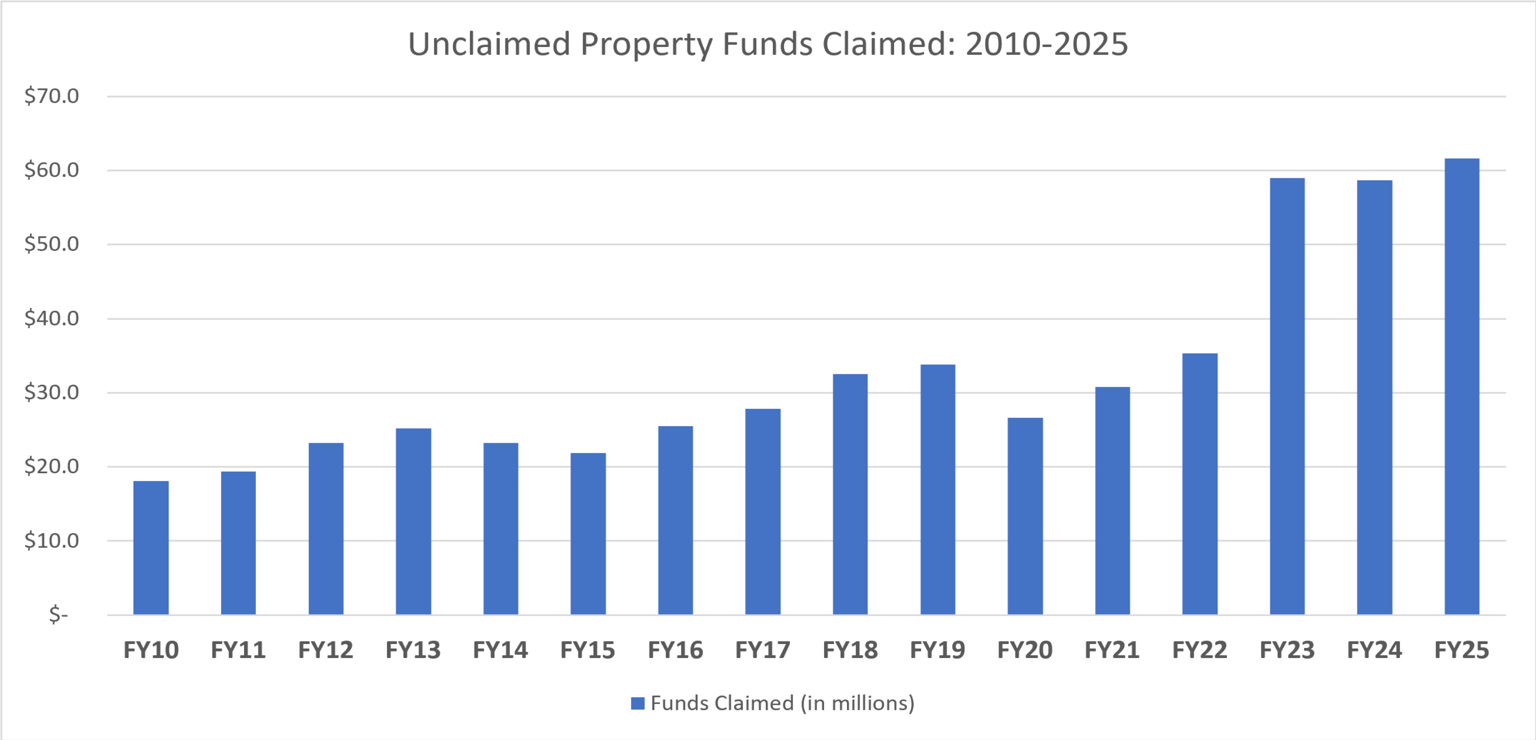
Lastly, the team helps reunite owners with their property by reviewing and approving unclaimed property claims, which can range from simple owner-to-owner claims to garnishment requests and claims filed by businesses, government entities, and heirs. More specifically, the team ensures that claims meet the criteria and evidence standards set by applicable laws and administrative rules for each claim type, determines the proper claim amount when multiple owners may have a claim, applies judgment to determine whether sufficient documentation has been provided to approve the claim, and takes steps to prevent fraudulent or erroneous claims from being approved.

Trust Property Services

In the last ten years, claims have more than doubled. Given the rise in unclaimed property assets reported to the state, claims are expected to continue to increase. A contributing factor to more claims being created is Oregon's new unclaimed property system. In September 2019, the program adopted a new system, KAPS, which allows people to file electronic claims. This convenience is a tremendous benefit to claimants, and as expected, more claims are being filed because it is easier to do so. KAPS also allows for some automatic approval of simple claims (i.e. property that is owned by one person only and that was reported with a social security number and address) up to $2,500. This feature has mitigated some of the rapid growth in claims and helped the team process some payments in a more timely and efficient manner.

The program experienced a tremendous increase in new claims due to the Fall 2020 effort to reunite property owners with their property without a need for claim. The local and national publicity we received increased overall claims by 40% in a month, the most rapid growth in the history of the program.

The program aims to return about 50% of the value of the reported funds every year. The following chart represents the historical total property returned.



The Unclaimed Property program aims to respond to claims within 120 days of receipt, as established in ORS 98.402. However, for years now, claim requests have exceeded the team's capacity to review and approve claims timely. Not only does the program see more claims being filed, it also has experienced an exponential growth in garnishment requests. Garnishments now account for almost 32.6% of claims work and, because they are court-mandated, they take precedence over claims. That means that waiting times for other claims keep increasing, negatively impacting the program's statutory compliance and customer service levels.

Claims Education and Outreach

In addition to looking for owners and managing claims, the team promotes the program to possible users through paid and free outreach opportunities. Staff attend events throughout Oregon and invite people to search the state's unclaimed property database. When people find their names on the registry, staff walk them through the process of filing a claim and explain the documentation needed to support it. The team would like to increase its outreach activities. However, the more activities they conduct, the greater the number of claims filed, and the longer people wait for their money. The program's ability to balance its responsibility for promoting unclaimed property and providing timely customer service to program participants has become a challenge in recent years. Due to insufficient resources, staff have been torn between assisting existing users and identifying new ones.

Holder Audits and Compliance

Unclaimed Property has two FTE dedicated to conducting audits of smaller-to-medium size holders operating in Oregon. The goal of this work is to increase unclaimed property compliance and reporting through audits and education. The program has traditionally focused on organizations that do not report unclaimed property and has done an excellent job identifying candidates for audit. Nearly 80% of audited entities should have been reporting unclaimed property. For every audit that is completed, the unclaimed property auditors research and communicate with three to four other companies about the program, which increases overall program awareness. In addition, auditors support overall compliance efforts by participating in annual educational seminars and workshops, as well as educating organizations prior to examining their records. In general, each unclaimed property auditor performs dozens of audits a year and brings in significant unclaimed property funds.

The program boosts its compliance efforts by using contracted audit firms that specialize in auditing large national and international companies. Every year, Oregon works with five to seven contractors to complete hundreds of audits, which results in millions of dollars and securities returned to the state. Oregon pays contractors a percentage of the value of unclaimed property returned to the state, between 9% and 15%, depending on the property type.

Background information

Even though the unclaimed property program has been in existence for more than 60 years, there is little awareness of it in the business community and with the public. This is not a unique Oregon problem; awareness is low nationwide – so low, that holder compliance with unclaimed property laws is estimated at 6% nationwide. While we do not know precisely how close Oregon is to that compliance rate, we know that four out of five businesses we audit have unclaimed property that is due, and that even those that employ a certified public accountant are surprised to find they are not compliant. We also know that the most frequently quoted answer to non-compliance is the lack of awareness about the program. Similarly, on the claims side, the program faces renewed awareness challenges because with every reporting year, it receives new unclaimed property. New property almost always means new owners, as we rarely have repeat customers. In essence, while the holder team can build on previous years of work, the claims team starts fresh every year, needing to educate a new set of property owners about unclaimed property and how to file a claim.

While Oregon's challenges are like those of other states, there are some key differences between us and the rest of the nation. States with similar unclaimed property levels have more robust staffing levels and resources dedicated to increasing unclaimed property awareness. Oregon's staffing levels have not kept up with the increased workload. The program lost staff overtime and it was unable to add them back. Since its transition to Treasury, Unclaimed Property has been in rebuilding mode, adding staff and working to improve process efficiency.

Similarly sized states have robust efforts dedicated to promoting unclaimed property. Some have dedicated marketing staff; others employ contractors. The range of activities covers traditional paid media, earned media, and strategic community and government partnerships. Oregon's staff have been so overwhelmed by the recent growth in claims and garnishments that it has barely been able to meet minimum levels of promoting the program. Furthermore, with every gain in public awareness, claims increase, causing longer wait times. The program constantly struggles to balance the needs of existing claimants with those of individuals who do not know their property was remitted to the state. Given current staffing levels, the program cannot serve both populations well. As discussed earlier, wait times are already twice statutory levels and the percentage of funds returned to owners is decreasing.

Revenue sources and proposed revenue changes

As described in the program executive summary, the primary revenue source is investment interest from unclaimed properties. No changes in revenue are sought.

Proposed new laws that apply to the program unit

Any potential new laws associated with Legislative Concepts related to the program will be updated in the Governors Recommended Budget binder.

Unclaimed Property – Common School Fund Program Unit Narrative

Program Unit Funding Request

The budget request of $1,749,457 Other Funds-Non Limited continues funding for the Unclaimed Property - Common School Fund Program at the current service level for 2027-29. This program includes only investments in the Common School Fund related to Unclaimed Property received by Treasury since 2021. The purpose is to clearly identify unclaimed property monies that Treasury holds inside the Common School Fund and clearly track on a go-forward basis the Treasury amount of unclaimed property held in the Common School Fund. Non-limited appropriation is used to cover investment expenses incurred by the Common School Fund. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Other Funds-NL	Positions	FTE
2025-27 LAB	-	$1,197,467	-	-
2027-29 ARB	-	$1,749,457	-	-
Difference	-	$551,990	-	-

Activities, programs, and issues in the program unit base budget

The program transitioned from the Department of State Lands to Oregon Treasury on July 1, 2021. All invested assets remained with the Department of State Lands. Initially Treasury received operating cash to manage the program. The program is now funded through interest generated by assets held by the program.

ORS 98.389 requires the State Treasurer to transfer to the Common School Fund (CSF) any monies not needed for the next fiscal year by July 1. Treasury evaluates the amount needed for operations and estimated amount for claims for the next fiscal year as part of determining the annual transfer. For FY 2026, Treasury transferred $109.1 million into the CSF after retaining amounts needed for FY 2027.

Revenue sources and proposed revenue changes

Interest earnings on assets held in this fund are the primary revenue for the program.

Trust Property Services

Proposed new laws that apply to the program unit

Any potential new laws associated with Legislative Concepts related to the program will be updated in the Governors Recommended Budget binder.

Trust Property Services

Estates and Escheated Property Program Unit Narrative

Program Unit Funding Request

The budget request of $3,418,536 Other Funds-Limited and $250,000 Other Funds-Non Limited continues funding for the Estates and Escheated Property Program at the current service level for 2027-29 and includes a policy option package for resource essentials to support statutory service and compliance requirements. The Non-Limited appropriation is used to cover legal costs incurred by Treasury on behalf of estates that cannot repay the funds until authorized by the court overseeing the matter. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Other Funds-NL	Positions	FTE
2025-27 LAB	$2,812,354	$76,350	6	7.25
2027-29 ARB	$3,418,536	$250,000	7	8.13
Difference	$606,182	$173,650	1	0.88
Percent Change	*21.6%*	*227.4%*	*16.7%*	*12.1%*

Activities, programs, and issues in the program unit base budget

Article VIII, section 2 of the Oregon Constitution deems any property the state may accrue by escheat as part of the Common School Fund. The Estates and Escheated Property Program operates under this provision and contributes millions to the Common School Fund from estates of Oregonians who die without a will and known heirs.

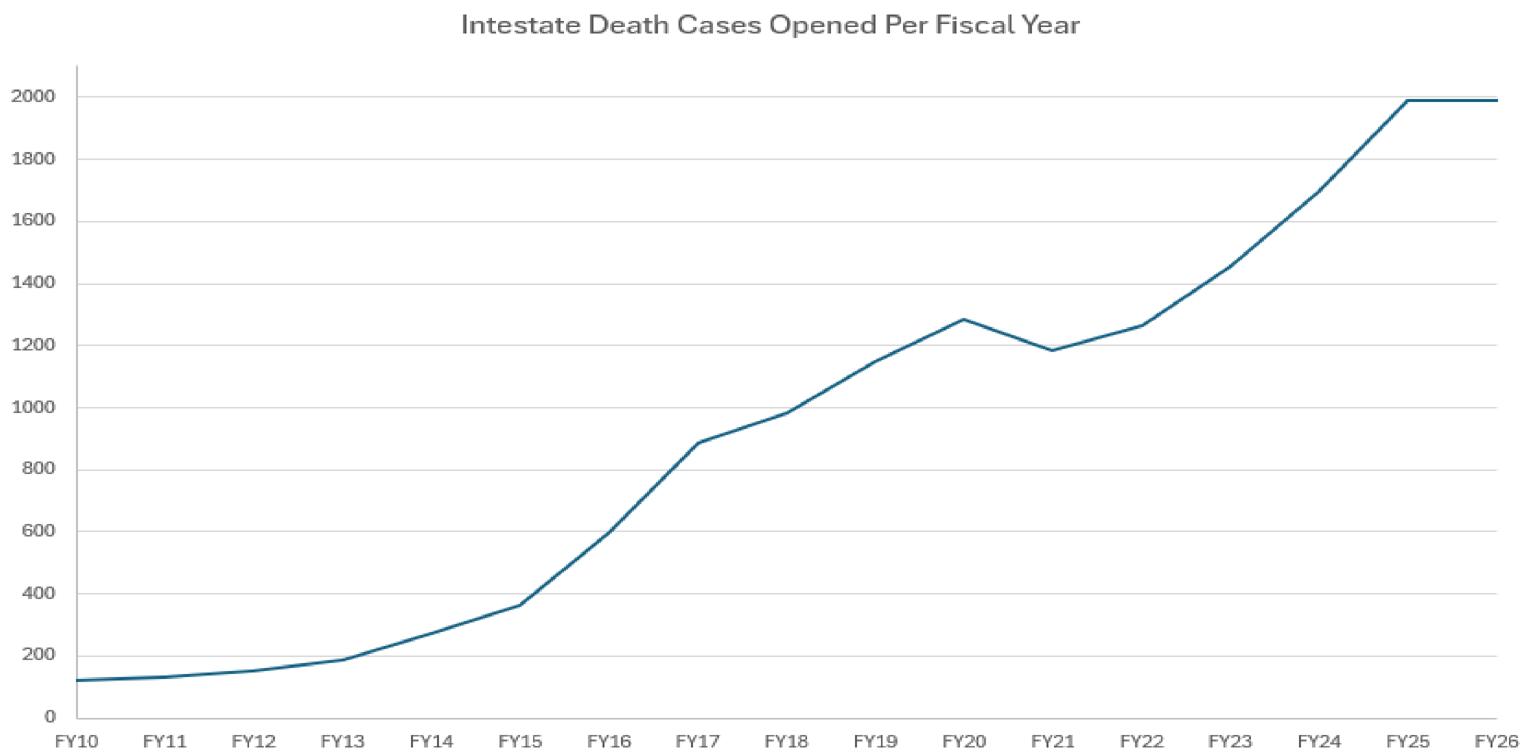
Unclaimed Estates

The Oregon State Treasurer is tasked with managing the estates of residents who die without a will and without known heirs. The program's goal is to find heirs for these estates as soon as possible. Until it does, the department acts as personal representative for the estate and fulfills the fiduciary responsibilities imposed by law. More specifically, the process entails identifying assets and outstanding debts; filing probate actions with the appropriate court; performing a preliminary search for heirs; giving public notices; selling estate assets, including real property; coordinating funeral and burial arrangements; reviewing and validating heirship claims; and filing estate taxes and making final distributions to heirs and the Common School Fund.

Trust Property Services

To fulfill these estate administration duties, staff must work closely with local medical examiners, attorneys, sheriff departments, the Oregon Department of Veterans' Affairs, the Department of Human Services Estate Administration Unit, the Department of Revenue, the Oregon Department of Justice, and countless financial institutions, utility companies, debt collectors, and attorneys representing potential heirs.

Estates range from those of decedents who are destitute to those with multi-million-dollar assets. The program's work starts with reports staff receive from a variety of sources, such as first responders, funeral homes, landlords, law enforcement, and concerned neighbors. Staff perform research to identify next of kin and determine whether the estate falls under the department's jurisdiction. Program staff educate landlords, funeral homes, medical examiners, attorneys, judges, and others concerning the department's role in intestate estate cases. In addition, the team seeks opportunities to perform outreach in new communities and speak at professional organization meetings about the program.



Estate Administration

Depending on the complexity of each case, administering an estate can take a few months or a few years. If no heirs come forward in ten years from date of death or eight years from the time of judgment, the value of the estate permanently escheats to the Common School Fund. Millions of dollars pass through the estates program each year, most of which is reunited with rightful heirs. Without the efforts of this program, the assets of many estates would fall into the hands of those who have no legal right to claim them. The main driver of program operations is the number of intestate deaths reported to the agency. In the last few years, the program has seen an incredible growth in cases. For example, in 2010 there were 121 cases the team investigated. In 2022, staff handled more than 1,200 cases, and in 2026 that number reached 1,900.

Heir Location and Validation

Not every case results in full administration. However, every case requires a set amount of effort to search for heirs or a will and determine whether the estate is solvent. In about 70% of cases, the program identifies heirs and works to reunite them with their property. Even when staff identify heirs, it takes a long time for those heirs to assume responsibility for the estate; until they do, the department continues to fulfill the duties of a personal representative.

Escheated Property

When staff are in the estate administration phase, they secure estate assets and pay creditors. These transactions are tracked by the individual estate, and the funds reside in a fiduciary fund outside the Common School Fund. When the program fulfills all its estate administration duties, and either a court of law or the program administrator deems the estate closed, the funds move to a holding account. Estate funds can be claimed by heirs for ten years from an Oregonian's date of death or eight years from when the estate closes, whichever is longer. If nobody claims the estate, at the end of the holding period, program staff permanently escheat the money to the Common School Fund. Any heirs who come forward after this process has been completed have forfeited their rights to their inheritance and are unable to claim it.

Escheat revenue comes from two sources: the estates administered by program staff and personal representatives for other Oregon estates. These representatives can be family members, other trusted individuals, or attorneys named in wills and estate planning documents. They perform similar work to that of department staff; the difference is that they follow the direction left by a decedent in a will or estate plan. When they are unable to find an heir who is entitled to an estate or a portion of it, or when heirs refuse to take possession of their inheritance, personal representatives are required to send those funds to the state. The Estate and Escheated Property Program deposits the funds and sets them aside for ten years from date of judgment to be claimed by heirs. After that expiration date, the funds become a permanent part of the Common School Fund.

Trust Property Services

Background information

The Estates team continues to open more cases, locate more heirs and fully administer increasingly more estates every year. Between 2014 and 2019, the program case load more than quadrupled from 274 to 1,150, while program staff remained constant at 2.5 FTE. Since then, the program was able to add 1 FTE dedicated to paralegal duties and 2 FTE for fieldwork. In fiscal year 2026, the program processed more than 1,900 cases.

Field staff from the Estates team go to the homes and other properties of intestate estates to search for wills and other paperwork that might lead to the discovery of an heir, and to secure the estate's physical assets. In addition to traveling across the state, field staff increasingly encounter challenges with their personal safety while in the field. These include visiting dangerous and unsanitary sites, encountering aggressive individuals who believe they can just take over an estate or its assets, and needing to clear and remove guns from these sites. Staff often need to make quick decisions to protect estate assets and ensure their personal safety. Fraudulent claims have also increased in this area, which makes validating wills and heirship connections more time-consuming and costly.

Revenue sources and proposed revenue changes

The Estates Program has a cost recovery methodology that captures the direct and indirect costs for administering solvent estates, as allowed by Oregon Administrative Rules. For program staff, Treasury developed hourly rates to ensure that the Common School Fund does not unnecessarily subsidize the program and that heirs do not have an incentive to wait for the state to administer estates it should not. In addition, the program charges a percentage of assets for the estate administrator's time as allowed by statutes.

Proposed new laws that apply to the program unit

Any potential new laws associated with Legislative Concepts related to the program will be updated in the Governors Recommended Budget binder.

Trust Property Services Essential and Policy Packages

Essential Packages

The Current Service Level (CSL) is required by law and is an estimate of the cost to continue current legislatively-approved programs into the 2027-29 biennium. Essential Packages are how these costs are estimated and budgeted in a standardized format by agencies and evaluated for compliance with these standards by the Department of Administrative Services (DAS). Treasury followed all these requirements in building the Essential Packages for the 2027-29 biennium.

The narrative below briefly describes each Essential Package, and fiscal details for each package are included in the reports at the end of this section, broken out by fund type, category (e.g., Personal Services, Services and Supplies, etc.), and positions/FTE if necessary.

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments to the base budget as directed by DAS in the Budget Instructions. These adjustments include: standard vacancy factor calculations, non-PICS generated Personal Services inflation adjustments, and mass transit taxes.

022 Phase-Outs

Phase-out package adjustments are generally necessary to take one-time costs approved as part of policy option packages in 2025-27 and remove them from the 2027-29 biennium budget. Phase-outs in this SCR are necessary for one-time staff-related services and supplies expenses in the Expendable Property accounts and one-time programmatic IT Professional Services expenses included in 2025-27 policy option packages.

031 Standard Inflation

This package provides for standard inflation on all Services and Supplies and Capital Outlay accounts. All expenditure categories were increased by the standard inflation rates defined by DAS in the Budget Instructions, including Professional Services (9.3%), Attorney General (9.3%), Rent (4.9%), and remaining accounts (4.9%). State Government Services Charges were adjusted to match the DAS Price List as required.

Policy Package 101 - Trust Property Resource Essentials to Support Statutory Service and Compliance Requirements

Purpose

Oregon State Treasury's Trust Property division has, by nearly every metric, experienced tremendous growth since moving to Treasury from the Department of State Lands (DSL) in 2021. The amount of unclaimed property reported to the state has doubled in the last five years and, in just the last two years, the volume and value of claims distributed to property owners has also doubled. This sustained growth, coupled with new legislative mandates and an ever-changing business environment, brings challenges to managing workload and meeting statutory timelines.

For property reported to Treasury by holders, the team added 3 additional FTE during the 2025 legislative session to address increased workload, compliance issues, and the evolving unclaimed property environment. While these positions have helped, the challenges with overall workload and compliance have remained. On the claims side, we received two additional FTE claims examiners during the 2021 and 2025 legislative sessions, but those positions have not been sufficient to keep up with the increase in claims or to allow us to more proactively look for property owners.

Despite the program's staffing increases, we are not meeting performance standards or customer service expectations. Compliance with unclaimed property laws is estimated at less than 9% nationwide. While the program has increased its audit efforts and brought 3,000 companies into compliance in the last three years, more is needed. We have more than $3.5 million in unclaimed property that we need to collect for reports that arrived without the corresponding funds, and 600 reports that need additional research before we can make them available for claims. Every year, that number grows. In the last three years, problem reports have doubled and represent about 2% of all reports received, taking 20% of our resources to process.

On the claims side, at the beginning of July 2025 nearly 12,000 claims were overdue. By April 2026, that number was still nearly 12,000, despite the team working at full capacity. In 2025 we briefly decreased our approval timeline from 13 months to just over four months. Since then, those approval times have continued to increase. For the last year and a half, we have been at seven months, which is almost twice the 120 days required by statute. Every press release or media story generates new claims, which in turn further increases our turnaround time. The claims team is also expected to return 50% of unclaimed property funds received, according to the program's Key Performance Measure #6A. We have not met that standard since 2016. As receipts grow, this target keeps moving farther out of reach due to insufficient claims processing resources.

The program has explored other ways to deliver services, from automating certain tasks to bringing in temporary staff and contracting for services. These efforts provided short-term relief and allowed us to complete some overdue and relatively simple projects. Additional permanent positions are needed to continue to protect Oregonians' financial assets, deliver good customer service, and maintain a low level of financial and operational risk.

This request for permanent and limited duration positions addresses both the current backlog and the sustained growth and complexity the program is experiencing. Treasury is taking a deliberative, incremental approach to allow for adjustments as we gain greater clarity regarding patterns in growth and complex changes in the unclaimed property environment. Every claim processed returns more money back into the hands of Oregon residents and back into the state economy.

To meet these demands, Treasury requests the addition of twelve (12) new permanent, full-time positions, two (2) limited duration positions, and reclassification of four (4) other positions costing $3,096,318 in Personal Services and $931,024 in staff-related Services and Supplies, totaling $4,027,342 in Other Funds expenditure limitation for the 2027-29 biennium.

How Achieved

The increased staffing component proposed in this package provides proportionate growth combined with specialization offered by some of the new positions. This will enable the Unclaimed Property and Estates Administration programs to address the corresponding material challenges in meeting statutory requirements, performance standards, and customer service expectations in the 2027-29 biennium, and build a foundation of operational excellence for future biennia.

Reclassification: Trust Property Director → Business Operations Administrator 2

Since its move from DSL to OST, the Trust Property Division has experienced significant change. The value and volume of assets managed and returned to owners doubled; so too did the number of staff. Financial risk, operational complexity, and litigation risk increased exponentially. The Unclaimed Property Program has faced significant national developments and has consistently played a role in shaping policies concerning retirement benefits, securities, and virtual assets. This expanded work requires a reclassification of our Trust Property Director to Business Operations Administrator 2.

Holder Reporting Team

In the last few years, Trust Property has received record amounts of unclaimed property. This growth has been so significant that our receipts have more than doubled since taking over the program from Department of State Lands in 2021, yet our staffing levels have not kept up. Our FY25 and FY26 holder reporting amounts significantly exceeded what we had projected based on historical data. A 10% year-to-year growth was typical prior to the transition; since the transition, year over year growth rates have exceeded 20%. If 20% growth is the new normal, we will require additional staffing beyond this request in future biennium.

At the same time, compliance with unclaimed property laws remains low; increasing holder compliance means returning significantly more funds to Oregonians. Increasing overall awareness, education and follow-up continue to be critical. Current reporting also needs attention to ensure data are accurate and funds are received in full. Program staff need to work directly with about 20% of businesses that report unclaimed property to correct compliance issues, improve the quality of data, collect additional information needed to pay claims, and collect funds due.

Even with this outreach, more work is needed to improve overall compliance. Oregon is participating in a national program that aims to gather abandoned retirement funds in 2027. We expect to receive hundreds of millions of dollars in retirement funds that are due to Oregonians. This work will exponentially increase the workload and compliance complexity for our program. As the unclaimed property landscape continues to evolve and additional types of property are accepted by the program, this need will grow. We anticipate the same 20% level of growth for emerging property types that is occurring in annual reporting.

Unclaimed Property Compliance Analyst (Program Analyst 1), Permanent full-time

This role supports unclaimed property compliance efforts, ensuring businesses reporting unclaimed property are consistent, timely, and follow Oregon statutes. More specifically, this position focuses on Oregon's self-audit program, recommending candidates for the program, assisting them through the process, ensuring all property is received, and identifying options to address instances of non-compliance.

Senior Unclaimed Property Auditor (Internal Auditor 3), Permanent full-time

This role plans and implements direct compliance efforts to ensure Oregon businesses and public entities comply with state unclaimed property laws and regulations. They educate the business community about unclaimed property, complete audits, negotiate settlements, and increase awareness of unclaimed property laws across Oregon.

Reclassification: Senior Audit and Compliance Analyst → Program Analyst 3

This role directs the work of all contract audit firms, coordinates and monitors progress on hundreds of contract audits of large companies that operate across the US and abroad, and ensures that work is completed, funds and supporting documentation are received, and contractor charges are accurate. This position also plans and implements direct compliance efforts to ensure compliance with unclaimed property laws and participates in education and outreach efforts at the state and national levels.

Claims Team

Oregon holds more than $1.2 billion in unclaimed property, and every year the state receives more unclaimed assets. In the last five years, receipts more than doubled; $82 million was reported to Treasury in 2020 and $180 million in 2025. Unclaimed property receipts and claims volume are closely connected. As the state receives more unclaimed property receipts, the program will experience an increase in claims. During our recent budget request cycle, projections for workload based on unclaimed property receipts substantially underestimated actual activity. In calendar year 2024, nearly 60,000 claims totaling $62 million were approved, followed by more than

91,000 claims worth $99.6 million in calendar year 2025—a 53.6% increase over anticipated volumes. Because of the lag between state receipt of funds and subsequent claims, the current surge in reporting is expected to significantly affect workloads for the 2027–2029 biennium and beyond.

Garnishment Specialist (Public Service Representative 4), Two (2) Permanent full-time

These positions will process court-mandated garnishments within required deadlines. Garnishments have grown significantly in the last two years and show no sign of slowing down. Garnishments now account for 32.6% of claims work and, because they are court-mandated, they take precedence over regular claims. Because garnishments must be processed within seven calendar days, they have contributed to the growing backlog of owner claims. By hiring dedicated resources for garnishments, the program will meet court deadlines and improve the claims approval timeline for regular claims.

Senior Claims Examiner (Program Analyst 1), Two (2) Permanent full-time and Two (2) Limited-Duration

These positions will handle escalated claims, interpret complex laws, explain evidence requirements, and use deescalation techniques to support positive claimant interactions.

Claims Specialist (Program Analyst 2), Two (2) Permanent full-time

These positions will administer risky claims that require a higher level of evidence analysis and judgment, such as in the case of heir claims, escheat property claims, foreclosures, bankruptcies, debt reassignments, virtual asset claims, business dissolutions, and other business-related claims.

Senior Claims Specialist (Program Analyst 3), Permanent full-time

This position provides the highest level of claims review and escalation, works directly with program management to set priorities, assigns work, approves disbursements of funds, and ensures that stock transfers and international wires are executed correctly.

Unclaimed Property Research Specialist (Program Analyst 2), Two (2) Permanent full-time

These positions will help the program meet the requirements of ORS 98.356, which dictates that the program advertise that it holds unclaimed funds for current and former Oregonians. More specifically, these individuals will use traditional and innovative research techniques to proactively locate property owners, encourage them to file a claim, and ultimately reunite them with their unclaimed assets. This type of position has been a staple of unclaimed property programs around the country, and Oregon has tried unsuccessfully to follow these national best practices due to insufficient staffing levels.

Estates Administration

Since FY21, the Estates Administration Program has experienced significant growth and increased operational complexity. In the last four years, reported cases have increased by 60%. As the program continues to provide services across Oregon, more stakeholders engage with us and require assistance. Before the newly adopted county tax foreclosure surplus statutes, our program was largely unknown to county tax professionals; since September 2025, we received dozens of reports of properties that may be headed to auction because the owner died intestate and with no known heirs. Some of these estates are challenging because properties have been vacant for years, which causes physical degradation or may require evicting squatters. In addition, we are receiving more valuable estates that need immediate protection. For example, in the last two years, we administered three estates valued at $1.5 million to $3.5 million. In the previous ten years, we only had one estate valued at $1 million. These high values attract people with illicit intentions. We have been dealing with fake wills, constant theft, break-ins, and the complications with squatters. We are also becoming more successful at locating heirs, some of whom live abroad. All these factors have significantly increased our program risk and the need for more supervision. Program staff report to the division director, who also oversees the Unclaimed Property Program and is therefore unable to provide daily directions to this team.

Unclaimed Estates Manager (Business Operations Manager 2)

Since the Trust Property Division moved from DSL to OST, both the Unclaimed Property and the Estates Administration programs have changed significantly. Financial risk, operational complexity, and litigation risk increased exponentially. Program staff grew as well, making direct oversight and timely decisions more challenging. The Estates Administration Program needs its own dedicated manager so that OST can meet legal deadlines, timely respond to developments in the field, and safeguard the interests of potential heirs. Without additional management resources, OST's financial and litigation risks will continue to rise to alarming levels.

Reclassification: Lead Estates Representative → Program Analyst 3

In recent years, the program has seen significant growth and increased operational complexity. The value of estates grew rapidly, as did the risk of fraud and litigation. To keep up with this change, we need to reclassify the Lead Estate Representative position from Program Analyst 2 to Program Analyst 3.

Reclassification: Estates Intake Specialist → Administrative Specialist 2

Given the rapid growth of our program, the Estates Intake Specialist has had to take on additional duties to support our work. These new responsibilities go beyond the Administrative Specialist 1 scope of duties and require a reclassification to Administrative Specialist 2.

Trust Property Services

Staffing Impact

Treasury is requesting the establishment of twelve (12) new permanent, full-time (PF) positions and two (2) limited duration positions and reclassification of four (4) existing positions.

Action	Working Title	Classification	Type	Pos	FTE	Phase-In
Establish New	Unclaimed Estates Manager	Business Operations Manager 2	PF	1	0.88	10/1/2027
Establish New	Claims Specialist	Program Analyst 2	PF	1	0.88	10/1/2027
Establish New	Claims Specialist	Program Analyst 2	PF	1	0.88	10/1/2027
Establish New	Garnishment Specialist	Public Service Representative 4	PF	1	0.88	10/1/2027
Establish New	Unclaimed Property Research Specialist	Program Analyst 2	PF	1	0.75	1/1/2028
Establish New	Unclaimed Property Compliance Analyst	Program Analyst 1	PF	1	0.75	1/1/2028
Establish New	Senior Unclaimed Property Auditor	Internal Auditor 3	PF	1	0.75	1/1/2028
Establish New	Garnishment Specialist	Public Service Representative 4	PF	1	0.75	1/1/2028
Establish New	Senior Claims Specialist	Program Analyst 3	PF	1	0.75	1/1/2028
Establish New	Senior Claims Examiner	Program Analyst 1	PF	1	0.75	1/1/2028
Establish New	Senior Claims Examiner	Program Analyst 1	PF	1	0.75	1/1/2028
Establish New	Unclaimed Property Research Specialist	Program Analyst 2	PF	1	0.75	1/1/2028
Establish New	Senior Claims Examiner	Program Analyst 1	LF	1	1.00	7/1/2027
Establish New	Senior Claims Examiner	Program Analyst 1	LF	1	1.00	7/1/2027
Reclass From	*Trust Property Director*	*Business Operations Manager 3*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Trust Property Director	Business Operations Admin 2	PF	1	1.00	7/1/2027
Reclass From	*Senior Audit and Compliance Analyst*	*Program Analyst 2*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Senior Audit and Compliance Analyst	Program Analyst 3	PF	1	1.00	7/1/2027
Reclass From	*Estates Representative*	*Program Analyst 2*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Estates Representative	Program Analyst 3	PF	1	1.00	7/1/2027

Reclass From	*Estates Intake Specialist*	*Administrative Specialist 1*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Estates Intake Specialist	Administrative Specialist 2	PF	1	1.00	7/1/2027

Permanent, full-time positions and corresponding personal services expenditure limitation will automatically phase in to 24 months/1.00 FTE in the 2029-31 biennium.

Quantifying Results

Quantifying the results of the package will primarily be tied to consistently meeting the statutory 120-day requirement for claims approval by reducing and then eliminating the currently growing backlog. ORS 98.402 dictates that Treasury responds to claims within 120 days of receiving a completed claim. In addition, ORS 98.356 requires Treasury to advertise unclaimed property. We promote the program through agency communications and outreach materials, but we have done minimal advertising because we are not staffed properly to address an increased volume of claims.

Even without advertising unclaimed property, we are unable to meet the standard imposed by ORS 98.402. We have not been able to approve claims within 120 days since 2016. In 2023, we reached that target, but we only sustained it for a few weeks and quickly returned to almost twice the required timeline. Since October 2024, the number of claims ready to process has significantly grown from almost 6,500 claims to almost 12,000 claims, as of April 2026. That tells us that if we advertise regularly and meet the intent of ORS 98.402, we need to increase staffing significantly to comply with the 120-day standard set by the Oregon Legislature.

Based on current forecasts, the timelines will likely start to increase again later in FY 2029 even with approval of the current staffing additions, but the additions will allow us time to more accurately assess the workload impacts from the recent increases in reported amounts in preparation for future requests.

Revenue Source

All components of the proposed package will draw on existing Trust Property Services revenue sources, with no changes to those sources necessary to accommodate proposed increases in expenditure limitation. The primary source of revenue for Trust Property Services is investment interest earned on unclaimed property.

Trust Property Services

Related Packages

In addition to the Essential and Policy Packages directly impacting this program area described in prior pages, there are a number of related packages that have an indirect or aggregate impact on this program area, and they are described in summary below.

Statewide and/or Analyst Packages. The 08x package series is for Emergency Board actions after April of even numbered years, and the 09x package series is for Statewide Packages generally directed by the Department of Administrative Services (DAS) during the Governors Budget process. The 09x package series is then generally eliminated and reinserted/revised as necessary in the 8xx series of packages in the Legislatively Adopted Budget.

Packages have not yet been introduced in any of these categories at the Agency Request Budget stage, and this section will be updated accordingly as packages are added in later stages.

OREGON STATE TREASURY

Trust Property Services

Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State — **Cross Reference Name: Trust Property Services**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services — **Cross Reference Number: 17000-040-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Overtime Payments	-	-	1	-	-	-	1
All Other Differential	-	-	267	-	-	-	267
Public Employees' Retire Cont	-	-	66	-	-	-	66
Social Security Taxes	-	-	21	-	-	-	21
Paid Family Medical Leave Insurance	-	-	1	-	-	-	1
Mass Transit Tax	-	-	10,507	-	-	-	10,507
Vacancy Savings	-	-	(98,699)	-	-	-	(98,699)
Total Personal Services	**-**	**-**	**($87,836)**	**-**	**-**	**-**	**($87,836)**
Services & Supplies							
IT Professional Services	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(87,836)	-	-	-	(87,836)
Total Expenditures	**-**	**-**	**($87,836)**	**-**	**-**	**-**	**($87,836)**
Ending Balance							
Ending Balance	-	-	87,836	-	-	-	87,836
Total Ending Balance	**-**	**-**	**$87,836**	**-**	**-**	**-**	**$87,836**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**

2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Trust Property Services**
Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 17000-040-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Professional Services	-	-	(10,500)	-	-	-	(10,500)
Expendable Prop 250 - 5000	-	-	(36,456)	-	-	-	(36,456)
IT Expendable Property	-	-	(34,680)	-	-	-	(34,680)
Total Services & Supplies	**-**	**-**	**($81,636)**	**-**	**-**	**-**	**($81,636)**
Total Expenditures							
Total Expenditures	-	-	(81,636)	-	-	-	(81,636)
Total Expenditures	**-**	**-**	**($81,636)**	**-**	**-**	**-**	**($81,636)**
Ending Balance							
Ending Balance	-	-	81,636	-	-	-	81,636
Total Ending Balance	**-**	**-**	**$81,636**	**-**	**-**	**-**	**$81,636**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**
2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State — **Cross Reference Name: Trust Property Services**

Pkg: 031 - Standard Inflation — **Cross Reference Number: 17000-040-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	1,164	-	-	-	1,164
Out of State Travel	-	-	1,277	-	-	-	1,277
Employee Training	-	-	4,157	-	-	-	4,157
Office Expenses	-	-	3,635	-	-	-	3,635
Telecommunications	-	-	2,653	-	-	-	2,653
Data Processing	-	-	1,741	-	-	-	1,741
Publicity and Publications	-	-	1,008	-	-	-	1,008
Professional Services	-	-	278,030	-	-	-	278,030
IT Professional Services	-	-	73,745	-	-	-	73,745
Attorney General	-	-	29,918	-	-	-	29,918
Employee Recruitment and Develop	-	-	681	-	-	-	681
Dues and Subscriptions	-	-	380	-	-	-	380
Facilities Rental and Taxes	-	-	61,934	-	-	-	61,934
Agency Program Related S and S	-	-	396	-	-	-	396
Other Services and Supplies	-	-	7,291	-	-	-	7,291
Expendable Prop 250 - 5000	-	-	263	-	-	-	263
IT Expendable Property	-	-	534	-	-	-	534
Total Services & Supplies	**-**	**-**	**$468,807**	**-**	**-**	**-**	**$468,807**
Total Expenditures							
Total Expenditures	-	-	468,807	-	-	-	468,807
Total Expenditures	**-**	**-**	**$468,807**	**-**	**-**	**-**	**$468,807**

_____ Agency Request **_____ Governor's Budget** **_____ Legislatively Adopted**

2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

Trust Property Services

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Trust Property Services**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 17000-040-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(468,807)	-	-	-	(468,807)
Total Ending Balance	**-**	**-**	**($468,807)**	**-**	**-**	**-**	**($468,807)**

_____ **Agency Request** _____ **Governor's Budget** _____ **Legislatively Adopted**
2027-29 Biennium **Page __________** **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Trust Property Services**
Pkg: 101 - Trust Property Resource Essentials | **Cross Reference Number: 17000-040-00-00-00000**

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	-	-	1,948,578	-	-	-	1,948,578
Empl. Rel. Bd. Assessments	-	-	918	-	-	-	918
Public Employees' Retire Cont	-	-	481,689	-	-	-	481,689
Social Security Taxes	-	-	149,066	-	-	-	149,066
Paid Family Medical Leave Insurance	-	-	7,795	-	-	-	7,795
Worker's Comp. Assess. (WCD)	-	-	432	-	-	-	432
Flexible Benefits	-	-	507,840	-	-	-	507,840
Total Personal Services	**-**	**-**	**$3,096,318**	**-**	**-**	**-**	**$3,096,318**
Services & Supplies							
Instate Travel	-	-	12,474	-	-	-	12,474
Out of State Travel	-	-	38,262	-	-	-	38,262
Employee Training	-	-	70,626	-	-	-	70,626
Office Expenses	-	-	49,882	-	-	-	49,882
Telecommunications	-	-	58,212	-	-	-	58,212
Data Processing	-	-	16,100	-	-	-	16,100
Publicity and Publications	-	-	9,100	-	-	-	9,100
Employee Recruitment and Develop	-	-	8,330	-	-	-	8,330
Dues and Subscriptions	-	-	9,100	-	-	-	9,100
Facilities Rental and Taxes	-	-	519,400	-	-	-	519,400
Other Services and Supplies	-	-	8,960	-	-	-	8,960
Expendable Prop 250 - 5000	-	-	66,920	-	-	-	66,920

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Trust Property Services**
Pkg: 101 - Trust Property Resource Essentials | **Cross Reference Number: 17000-040-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	63,658	-	-	-	63,658
Total Services & Supplies	**-**	**-**	**$931,024**	**-**	**-**	**-**	**$931,024**
Total Expenditures							
Total Expenditures	-	-	4,027,342	-	-	-	4,027,342
Total Expenditures	**-**	**-**	**$4,027,342**	**-**	**-**	**-**	**$4,027,342**
Ending Balance							
Ending Balance	-	-	(4,027,342)	-	-	-	(4,027,342)
Total Ending Balance	**-**	**-**	**($4,027,342)**	**-**	**-**	**-**	**($4,027,342)**
Total Positions							
Total Positions							14
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**14**
Total FTE							
Total FTE							11.52
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**11.52**

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - BPR012

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

Treasury, Oregon State — **Agency Number: 17000**
2027-29 Biennium — **Cross Reference Number: 17000-040-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Charges for Services	1,115	18,339,451	18,339,451	30,448,819	-	-
Admin and Service Charges	451,721	-	-	-	-	-
Interest Income	15,881,891	-	-	-	-	-
Sales Income	22,200	-	-	-	-	-
Other Revenues	307,384	-	-	-	-	-
Transfer In - Intrafund	9,657,522	-	-	-	-	-
Transfer Out - Intrafund	(5,626,218)	(7,701,637)	(7,701,637)	(10,207,827)	-	-
Total Other Funds	**$20,695,615**	**$10,637,814**	**$10,637,814**	**$20,240,992**	**-**	**-**
Nonlimited Other Funds						
Charges for Services	-	4,236,767	4,236,767	4,236,770	-	-
Interest Income	8,228,987	-	-	-	-	-
Other Revenues	22,151,593	-	-	-	-	-
Transfer In - Intrafund	341,760,049	-	-	-	-	-
Transfer Out - Intrafund	(28,381,333)	-	-	-	-	-
Total Nonlimited Other Funds	**$343,759,296**	**$4,236,767**	**$4,236,767**	**$4,236,770**	**-**	**-**

_____ Agency Request _____ Governor's Budget _____ Legislatively Adopted
2027-29 Biennium Page ___________ Detail of LF, OF, and FF Revenues - BPR012

Trust Property Services

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - 107BF07

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Legislatively Adopted	2025-27 Estimated	2027-29 Agency Request	2027-29 Governors	2027-29 Legislatively Adopted
Charges for Services	3400	0410	1,115	18,339,451	18,339,451	30,448,819		
Admin and Service Charges	3400	0415	451,721	-	-	-		
Interest Income	3400	0605	15,881,891	-	-	-		
Sales Income	3400	0705	22,200	-	-	-		
Other Revenues	3400	0975	307,384	-	-	-		
Charges for Services	3200	0410	-	4,236,767	4,236,767	4,236,770		
Interest Income	3200	0605	8,228,987	-	-	-		
Other Revenues	3200	0975	22,151,593	-	-	-		

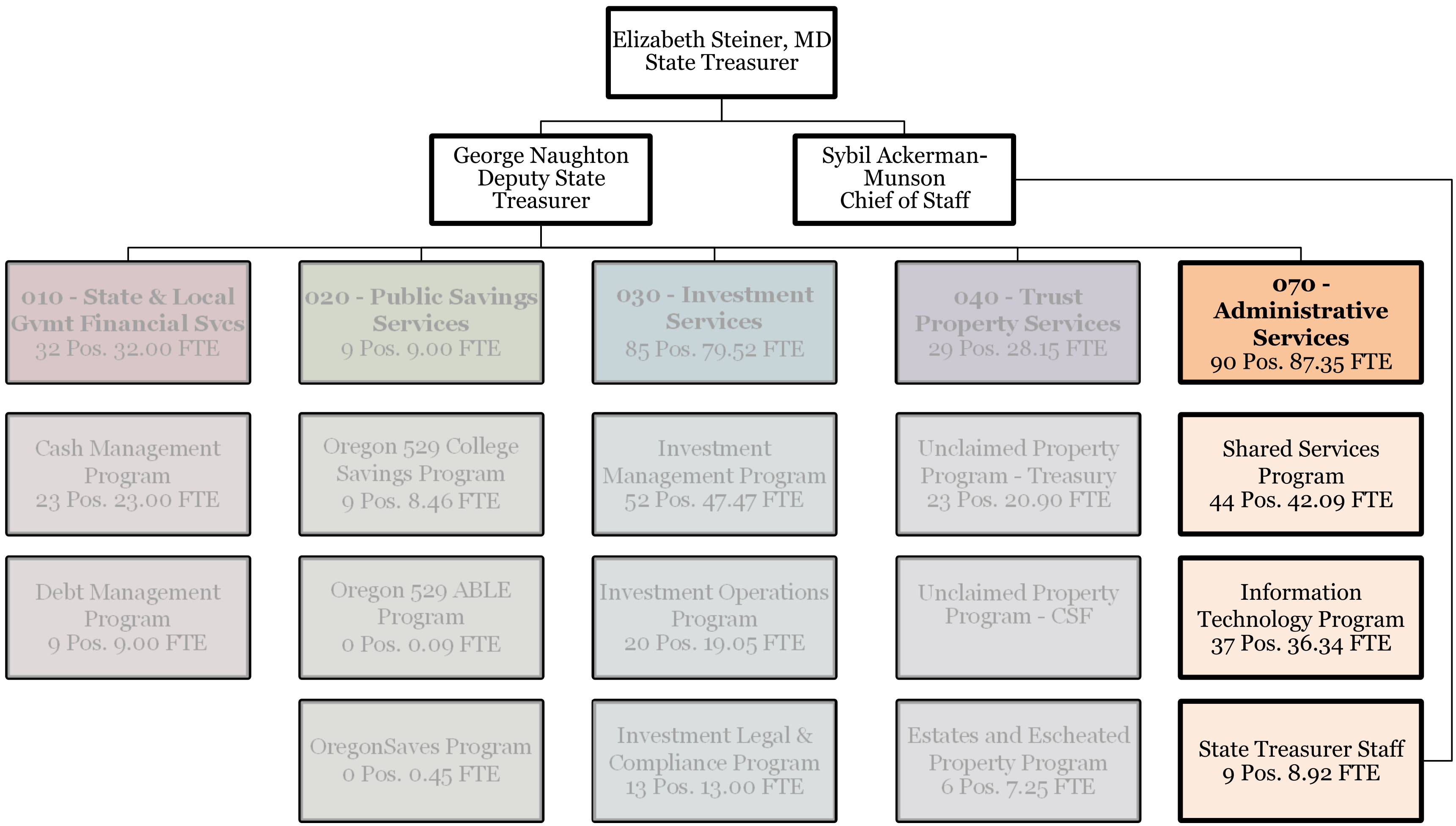
107BF07

OREGON STATE TREASURY

Administrative Services

Administrative Services

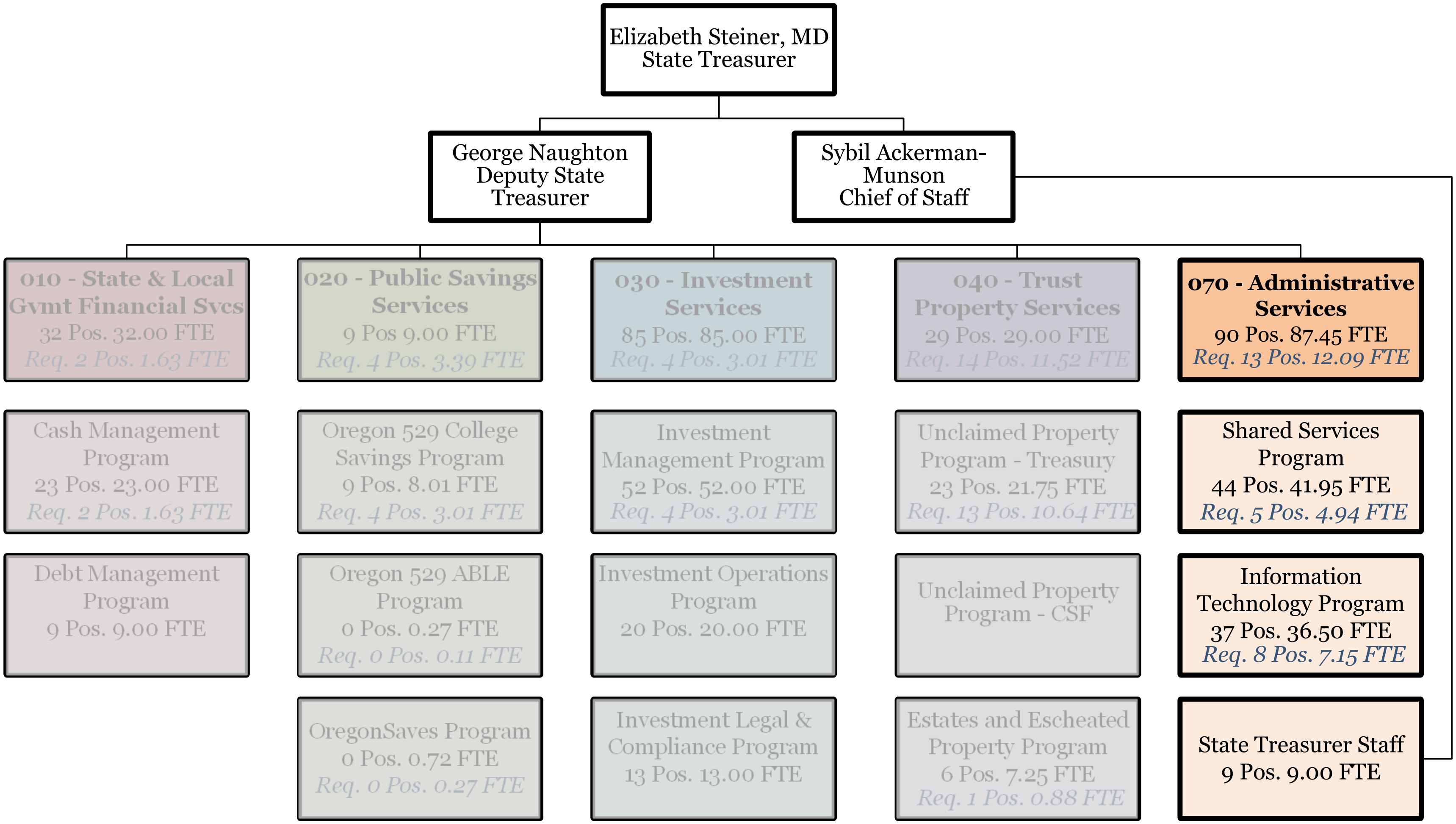
Oregon Treasury 2025-27 Organization Chart



Current (LAB): 245 Pos. 236.02 FTE

Administrative Services

Oregon Treasury 2027-29 Organization Chart



Current (CSL): 245 Pos 242.45 FTE

Requested: +37 Pos. 31.64 FTE

Administrative Services

Administrative Services 2027-29 Organization Chart

Elizabeth Steiner, MD
State Treasurer

070 - Administrative Services

Shared Services Program
44 Pos. 41.95 FTE

- Human Resources
- Internal Audit
- Budget & Accounting
- Procurement
- Facilities
- Project Management
- Continuity of Operations

POP 104
Administrative Services Support
Req. 5 Pos. 4.94 FTE

Information Technology Program
37 Pos. 36.50 FTE

- Technical Services Delivery
- Infrastructure Services
- Information Security Services
- Application Development

POP 103
Modernize IT for Zero Trust Framework
Req. 8 Pos. 7.15 FTE

State Treasurer Staff
9 Pos. 9.00 FTE

- Policy Support
- Legislative Liaison
- Oversee Agency Communications
- Constituent Services
- Stakeholder Engagement

Current (CSL): 90 Pos. 87.45 FTE
Requested: +13 Pos. 12.09 FTE

Administrative Services

Administrative Services Executive Summary

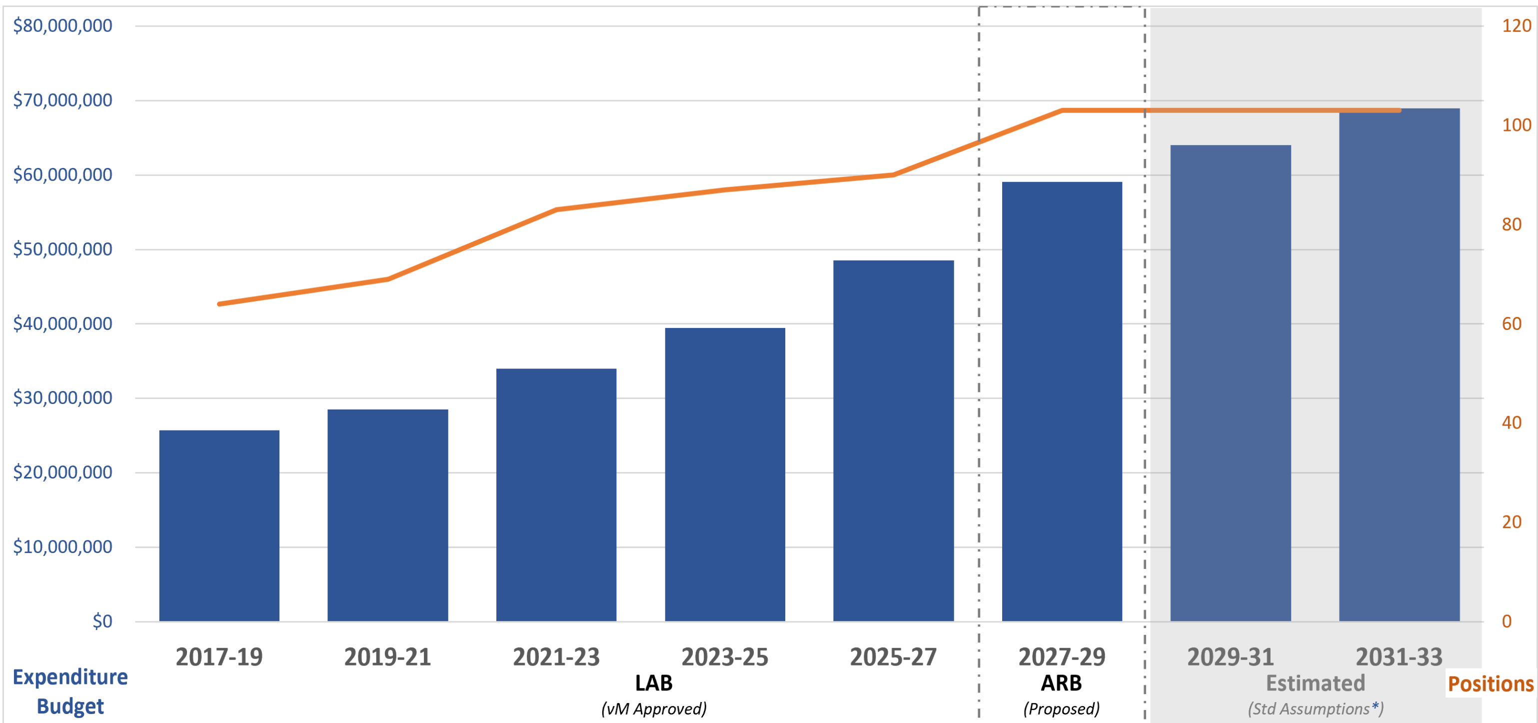
Primary Program Contact - George Naughton, Deputy State Treasurer, 503-378-4000

Treasury Vision - Leading the way for Oregonians to achieve long term financial security.

Program Overview - Administrative Services supports Treasury by providing overall support and leadership for Treasury.

Total funds budget and positions over time

Bar graph shows historical, proposed and estimated expenditure limitation. Line graph shows positions for same timeframes.



** Long-term budget growth estimates through 2031-33 are included in the bar chart above. Those growth estimates assume standard inflation factors as defined in the DAS Budget Instructions for 2029-31 and 2031-33 in Personal Services (10.5% and 9.5%) and Services and Supplies/Capital Outlay (4.3% and 4.1%). Growth projections do not include future (2029-33) package requests.*

Administrative Services

Program Funding Request

The program has a budget request of $59,050,430 Other Funds-Limited and includes two policy option packages. The program is funded entirely through Other Funds revenue based on approved cost allocation plans. The table below compares expenditure limitation, position count, and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$48,530,360	90	87.35
2027-29 ARB	$59,050,430	103	99.54
Difference	$10,520,070	13	12.19
Percent Change	*21.7%*	*14.4%*	*14.0%*

Program Description

The Administrative Services Program has three main units:

- Shared Services
- Information Technology Services
- State Treasurer Staff

Shared Services includes Treasury-wide business and support services. This section includes the Deputy State Treasurer, who provides operational leadership to Treasury. Activities in this section include budget, accounting, human resources, procurement, data and records management, facilities operations, risk management, and project management.

The Information Technology Services' primary purpose is to deliver resilient, robust, and customer-centric services for Treasury through secure and stable systems and network connectivity. The IT team provides systems integration, infrastructure, service desk, application development, and cybersecurity expertise across the agency to help business units successfully achieve their mission, vision, and goals. IT leadership's primary drivers are enhancing organizational maturity and creating efficiencies through capacity, asset, and resource management; governance; and performance management. They also focus on cultivating an enterprise culture where solutions are strategically designed, prioritized, planned, resourced, and executed for cost-effectiveness, while maintaining high quality.

Administrative Services

The team is comprised of four functional teams: Technical Services Delivery, Infrastructure Services, Information Security Services, and Application Development Services. Each has a manager overseeing technology projects, personnel, workload, and daily operations.

The State Treasurer Staff includes the State Treasurer, the Chief of Staff, and program staff to support the State Treasurer.

Program Performance

There are no current Key Performance Measures specific to Administrative Services.

Enabling Legislation

The programs included in Administrative Services derive from several constitutional and statutory directives as referenced in the Agency Wide Summary.

Revenue Streams

The Administrative Services functions at Oregon Treasury are funded by a monthly cost allocation assessment (and receipt of revenues directly in lieu of assessment transfers in some cases) based on budgeted amounts and then adjusted for actuals in the fourth quarter of each fiscal year. This provides cost stability for the operating units but still reflects the actual amounts each year. 2 CFR part 225 Appendix E Section C is the federal guidance related to the allowable allocation of shared services costs. Based on that guidance, all Administrative Services expenditures are allocated to the Service areas based on their proportional share of salaries and wages. The only exceptions are where a significant portion of time is spent by an Administrative Services team supporting a single operational program or function, and these costs are accordingly allocated directly to the benefiting operational program or function.

Shared Services Program Unit Narrative

Program Unit Funding Request

The budget request of $27,036,180 Other Funds-Limited continues funding for the Shared Services Program at the current service level for 2027-29 and includes a policy option package for administrative services enhancements for policy and rulemaking, change management, human resources, and training infrastructure. The table below compares expenditure limitation, position count and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$23,310,799	44	42.09
2027-29 ARB	$27,036,180	49	46.89
Difference	$3,725,381	5	4.80
Percent Change	*16.0%*	*11.4%*	*11.4%*

Activities, programs, and issues in the program unit base budget

Human Resources

Human Resources delivers efficient and effective human resource services throughout all levels of the agency with integrity, responsiveness, sensitivity, and collaboration. Human Resources' customer base is both internal and external. Internal customers include employees seeking advice and assistance in all areas of human resource management: classification and compensation, discipline and grievance resolution, performance management, policy development and interpretation, recruitment and selection, training, and employee records. External customers include members of the public, such as job-seekers, and representatives from other state agencies requesting or providing information.

Internal Audit

Internal Audit Services provides value-added, professional internal audit and consulting services to Treasury management for the benefit of the agency and our stakeholders. Treasury's audit and consulting services are designed to evaluate and improve the effectiveness of Treasury's risk management processes, identify internal control and compliance concerns, and provide Treasury management with information that is useful in the governance of the agency.

Internal Audits has the authority to conduct audit and consulting engagements over all parts of Treasury and has full and complete access to any of the organization's records, physical properties, and personnel relevant to the performance of an engagement. Internal

Audit is also granted the authority to request information of and meet with third parties providing services to Treasury. Internal auditors have access to Treasury Board and Council members as needed to complete assigned engagements and report on the results of those engagements, if required.

Budget & Accounting

The Treasury Accounting team provides daily transaction support to all business units, prepares necessary reports for statewide financial reporting and federal reporting, and maintains a system of internal controls to ensure the accuracy of accounting data. The team continues to put significant efforts into streamlining and automating processes to the greatest extent possible.

Treasury budget staff oversee monthly reporting to Treasury managers, prepare permanent financing plans, prepare legislative reports and impact statements, and create revenue and expenditure projections. Significant time is spent with Treasury managers to fully understand their current and planned expenditures to help provide executive leadership with accurate budget forecasts to allow for effective oversight. Staff also manage a variety of processes and systems entry as part of the statewide budget development process.

Procurement

Treasury's Procurement services are structured to make purchases efficient so each program division can focus on its core functions. Treasury's Investment and Legal and Compliance divisions perform investment-manager contracting activities. All other public procurement and contracting services are provided through the central Procurement team. The central Procurement team provides customer-focused, solution-oriented services to ensure legal and policy requirements are met, the most cost-effective, appropriate business solutions are purchased, and that goods and services meet Treasury's high standards. The procurement team provides training on procurement and contract administration procedures and requirements, and monitors performance to ensure compliance with legal and policy requirements and to continually improve processes. The team also works with the Oregon Department of Justice to ensure large procurements and contracts meet state legal sufficiency requirements.

Facilities

The Facilities team provides direct support for the development, management, and administration of the built environment Treasury occupies. Facilities ensure that indoor environmental quality (noise, lighting, temperature, air) is optimal, and that furniture, fixtures and equipment are in working condition, and maintains vendor relationships and oversight, space planning, and safety. The Facilities program is designed to engage staff and vendors daily to create a productive work environment through monitoring, work order systems, timely communications, and accepted standards. The major cost drivers are a combination of third-party relationships to complete repairs, and second-party relationships with space planners and designers.

Risk and Resiliency

The Risk and Resiliency section provides project management, business analysis services and continuity of operations to Treasury. The project management and business analysis services are designed to help Treasury achieve objectives through organization and facilitation of initiatives and projects from initial concept and planning through execution and transition to operations. Project managers and business analysts work with Treasury staff and leadership individually and on project teams, coordinate external contractors and vendors in partnership with Procurement and contract administrators, and engage with other state agency personnel to complete project objectives. The Project Management Office follows the standards put out by the Project Management Institute and International Institute of Business Analysis. Standardized templates and reports are utilized by all projects to ensure consistency in communication to Treasury leadership and project stakeholders.

The Governor's Office is tasked with overseeing the Continuity of Government. This is coordinated between the State Resilience Officer and the Office of Emergency Management and outlined in ORS 401 and Executive Order 16-07. Agencies are tasked with overseeing their own Continuity of Operations plans. Treasury continues to increase coordination with statewide planning efforts. This includes voluntarily complying with DAS policy 107-001-010 for Statewide Continuity of Operations planning, appointing a continuity sponsor, utilizing statewide satellite phone agreements for key staff, moving continuity of operations plans to statewide software, and participating in statewide continuity committees. Where practices and equipment can be standardized across state agencies, Treasury has attempted to do so. However, continuity management remains at an agency level, and where solutions are not available statewide, Treasury must identify and implement the necessary options appropriate for our plan.

Continuity of Operations is an agency-wide initiative to ensure that vital financial operations will continue in the event of major disruptions. A maintained continuity of operations plan includes orders of succession, facilities, records, and systems that Treasury uses to complete essential functions. Updates and routine reviews of the work are done year-round, including tabletop exercises to test the plan and build resiliency among Treasury leadership.

Revenue sources and proposed revenue changes

Consistent with the practice in the overall Administrative Services Program, funding is based on approved cost allocation plans. No changes in funding are proposed.

Proposed new laws that apply to the program unit

None.

Administrative Services

Information Technology Program Unit Narrative

Program Unit Funding Request

The budget request of $27,562,833 Other Funds-Limited continues funding for the Information Technology Program at the current service level for 2027-29 and includes a policy option package to address modernization for continued zero trust framework implementation. The table below compares expenditure limitation, position count and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$21,083,464	37	36.34
2027-29 ARB	$27,562,833	45	43.65
Difference	$6,479,369	8	7.31
Percent Change	*30.7%*	*21.6%*	*20.1%*

Activities, programs, and issues in the program unit base budget

Technical Services Delivery

The Technical Services Delivery (TSD) team serves as the primary interface between the customer and the IT team. The team provides event, incident, problem, request, access, and asset management services. More specifically, the team is responsible for customer relationship management in the handling of Information Technology service inquiries and problems in the areas of email, active directory, computer operating systems, software and hardware acquisitions, desktop applications for all types of computer systems, and software updates. TSD has adopted ITIL (Information Technology Infrastructure Library) standards as the framework for delivering and measuring services and support.

Infrastructure Services

The Infrastructure Services team provides network and systems architecture and support. This team is responsible for keeping all backend systems and services functional and secure. The infrastructure team is responsible for designing, building, and maintaining all the computer and networking systems that OST's software and applications run on. Their role encompasses managing the data centers (on premises and Disaster Recovery site), managing the firewalls and Intrusion Detection Systems, troubleshooting connectivity issues, designing and implementing new hardware solutions, improving firmware, maintaining servers and routers, refreshing technology, and performing continuous health checks on the network and systems.

Information Security Services

The Information Security Services team, or Infosec team, is responsible for the day-to-day operation of the Information Security and Data Governance Program. In addition to the dedicated InfoSec staff, the entire IT Division is dedicated to the full realization of its security strategy and provides additional security-related resources when/as needed. Treasury's information security management functions are divided into five major areas: Security Engineering, Security Operations, Incident Response, Data Governance, and Program Management. These five security functions cover the depth and breadth of maintaining a robust security program, using the NIST Cybersecurity Framework and CIS Controls as the frameworks of the program.

Application Development Services

The Application Development Services (ADS) team provides the analysis, design, development, construction, configuration, implementation, and integration of software applications that support OST's business processes. The team also oversees the maintenance and support of existing on-premises and cloud-based applications. The ADS team, and its leadership, ensures alignment with division and agency leadership for appropriate business processes in meeting specific application requirements; it also ensures the quality of processes, applications, and technical support for OST customers. The team builds compliance into system life-cycle methodologies and standards, and maintains awareness of applicable new technologies and their potential applications. The ADS team also provides data architecture design and data administration for the agency.

Revenue sources and proposed revenue changes

Consistent with the practice in the overall Administrative Services Program, funding is based on approved cost allocation plans. No changes in funding are proposed.

Proposed new laws that apply to the program unit

None.

State Treasurer Staff Program Unit Narrative

Program Unit Funding Request

The budget request of $4,451,417 Other Funds-Limited continues funding for the State Treasurer Staff at the current service level for 2027-29. The table below compares expenditure limitation, position count and FTE for the prior biennium and the current requested biennium.

	Other Funds-L	Positions	FTE
2025-27 LAB	$4,136,097	9	8.92
2027-29 ARB	$4,451,417	9	9.00
Difference	$315,320	-	0.08
Percent Change	*7.6%*	*0.0%*	*0.9%*

Activities, programs, and issues in the program unit base budget

The State Treasurer Staff include both the State Treasurer and the staff necessary to effectively fulfill the office’s constitutional and statutory duties. The Chief of Staff works closely with the Deputy State Treasurer to manage the daily operations of the Oregon Treasury.

Policy Support

The State Treasurer sits on a number of statewide boards, including the State Land Board, State Board of Education, Oregon Investment Council, State Debt Policy Advisory Commission, 529 Savings Board, and Oregon Retirement Savings Board. The Treasurer’s designees sit on a variety of other boards, commissions, and statewide work groups. The State Treasurer is also involved in national efforts including the National Association of State Treasurers. Staff provide varying levels of support to the boards and assist in preparing the Treasurer to effectively participate in the groups.

As a statewide elected official, the Treasurer has a responsibility to advocate for policy positions they were elected to pursue. Staff work with the Treasurer, stakeholders, and staff to research, evaluate, and refine policy proposals. Periodically, boards that the Treasurer is a member of have policy actions that are proposed that require assistance from Treasury staff.

Legislative Liaison

Staff frequently interact with the Governor's office, legislative leadership, individual legislators, and various staff from those offices to support statewide governmental activities. Staff lead Treasury-wide efforts to review bills, provide feedback to legislative staff regarding impacts, and guide legislative strategy. They also conduct research and prepare background briefings on key proposed legislation.

Oversee Agency Communications

State Treasurer Staff oversee a variety of oversee a variety of official communications to ensure consistency and effective messaging. They prepare speeches for the State Treasurer, prepare and review legislative testimony, and review materials for various Treasury publications.

Constituent Services

The State Treasurer conducts a variety of outreach activities across the state to ensure they are effectively representing Oregonians. State Treasurer Staff assist in these efforts by coordinating outreach events, responding to inquiries from constituents, and engaging with stakeholders and stakeholder groups.

Stakeholder Engagement

Effectively managing the operations of the State Treasurer requires coordinating with federal, state, local and tribal government officials and staff.

Revenue sources and proposed revenue changes

Consistent with the practice in the overall Administrative Services Program, funding is based on approved cost allocation plans. No changes in funding are proposed.

Proposed new laws that apply to the program unit

The State Treasurer has submitted several legislative concepts that State Treasurer Staff have been working on in support of various Treasury programs. Staff will provide support for the legislative process, but none of the concepts will directly change the work on the program unit.

Administrative Services Essential and Policy Packages

Essential Packages

The Current Service Level (CSL) is required by law and is an estimate of the cost to continue current legislatively approved programs into the 2027-29 biennium. Essential Packages are how these costs are estimated and budgeted in a standardized format by agencies and evaluated for compliance with these standards by the Department of Administrative Services (DAS). Treasury followed all these requirements in building the Essential Packages for the 2027-29 biennium.

The narrative below briefly describes each Essential Package, and fiscal details for each package are included in the reports at the end of this section, broken out by fund type, category (e.g., Personal Services, Services and Supplies, etc.), and positions/FTE if necessary.

010 Vacancy Factor and Non-ORPICS Personal Services

This package contains adjustments to the base budget as directed by DAS in the Budget Instructions. These adjustments include standard vacancy factor calculations, non-PICS generated Personal Services inflation adjustments, and mass transit taxes.

022 Phase-Outs

Phase-out package adjustments are generally necessary to take one-time costs approved as part of policy option packages in 2025-27 and remove them from the 2027-29 biennium budget. Phase-outs in this SCR are necessary for one-time staff-related services and supplies expenses in the Expendable Property accounts and one-time programmatic expenses in the Telecom account included in 2025-27 policy option packages.

031 Standard Inflation

This package provides for standard inflation on all Services and Supplies and Capital Outlay accounts. All expenditure categories were increased by the standard inflation rates defined by DAS in the Budget Instructions, including Professional Services (9.3%), Attorney General (9.3%), Rent (4.9%), and remaining accounts (4.9%). State Government Services Charges were adjusted to match the DAS Price List as required.

Policy Package 103 - Information Technology Security Modernization for Continued Zero Trust Framework Implementation

Purpose

Oregon State Treasury (Treasury) increasingly relies on secure, modern, and resilient technology to protect Oregon's financial assets, sustain essential public services, and support growing operational demands. The agency's technology environment has expanded significantly across cloud platforms, hybrid infrastructure, automated workflows, data-driven operations, GenAI, and interconnected financial systems. As this environment grows in scale and complexity, so do the cybersecurity, reliability, and continuity expectations placed on Treasury systems.

To meet these demands, Treasury must transition from traditional perimeter-based security to a comprehensive Zero Trust Architecture (ZTA) that centers on continuous verification, least privilege access, secure data governance, resilient infrastructure, and advanced monitoring. The positions proposed across Information Security, Infrastructure Engineering, Application Development, and Technical Services collectively establish the capacity and technical specialization required to adopt and sustain Zero Trust principles across identity verification, devices, networks, applications, data, AI, and automation.

Together, these investments strengthen Treasury's ability to:

- Ensure that access to sensitive financial data and systems is continuously validated.
- Protect mission critical platforms from disruption, cyber compromise, and operational failures.
- Implement lifecycle managed, secure-by-design infrastructure.
- Increase maturity of enterprise data governance and improve data lineage, classification, and protection.
- Expand logging, monitoring, and vendor risk visibility.
- Ensure continuity of operations through engineered resiliency and disaster recovery capabilities.
- Support secure, scalable delivery of Treasury programs across the hybrid environment.

To meet these demands, Treasury requests the addition of eight (8) new permanent, full-time positions and reclassification of one (1) current position costing $2,499,018 in Personal Services and $546,906 in staff-related Services and Supplies, and $1,987,000 in programmatic Service and Supplies, totaling $5,032,924 in Other Funds expenditure limitation for the 2027-29 biennium. This package integrates agencywide technology modernization with an intentional, strategic, and sustainable shift toward Zero Trust Architecture, ensuring Treasury remains a secure steward of Oregon's financial operations for years to come.

How Achieved

Treasury's move to Zero Trust Architecture (ZTA) centers on six pillars: Identity, Devices, Network, Applications/Workloads, Data, and Visibility & Automation. This approach continuously validates every access request, emphasizing identity governance, secure devices, segmented and encrypted networks, protected applications, data-centric safeguards, and automated logging. These measures strengthen defenses against advanced cyber threats and ensure secure access across hybrid environments.

Implementing Zero Trust requires complex organization coordination, advanced engineering skills, and continuous professional development to keep pace with the software and systems as they evolve. Treasury's diverse technology from cloud platforms to financial systems demands specific controls. As these mature, the agency must maintain policies, manage access and endpoints, expand segmentation, modernize applications, and enhance monitoring. The roles in this POP provide expertise to embed Zero Trust practices, supporting a secure and resilient mission-driven environment.

Senior IT Project Manager (Project Manager 3)

The IT Project Manager oversees projects that deliver secure, modern technology solutions aligned with Treasury's enterprise strategy. They ensure Zero Trust considerations such as identity integration, data protection, and secure design are embedded throughout project lifecycles. The PM coordinates resources, manages risks, and ensures timelines remain on track while upholding security and compliance expectations. They also facilitate communication across teams, enabling consistent implementation of modernization initiatives. The role ensures that each project produces lasting, supportable, and secure outcomes. This position supports the Applications, Identity, and Network pillars.

Identity and Access Management Analyst (ISS 6)

The Identity and Access Management Analyst manages identity governance processes that form the core of Zero Trust at Treasury. They ensure that access rights are provisioned according to least-privilege principles and validate identities across cloud and on-premises systems. The position manages role-based access control (RBAC), multi-factor authentication integrations, lifecycle automation, and privileged access workflows. By monitoring identity risk signals and coordinating with security teams, the analyst helps prevent unauthorized access and account compromise. The role also reviews audit findings, reconciles access discrepancies, and maintains clean, accurate identity records. This position directly strengthens Treasury's Identity pillar and supports secure application and data access.

Infrastructure Engineer – Critical System Support (ISS 8)

The Critical System Support Engineer provides Tier 3/4 support for Treasury's most essential financial systems, ensuring rapid incident response and long-term system stability. This position conducts deep-dive diagnostics, root-cause analysis, and systemic remediation to prevent recurring failures. The engineer collaborates with vendors and internal teams to resolve complex issues and optimize system performance. They also assess infrastructure health, implement secure configuration standards, and ensure that critical systems comply with Zero Trust controls. By establishing reliable, well-tuned platforms, this engineer enables resilient service delivery and reduces operational risk. The position directly strengthens Treasury's Network, Applications, and Visibility pillars.

Software Developer (ISS 8)

The Software Developer modernizes Treasury applications by implementing secure-by-design coding practices and integrating Zero Trust controls into software architectures. They build and enhance applications, ensuring data flows are encrypted, access is governed, and vulnerabilities are minimized. The developer performs code reviews, collaborates with security teams, and maintains consistent development standards. They also support system integrations, ensuring applications communicate securely across hybrid environments. By enabling modernization of legacy systems and building secure new applications, this role reinforces the Applications, Data, and Identity pillars.

Infrastructure Engineer – Business Continuity / Disaster Recovery (ISS 8)

The Infrastructure Engineer for Business Continuity and Disaster Recovery (BC/DR) designs and manages the frameworks that ensure Treasury systems remain operational during disruptions. This role architecturally defines recovery patterns across hybrid cloud environments, ensuring that redundancy, failover, and resilience are built into every critical workload. The engineer leads technical DR exercises, identifies systemic vulnerabilities, and collaborates with application teams to ensure recovery objectives are consistently met. Additionally, they evaluate new technologies to strengthen resiliency and reduce recovery time. This position ensures Zero Trust principles extend into continuity planning by enforcing secure failover paths and validating identity-protected recovery processes. The resulting increases in operational resilience directly support the Network, Application, and Resiliency pillars.

Service Desk Analyst (ISS 6)

The Senior Service Desk Analyst provides technical troubleshooting and secure issue resolution across Treasury systems. They ensure endpoint devices meet configuration and software update baselines before connecting to agency systems. The analyst resolves escalated incidents, documents root causes, and supports early detection of security or stability issues. They collaborate with security and infrastructure teams to ensure device policies remain aligned to Zero Trust controls. Additionally, the role supports onboarding by helping staff configure secure workstations and accounts. This position reinforces the Devices, Network, and Visibility pillars.

IT Business Systems Analyst (ISS 7)

The Business Systems Analyst ensures that system requirements and business processes are designed with Zero Trust principles incorporated from the start. The role gathers user needs, documents workflows, and translates business requirements into secure technical specifications. They collaborate with project teams and security staff to ensure new systems include identity validation, access controls, and data protection. The analyst also evaluates current processes for efficiency and security gaps, proposing improvements aligned to modernization goals. They support user acceptance testing and help ensure that implemented solutions meet audit and compliance standards. This position strengthens the Applications, Data, and Identity pillars.

Data & Analytics Architect (ISS 8)

The Data & Analytics Architect plays a foundational role in Treasury's Zero Trust evolution by developing the enterprise data governance and architecture strategies required to protect sensitive financial information. This position defines secure data models, oversees classification standards, and ensures that data is consistently governed across systems and environments. The architect designs secure data flows, ensuring that every point of access or transfer adheres to Zero Trust's principle of least privilege. Additionally, the architect collaborates with business and technical teams to align analytics initiatives with compliance and audit requirements. This role also helps Treasury adopt advanced analytics and AI securely by embedding data protection into model pipelines and storage architectures. By establishing unified data frameworks, this position strengthens Treasury's Data and Applications pillars while enhancing visibility across the enterprise.

Reclassification: Information Technology Service Management (ITSM) Software Analyst. ISS 5 → ISS 6

The ITSM Software Analyst role is strategically important as ITSM increasingly integrates Governance, Risk, and Compliance (GRC) functions across Treasury's Zero Trust program. The ITSM Software Analyst helps operationalize these governance requirements by ensuring that incidents, changes, service requests, and configuration items follow standardized, policy-aligned workflows. The ITSM Software Analyst strengthens the compliance side of all OST Zero Trust pillars by using ITSM processes to enforce auditability, track risk signals, maintain accurate Configuration Management Database (CMDB) records, and support crossteam alignment with controls detailed in GRC-linked roadmaps.

IT Tools Enhancement

Treasury's Zero Trust strategy requires not only specialized staffing but also sustained investment in enterprise-class tools and platforms that enforce continuous verification, strengthen data governance, and improve cyber-resilience across systems.

Administrative Services

The Data Governance & Security Tool provides the backbone for enterprise-wide data classification, lineage tracking, and policy enforcement, ensuring that data remains governed, protected, and auditable from creation through retirement. It enables Treasury to standardize stewardship roles, apply consistent sensitivity labels, and embed Data Loss Prevention (DLP) and retention rules directly into data workflows, strengthening Zero Trust's Data and Visibility pillars while advancing agency goals for improved data quality, transparency, and responsible AI readiness. Infrastructure modernization tools complement this governance capability by ensuring the compute, storage, and network layers remain secure, reliable, and scalable.

Investments related to Infrastructure Refresh and Resilient Infrastructure Growth provide the automation, hardware lifecycle management, and performance optimization required to support Zero Trust-aligned micro-segmentation, secure workload placement, and resilient service delivery across hybrid environments. These services reduce technical debt, decrease outage risk, and support Treasury's strategic objective of creating a modern, efficient, and secure technology foundation that can adapt to increasing operational and cybersecurity demands.

Complementing these investments, Treasury's Security Tools Program strengthens Zero Trust enforcement across the Identity, Network, Applications, and Data pillars by providing enterprise-wide visibility, continuous monitoring, and automated threat detection. Enhanced logging pipelines, vulnerability management platforms, and vendor-risk intelligence allow Treasury to correlate activity across cloud and on-premises systems, identify anomalous behaviors quickly, and prioritize remediation based on real-time risk indicators. These capabilities directly support Treasury's strategic goal of safeguarding financial systems by reducing cyberattack surface, improving incident response, and ensuring that external partners and third-party technologies meet rigorous security standards.

Staffing Impact

Treasury is requesting the establishment of eight (8) new permanent, full-time (PF) positions phased-in over the biennium and one (1) reclassification:

Action	Working Title	Classification	Type	Pos	FTE	Phasein
Establish New	Senior IT Project Manager	Project Manager 3	PF	1	0.88	10/1/2027
Establish New	IAM Analyst	Information Systems Specialist 6	PF	1	0.88	10/1/2027
Establish New	Infrastructure Engineer	Information Systems Specialist 8	PF	1	0.88	10/1/2027
Establish New	Software Developer	Information Systems Specialist 8	PF	1	1.00	7/1/2027
Establish New	Infrastructure Specialist BCP	Information Systems Specialist 8	PF	1	0.88	10/1/2027
Establish New	Service Desk Analyst	Information Systems Specialist 6	PF	1	0.88	10/1/2027
Establish New	IT Business Systems Analyst	Information Systems Specialist 7	PF	1	1.00	7/1/2027

Administrative Services

Action	Working Title	Classification	Type	Pos	FTE	Phasein
Establish New	Data Analytics Architect	Information Systems Specialist 8	PF	1	0.75	1/1/2028
Reclass From	Asset Inventory Specialist	Information Systems Specialist 5	PF	(1)	(1.00)	7/1/2027
Reclass To	Asset Inventory Specialist	Information Systems Specialist 6	PF	1	1.00	7/1/2027

Permanent, full-time positions and corresponding personal services expenditure limitation will automatically phase in to 24 months/1.00 FTE in the 2029-31 biennium.

Quantifying Results

Treasury's Information Technology Services must continually adapt to increasing cybersecurity threats and growing operational demands. Without adequate resources, maintaining secure, reliable, and compliant IT systems becomes increasingly challenging. This request ensures the team has the necessary resources to consistently maintain secure, high-performance IT services, safeguarding Treasury's critical systems and data while supporting uninterrupted business operations.

Revenue Source

Consistent with the practice in the overall Administrative Services Program, funding is based on approved cost allocation plans. No changes in funding are proposed.

Policy Package 104 - Administrative Services Enhancements for Policy and Rulemaking, Change Management, Human Resources, and Training Infrastructure

Purpose

The Administrative Services Division of Oregon State Treasury provides essential centralized services that support all Treasury programs, including procurement, accounting, budgeting, financial reporting, human resources, facilities management, policy coordination, and travel support. As Treasury's operational footprint and statutory responsibilities have expanded, workload demands on these core administrative functions have increased significantly.

However, Administrative Services staffing has not kept pace with Treasury's growth. This misalignment has led to service delays, elevated compliance risks, and limited capacity to support modernization and organizational needs. To address these challenges, Treasury proposes five (5) new full-time positions—Human Resource Analyst 2, Organizational Change Manager, Policy & Rules Coordinator, Learning & Development Specialist and Administrative Specialist—along with four (4) staffing adjustments: increasing a part-time Procurement & Contract Specialist to full-time, increasing a part-time Receptionist to full-time, reclassifying an Accounting Technician to Accountant 1, and reclassifying a Fiscal Analyst 1 to Operations & Policy Analyst 3. Treasury is requesting $1,430,442 in Personal Services and $335,433 in staff-related Services and Supplies, totaling $1,765,875 in Other Funds expenditure limitation for the 2027-29 biennium.

These investments offer a positive opportunity to uphold high standards of service and compliance while building resilience to sustainably manage increasing operational demands.

How Achieved

The proposed investments provide an enterprise-ready, outcome-driven approach to strengthening Treasury's administrative foundation. They proactively support high-quality service delivery, reinforce compliance, and build organizational resilience. As Treasury's operational environment has grown more complex, key administrative support functions—particularly change management, workforce training, policy governance and rulemaking—have lacked dedicated staffing. This has created vulnerabilities in consistency, readiness, and compliance. The positions outlined below introduce foundational capacity to align Treasury's administrative functions with enterprise-wide responsibilities and ensure Treasury can reliably manage system and process transitions, respond to legislative changes, and support an increasingly specialized workforce. This policy option package would provide the following resources:

Human Resource Analyst 2

The Human Resource Analyst 2 will expand Treasury's ability to manage full-cycle recruitment, position classification, workforce operations, and onboarding. This position enhances Treasury's capacity to attract and hire specialized talent while reducing recruitment backlogs and improving processing times. With consistent HR support, Treasury will strengthen adherence to personnel rules, improve documentation quality, and better support managers and employees across the organization.

Policy & Rules Coordinator (Operations & Policy Analyst 3)

The Policy & Rules Coordinator will lead Treasury's policy governance framework by developing, updating, coordinating, and communicating agency-wide policies. This position will support rulemaking activities, conduct legislative monitoring, and evaluate operational impacts to ensure Treasury remains aligned with statutory requirements. Establishing this position fills a longstanding gap in managing policy consistency and compliance, particularly as oversight expectations increase.

Organizational Change Manager (Operations & Policy Analyst 4)

The Organizational Change Manager will provide dedicated leadership for major system implementations, policy updates, and organizational changes. This role will guide Treasury through readiness assessments, communication planning, training development, and adoption management. By embedding structured change management practices across divisions, Treasury will improve communications that will reduce confusion and uncertainty, minimize rework, and improve the success and stability of system and process transitions.

Learning & Development Specialist 2

The Learning & Development Specialist will design and deliver onboarding, technical training, operational process instruction, and compliance curriculum. By administering the Learning Management System (LMS), this position ensures training is accessible, trackable, and audit ready. This dedicated function will create consistent training pathways, strengthen workforce capability, reduce operational errors, and support long-term staff development.

Administrative Specialist 2

The Administrative Specialist supports daily operations by coordinating scheduling, managing correspondence, and maintaining organized records and workflows. They assist with preparing reports, tracking budgets, and processing invoices to ensure compliance with agency policies. The role also provides customer service to internal staff and helps streamline procedures so the unit can operate efficiently and consistently.

Procurement & Contract Specialist 1 (Part-Time → Full-Time)

Increasing this position to full-time will address rising procurement and contracting volume and complexity. A full-time specialist will significantly improve purchasing and renewal cycle times, strengthen contract oversight, and enhance compliance with procurement policies and regulations.

Office Specialist 1 (Part-Time → Full-Time)

Increasing this position to full-time will address front office coverage needs for the three office locations (Capitol, Salem, and Tigard). The full-time position will provide receptionist services and clerical support to the entire agency.

Reclassification: Accounting Technician → Accountant 1

Reclassifying this position aligns it with required analytical, reconciliation, and financial control duties. The Accountant 1 classification better matches the actual workload and complexity, improving the accuracy and timeliness of financial reporting and strengthening Treasury's internal fiscal controls.

Reclassification: Fiscal Analyst 1 → Operations & Policy Analyst 3

This reclassification elevates the analytical, operational planning, and cross-division data support needed within Shared Services. The position helps to identify data required to meet financial, facility-management, and operational needs and develops reports and dashboards using various technology systems. All Treasury programs require and use financial and operational data to monitor performance, status, and forecasts. The position serves as the primary contact between senior Information Technology staff, senior Administrative Services staff, Treasury program managers, and external stakeholders to improve the data utilization and automate operations.

Together, these investments provide Treasury with the specialized expertise and structural capacity needed to sustain organizational stability, support a highly skilled workforce, and uphold Treasury's commitments to transparency, accountability, and operational excellence. This enhanced administrative foundation enables Treasury to keep pace with increasing demands while preparing for future modernization and growth.

Implementation will be coordinated by Administrative Services leadership, Human Resources, and Budget to ensure timely recruitment, onboarding, and integration. Hiring will be phased to match organizational readiness and minimize operational disruption.

Administrative Services

Staffing Impact

Treasury is requesting the establishment of five (5) new permanent, full-time (PF) positions phased in during the biennium on dates as specified, reclassification of two (2) existing positions, and increasing two (2) existing positions from part-time to full-time:

Action	Working Title	Classification	Type	Pos	FTE	Phase-in
Establish New	Human Resources Business Partner	Human Resource Analyst 2	PF	1	0.88	10/1/2027
Establish New	Policy and Rules Coordinator	Operations & Policy Analyst 3	PF	1	0.88	10/1/2027
Establish New	Organizational Change Manager	Operations & Policy Analyst 4	PF	1	0.75	1/1/2028
Establish New	Training Specialist	Learning and Development Specialist 2	PF	1	0.75	1/1/2028
Establish New	Administrative Specialist 2	Administrative Specialist 2	PF	1	0.63	4/1/2028
IncrMo From	*Receptionist*	*Office Specialist 1*	*PP*	*(1)*	*(0.50)*	*7/1/2027*
IncrMo To	Receptionist	Office Specialist 1	PF	1	1.00	7/1/2027
IncrMo From	*Procurement & Contract Specialist*	*Procurement & Contract Specialist 1*	*PP*	*(1)*	*(0.45)*	*7/1/2027*
IncrMo To	Procurement & Contract Specialist	Procurement & Contract Specialist 1	PF	1	1.00	7/1/2027
Reclass From	*Accounting Tech*	*Accounting Technician*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Accountant 1	Accountant 1	PF	1	1.00	7/1/2027
Reclass From	*Business Data Analyst*	*Fiscal Analyst 1*	*PF*	*(1)*	*(1.00)*	*7/1/2027*
Reclass To	Business Data Analyst	Operations & Policy Analyst 3	PF	1	1.00	7/1/2027

Permanent, full-time positions and corresponding personal services expenditure limitation will automatically phase-in to 24 months/1.00 FTE in the 2029-31 biennium.

Quantifying Results

The Administrative Services Division plays a critical role in ensuring the smooth operation of Treasury's functions. However, persistent understaffing has resulted in delays in service delivery and decreased efficiency in meeting statutory and operational requirements. Additional staffing will allow the team to consistently maintain essential administrative services, ensuring Treasury's ability to support financial operations, compliance, and reporting needs without disruption.

Revenue Source

All components of the proposed package will draw on existing Administrative Services Division revenue sources, with no changes to those sources necessary to accommodate proposed increases in expenditure limitation. Consistent with the practice in the overall Administrative Services Program, Administrative Services Division funding is based on approved cost allocation plans.

Related Packages

In addition to the Essential and Policy Packages directly impacting this program area described in prior pages, there are a number of related packages that have an indirect or aggregate impact on this program area, and they are described in summary below.

Statewide and/or Analyst Packages. The 08x package series is for Emergency Board actions after April of even numbered years, and the 09x package series is for Statewide Packages generally directed by the Department of Administrative Services (DAS) during the Governors Budget process. The 09x package series is then generally eliminated and reinserted/revised as necessary in the 8xx series of packages in the Legislatively Adopted Budget.

Packages have not yet been introduced in any of these categories at the Agency Request Budget stage, and this section will be updated accordingly as packages are added in later stages.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Administrative Services**
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 17000-070-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	78	-	-	-	78
Overtime Payments	-	-	17	-	-	-	17
All Other Differential	-	-	2,246	-	-	-	2,246
Public Employees' Retire Cont	-	-	559	-	-	-	559
Social Security Taxes	-	-	179	-	-	-	179
Paid Family Medical Leave Insurance	-	-	9	-	-	-	9
Mass Transit Tax	-	-	19,346	-	-	-	19,346
Vacancy Savings	-	-	(212,929)	-	-	-	(212,929)
Total Personal Services	**-**	**-**	**($190,495)**	**-**	**-**	**-**	**($190,495)**
Total Expenditures							
Total Expenditures	-	-	(190,495)	-	-	-	(190,495)
Total Expenditures	**-**	**-**	**($190,495)**	**-**	**-**	**-**	**($190,495)**
Ending Balance							
Ending Balance	-	-	190,495	-	-	-	190,495
Total Ending Balance	**-**	**-**	**$190,495**	**-**	**-**	**-**	**$190,495**

_____ Agency Request | **_____ Governor's Budget** | **_____ Legislatively Adopted**
2027-29 Biennium | **Page __________** | **Essential and Policy Package Fiscal Impact Summary - BPR013**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Administrative Services**
Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 17000-070-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	-	-	(90,000)	-	-	-	(90,000)
Expendable Prop 250 - 5000	-	-	(22,785)	-	-	-	(22,785)
IT Expendable Property	-	-	(21,675)	-	-	-	(21,675)
Total Services & Supplies	**-**	**-**	**($134,460)**	**-**	**-**	**-**	**($134,460)**
Total Expenditures							
Total Expenditures	-	-	(134,460)	-	-	-	(134,460)
Total Expenditures	**-**	**-**	**($134,460)**	**-**	**-**	**-**	**($134,460)**
Ending Balance							
Ending Balance	-	-	134,460	-	-	-	134,460
Total Ending Balance	**-**	**-**	**$134,460**	**-**	**-**	**-**	**$134,460**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Administrative Services**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 17000-070-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,825	-	-	-	2,825
Out of State Travel	-	-	4,713	-	-	-	4,713
Employee Training	-	-	27,240	-	-	-	27,240
Office Expenses	-	-	3,711	-	-	-	3,711
Telecommunications	-	-	51,688	-	-	-	51,688
State Gov. Service Charges	-	-	370,821	-	-	-	370,821
Data Processing	-	-	99,921	-	-	-	99,921
Publicity and Publications	-	-	1,218	-	-	-	1,218
Professional Services	-	-	243,405	-	-	-	243,405
IT Professional Services	-	-	93,361	-	-	-	93,361
Attorney General	-	-	12,796	-	-	-	12,796
Employee Recruitment and Develop	-	-	5,716	-	-	-	5,716
Dues and Subscriptions	-	-	11,578	-	-	-	11,578
Facilities Rental and Taxes	-	-	187,642	-	-	-	187,642
Facilities Maintenance	-	-	1,835	-	-	-	1,835
Agency Program Related S and S	-	-	1,485	-	-	-	1,485
Other Services and Supplies	-	-	23,740	-	-	-	23,740
Expendable Prop 250 - 5000	-	-	4,852	-	-	-	4,852
IT Expendable Property	-	-	48,197	-	-	-	48,197
Total Services & Supplies	**-**	**-**	**$1,196,744**	**-**	**-**	**-**	**$1,196,744**
Capital Outlay							
Telecommunications Equipment	-	-	7,653	-	-	-	7,653

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State **Cross Reference Name: Administrative Services**
Pkg: 031 - Standard Inflation **Cross Reference Number: 17000-070-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Software	-	-	7,604	-	-	-	7,604
Total Capital Outlay	**-**	**-**	**$15,257**	**-**	**-**	**-**	**$15,257**
Total Expenditures							
Total Expenditures	-	-	1,212,001	-	-	-	1,212,001
Total Expenditures	**-**	**-**	**$1,212,001**	**-**	**-**	**-**	**$1,212,001**
Ending Balance							
Ending Balance	-	-	(1,212,001)	-	-	-	(1,212,001)
Total Ending Balance	**-**	**-**	**($1,212,001)**	**-**	**-**	**-**	**($1,212,001)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Administrative Services**
Pkg: 103 - Modernize IT for Zero Trust Framework | **Cross Reference Number: 17000-070-00-00-00000**

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	-	-	1,644,606	-	-	-	1,644,606
Empl. Rel. Bd. Assessments	-	-	568	-	-	-	568
Public Employees' Retire Cont	-	-	406,545	-	-	-	406,545
Social Security Taxes	-	-	125,812	-	-	-	125,812
Paid Family Medical Leave Insurance	-	-	6,578	-	-	-	6,578
Worker's Comp. Assess. (WCD)	-	-	269	-	-	-	269
Flexible Benefits	-	-	314,640	-	-	-	314,640
Total Personal Services	**-**	**-**	**$2,499,018**	**-**	**-**	**-**	**$2,499,018**
Services & Supplies							
Instate Travel	-	-	7,128	-	-	-	7,128
Out of State Travel	-	-	21,864	-	-	-	21,864
Employee Training	-	-	55,250	-	-	-	55,250
Office Expenses	-	-	28,504	-	-	-	28,504
Telecommunications	-	-	33,264	-	-	-	33,264
Data Processing	-	-	1,996,200	-	-	-	1,996,200
Publicity and Publications	-	-	5,200	-	-	-	5,200
IT Professional Services	-	-	-	-	-	-	-
Employee Recruitment and Develop	-	-	4,760	-	-	-	4,760
Dues and Subscriptions	-	-	5,200	-	-	-	5,200
Facilities Rental and Taxes	-	-	296,800	-	-	-	296,800
Other Services and Supplies	-	-	5,120	-	-	-	5,120
Expendable Prop 250 - 5000	-	-	38,240	-	-	-	38,240

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Administrative Services**
Pkg: 103 - Modernize IT for Zero Trust Framework | **Cross Reference Number: 17000-070-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	36,376	-	-	-	36,376
Total Services & Supplies	**-**	**-**	**$2,533,906**	**-**	**-**	**-**	**$2,533,906**
Total Expenditures							
Total Expenditures	-	-	5,032,924	-	-	-	5,032,924
Total Expenditures	**-**	**-**	**$5,032,924**	**-**	**-**	**-**	**$5,032,924**
Ending Balance							
Ending Balance	-	-	(5,032,924)	-	-	-	(5,032,924)
Total Ending Balance	**-**	**-**	**($5,032,924)**	**-**	**-**	**-**	**($5,032,924)**
Total Positions							
Total Positions							8
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**8**
Total FTE							
Total FTE							7.15
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**7.15**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Administrative Services**
Pkg: 104 - Administrative Services Support | **Cross Reference Number: 17000-070-00-00-00000**

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	-	-	913,417	-	-	-	913,417
Empl. Rel. Bd. Assessments	-	-	392	-	-	-	392
Public Employees' Retire Cont	-	-	225,798	-	-	-	225,798
Social Security Taxes	-	-	69,876	-	-	-	69,876
Paid Family Medical Leave Insurance	-	-	3,653	-	-	-	3,653
Worker's Comp. Assess. (WCD)	-	-	186	-	-	-	186
Flexible Benefits	-	-	217,120	-	-	-	217,120
Total Personal Services	**-**	**-**	**$1,430,442**	**-**	**-**	**-**	**$1,430,442**
Services & Supplies							
Instate Travel	-	-	4,455	-	-	-	4,455
Out of State Travel	-	-	13,665	-	-	-	13,665
Employee Training	-	-	28,148	-	-	-	28,148
Office Expenses	-	-	17,815	-	-	-	17,815
Telecommunications	-	-	20,790	-	-	-	20,790
Data Processing	-	-	5,750	-	-	-	5,750
Publicity and Publications	-	-	3,250	-	-	-	3,250
Employee Recruitment and Develop	-	-	2,975	-	-	-	2,975
Dues and Subscriptions	-	-	3,250	-	-	-	3,250
Facilities Rental and Taxes	-	-	185,500	-	-	-	185,500
Other Services and Supplies	-	-	3,200	-	-	-	3,200
Expendable Prop 250 - 5000	-	-	23,900	-	-	-	23,900

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Treasury, Oregon State | **Cross Reference Name: Administrative Services**
Pkg: 104 - Administrative Services Support | **Cross Reference Number: 17000-070-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	22,735	-	-	-	22,735
Total Services & Supplies	**-**	**-**	**$335,433**	**-**	**-**	**-**	**$335,433**
Total Expenditures							
Total Expenditures	-	-	1,765,875	-	-	-	1,765,875
Total Expenditures	**-**	**-**	**$1,765,875**	**-**	**-**	**-**	**$1,765,875**
Ending Balance							
Ending Balance	-	-	(1,765,875)	-	-	-	(1,765,875)
Total Ending Balance	**-**	**-**	**($1,765,875)**	**-**	**-**	**-**	**($1,765,875)**
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							4.94
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.94**

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - BPR012

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

Treasury, Oregon State — **Agency Number: 17000**
2027-29 Biennium — **Cross Reference Number: 17000-070-00-00-00000**

Source	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Charges for Services	8,340,924	18,623,555	18,623,555	-	-	-
Other Revenues	50,533	-	-	-	-	-
Transfer In - Intrafund	30,259,557	30,431,578	30,431,578	61,220,239	-	-
Transfer Out - Intrafund	(463,322)	-	-	-	-	-
Total Other Funds	**$38,187,692**	**$49,055,133**	**$49,055,133**	**$61,220,239**	**-**	**-**

_____ Agency Request — _____ Governor's Budget — _____ Legislatively Adopted
2027-29 Biennium — Page __________ — Detail of LF, OF, and FF Revenues - BPR012

Administrative Services

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue - 107BF07

Detail of Lottery Funds, Other Funds, and Federal Funds Revenue

Source	Fund	ORBITS Revenue Acct	2023-25 Actual	2025-27 Legislatively Adopted	2025-27 Estimated	2027-29		
						Agency Request	Governors	Legislatively Adopted
Charges for Services	3400	0410	8,340,924	18,623,555	18,623,555	-		
Other Revenues	3400	0975	50,533	-	-	-		

107BF07

Special Reports

Annual Performance Progress Report

State Treasurer

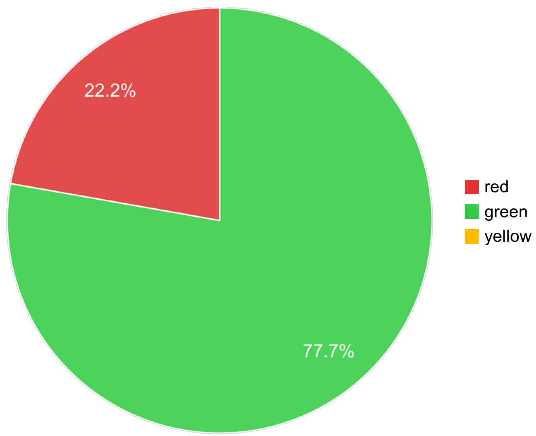
Annual Performance Progress Report

Reporting Year 2025

Published: 12/22/2025 4:37:51 PM

Special Reports

KPM #	Approved Key Performance Measures (KPMs)
1	Oregon Public Employees Retirement Fund Net Performance - Historical 20-year Net Performance compared to target returns.
2A	Oregon Short-Term Fund Expenses - Biennial asset management fee charged against Oregon Short-Term Fund assets for Treasury operations compared to peer group.
2B	Oregon Short-Term Fund Performance - Annual performance of the Oregon Short-Term Fund compared to benchmark rates.
3	Local Government Participation in the Oregon Short-Term Fund - Annual change in the participation of local governments in the Oregon Short-Term Fund.
4	Tax-exempt general obligation bond interest rates. - Average interest rate on tax-exempt general obligation bonds issued as compared to targets.
5	Percentage of eligible Oregonians with a College Savings Account - The total number of 529 college savings accounts as a percentage of the total eligible population in Oregon compared to the national average.
6A	Unclaimed Property Disbursements - Percentage of total unclaimed property returned to owners and/or heirs compared to total amount received.
6B	Unclaimed Property Claim Response Time - Average number of days to respond to Unclaimed Property claims as compared to statutory maximum.
7	Adherence to Board Best Practices - Percent of total best practices met by the Oregon 529 Savings Board and Oregon Retirement Savings Board.
8	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

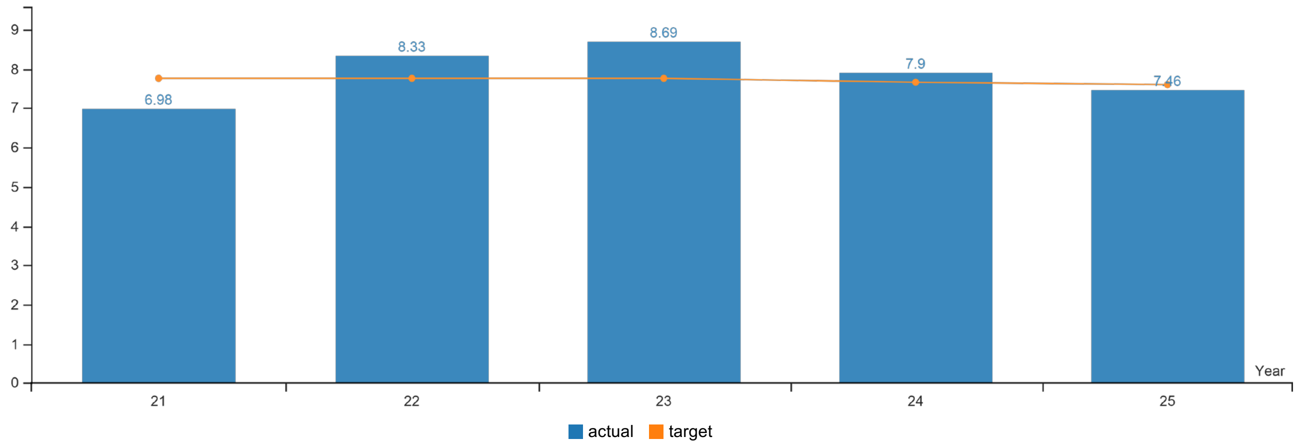


Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	77.78%	0%	22.22%

Special Reports

KPM #1	Oregon Public Employees Retirement Fund Net Performance - Historical 20-year Net Performance compared to target returns.
	Data Collection Period: Jan 01 - Dec 31

** Upward Trend = positive result*



Report Year	2021	2022	2023	2024	2025
Oregon Public Employees Retirement Fund Net Performance					
Actual	6.98%	8.33%	8.69%	7.90%	7.46%
Target	7.76%	7.76%	7.76%	7.66%	7.60%

How Are We Doing

The Public Employee Retirement Fund represents the majority of assets managed by the Oregon State Treasury and is the agency's largest revenue source. Assets are to be managed to meet the long- term policy rate of return. Legislative budget investments in program operations should be to improve long-term target returns.

Historical returns are reported by the investment custodian monthly. This information is provided by Treasury staff to the Oregon Investment Council (OIC). The reported 20-year historical performance for the OPERF Regular Account from the previous calendar year end is entered for each APPR update. The target is based on the PERS assumed rate of return with a 20-year annualized rate. The numbers are based on the rates that were in effect for the last 18 years and the current rate set for the next two years.

To the extent possible, in consideration of market conditions, the goal of this KPM is to exceed the actuarial discount rate approved by the PERS Board, while conforming to the investment standards stablished in ORS 293.721 and 293.726. Net of fees, OPERF's 20-year average annual investment performance of 7.46% outperformed the current actuarial discount rate of 6.9%, but slightly lagged its policy benchmark for the twenty-year period ending 12/31/24 (7.46% vs.7.72%).

Factors Affecting Results

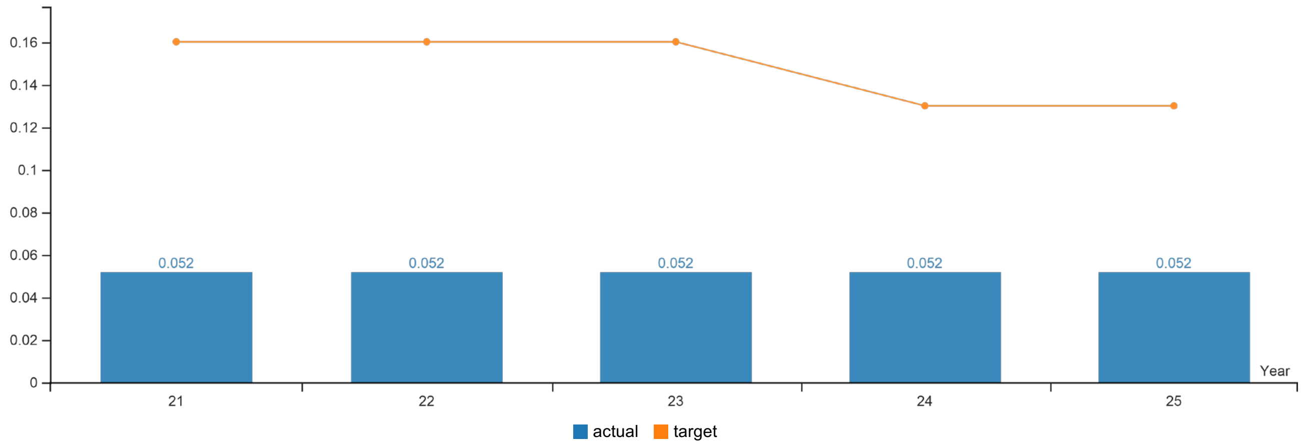
Over the 20-year period ending December 31, 2024, global financial markets were shaped by significant macroeconomic and geopolitical events. Economies of developed countries recovered from the "Dotcom" bust at the turn of the century, supported by China's integration into the global economy. This recovery was followed by the Global Financial Crisis, which caused a major market drawdown before an eventual rebound. The subsequent decade was characterized by strong equity markets, particularly in the U.S. and more specifically in the U.S. Information Technology sector, despite the period ending in a global pandemic. Developed market interest rates fell for most of the 20-year period, as proxied by the U.S. 10-Year interest rate which was at 4.24% the end of last century, reaching as low as 0.58% in the first half of 2020. This was followed by heightened concerns about global inflation, driven by supply chain disruptions after lifting of Covid-related shutdowns and the Russian invasion of Ukraine. In response, the Federal Reserve raised the target range for the Federal Fund Rate above 4% by the end of 2022, after spending most of the previous decade below 1%. Concurrently, the U.S. 10-Year interest rate rose from its 2020 low and ended 2024 at 4.58%. Equity markets experienced volatility, with inflation concerns contribution to sharp selloffs in 2022, particularly in the U.S. Information Technology sector that previously led the strong market performance. Equity markets recovered in 2023, once again led by U.S. Information Technology and the Artificial Intelligence-related companies.

As illustrated in the preceding paragraph, the dominant factor influencing OPERF investment performance continues to be prevailing economic and financial conditions, shaped largely by monetary, fiscal and regulatory policies on both national and international levels. Social, political, and geopolitical policy matters also affect investor sentiment. In addition, the complex structure of institutional-quality investment portfolios, particularly with large allocations to illiquid private market investment strategies, remains a primary theme, both in terms of forward- looking, return-seeking opportunities and in terms of heightened risk management considerations and perennial resource and personnel constraints.

Consistent with its fiduciary duty, the OIC has directed OST investment staff to diversify OPERF among multiple asset classes, geographies, and strategies. This includes a substantial and peer-leading commitment to private markets and other alternative investments. Deliberate and broad diversification is designed to maximize risk-adjusted, long-term investment returns, and OPERF's historically strong performance record, which has significantly reduced contribution obligations for Oregon taxpayers and businesses, is a testament to the success of this approach.

KPM #2A	Oregon Short-Term Fund Expenses - Biennial asset management fee charged against Oregon Short-Term Fund assets for Treasury operations compared to peer group.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2021	2022	2023	2024	2025
Oregon Short-Term Fund Expenses					
Actual	0.052%	0.052%	0.052%	0.052%	0.052%
Target	0.160%	0.160%	0.160%	0.130%	0.130%

How Are We Doing

The Oregon Short Term Fund (OSTF) is managed by the Oregon State Treasury to keep taxpayer dollars safe and to help governments of all sizes to stretch public funds. The OSTF enables governments to earn a rate of return (interest) on money between the time when revenue is received and when the money is needed to pay bills. A portion of the earnings is required to pay for fund operations at Treasury and is reflected in the net returns earned by the fund. Statute has a fee cap of 0.5 bps per month for this reporting period. This KPM compares the fee collected on OSTF to the Lipper Money Market Peer Group Management Fee.

Asset management fees are generally set biennially based on the legislatively approved budget; current fees are set at 0.435 bps per month for this reporting period. The peer group comparison is based on the Lipper Money Market Peer Group Management Fee for March 31 at the time of the legislative session. This reflects the median management fee of the peer group over the last twelve months. As the target rates are not reset each year from what was approved by the Legislature during session (reflected in the Target row in the table above), there will be a natural time disconnect between the actuals and target rates. Standard reporting to the OIC and legislature uses consistent time periods, so any non-KPM reporting would show the current actual expenses compared to the peer group median rate for the same time period.

The goal of KPM #2A is to provide investment and banking services that are cost-efficient compared to external sources. The Oregon Short Term Fund consistently provides low-cost investment and cash management services to state agencies and local governments. As of June 30, 2025, OSTF had an annual management fee of 0.052% compared to the current Lipper Money Market Peer Group Median of 0.130% (and compared to the 0.130% Target established in the 2023 legislative session). Although the Lipper median is lower than the previous period, the OST management fee is still significantly lower by 0.078%.

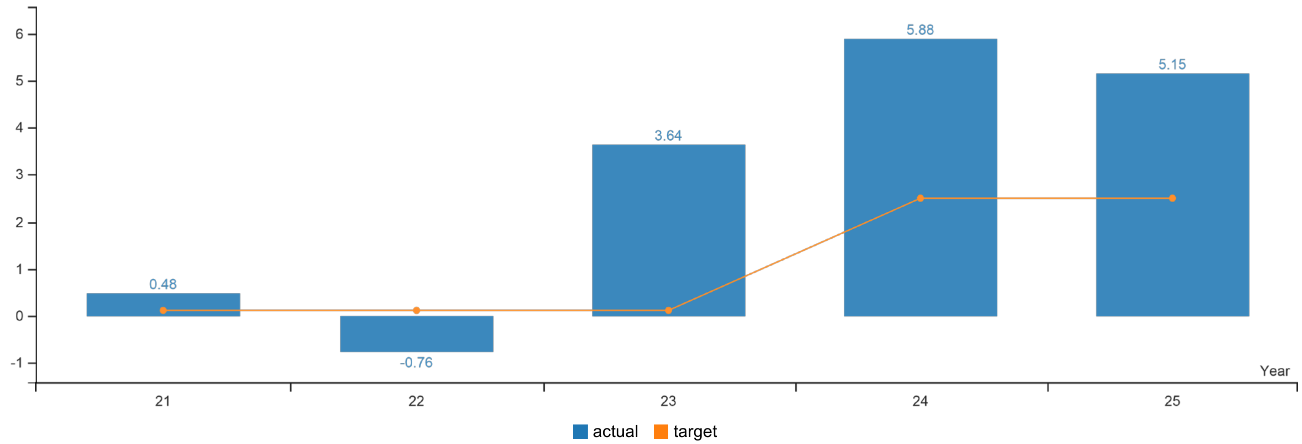
Factors Affecting Results

The Oregon Short Term Fund is operated not-for-profit and as such provides services at a lower cost than external, for-profit commercial enterprises. As the fee for OSTF is set by statute and the Lipper Money Market Peer Group Median remains relatively stable from year to year, we expect the fee differential to remain stable.

Special Reports

KPM #2B	Oregon Short-Term Fund Performance - Annual performance of the Oregon Short-Term Fund compared to benchmark rates.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2021	2022	2023	2024	2025
Oregon Short-Term Fund Performance					
Actual	0.48%	-0.76%	3.64%	5.88%	5.15%
Target	0.12%	0.12%	0.12%	2.50%	2.50%

How Are We Doing

Investment division staff work to manage the investments of the fund to preserve the principal in the fund, provide liquidity to participants and return yields above what would typically be obtained if the state and local governments were purchasing money market investments.

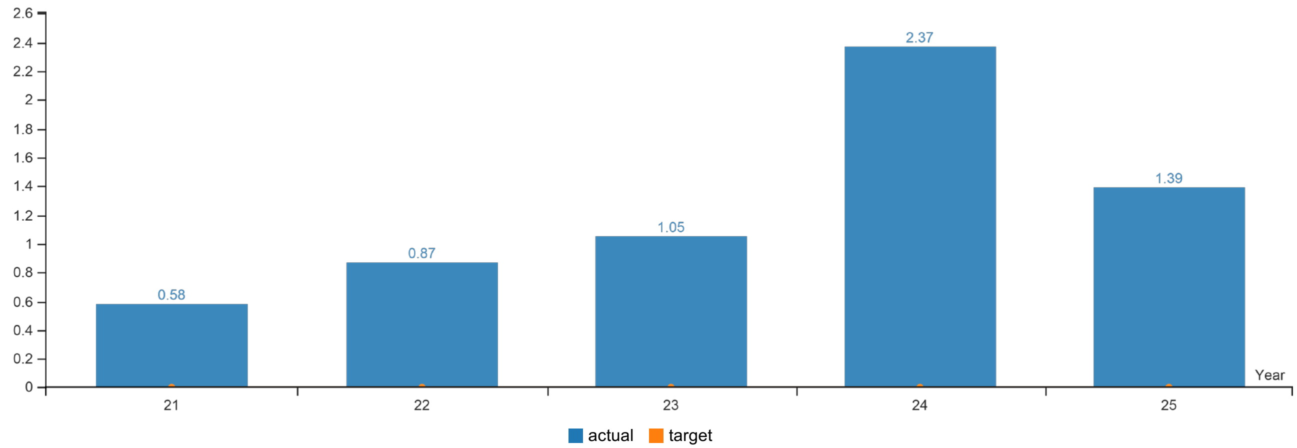
The goal of KPM #2B is to provide investment returns and banking services that are cost-efficient compared to external sources. The Oregon Investment Council (OIC) determines the OSTF benchmark. Meeting or beating that benchmark, net of fees, is one of the fund's objectives, along with principal preservation and providing liquidity. For fiscal year 2025, OSTF's investment performance exceeded its 91-Day Treasury Bills benchmark (5.15% vs. 4.68%).

Factors Affecting Results

Fund investments with original maturities greater than three months are marked-to-market monthly; therefore, interest rate and credit risks affect OSTF investment performance. The Federal Reserve had reduced the Federal Funds rate three times in 2024: 50 bps at their September 18 FOMC meeting, 25 bps at their November 7 meeting, and 25 bps at their December 18 meeting to a target of 4.50% from 5.50%. As a brief reminder, the Fed had increased the Fed Funds rate at eleven consecutive FOMC meetings between March 2022 and July 2023, a total of 525 bps, then held steady at 5.50% until the September 2024 cut. The OSTF paid rate will broadly follow the general direction of the Fed Funds rate.

KPM #3	Local Government Participation in the Oregon Short-Term Fund - Annual change in the participation of local governments in the Oregon Short-Term Fund.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2021	2022	2023	2024	2025
Local Government Participation in the Oregon Short-Term Fund					
Actual	0.58%	0.87%	1.05%	2.37%	1.39%
Target	0%	0%	0%	0%	0%

How Are We Doing

Treasury helps governments across the state, including schools and cities and counties, to stretch taxpayer dollars. Between the time that revenue is received and when the money is needed to pay expenses, governments can deposit money and earn a rate of return by accessing the Treasury-managed Oregon Short Term Fund (OSTF) through the Local Government Investment Pool. Any municipality, political subdivision, or public corporation of this state that by law is made the custodian of, or has control of, any public funds may participate in the pool. Sovereign Tribes are also eligible to participate.

The purpose of KPM 3 is to monitor changes in the number of governments that choose to participate in the pool since local and tribal governments can choose among various statutorily authorized investment options. Because the pool has been operating for several decades, and because the pool is used to distribute various taxes and revenues, most eligible governments participate. Accordingly, Treasury's target is to see no more than minimal change in the number of governments participating. The KPM is calculated as a year-over-year percentage change in the total number of governments participating in the pool.

In 2025, we achieved our target of no more than minimal change with a 1.39% increase in the total number of governments participating in the pool.

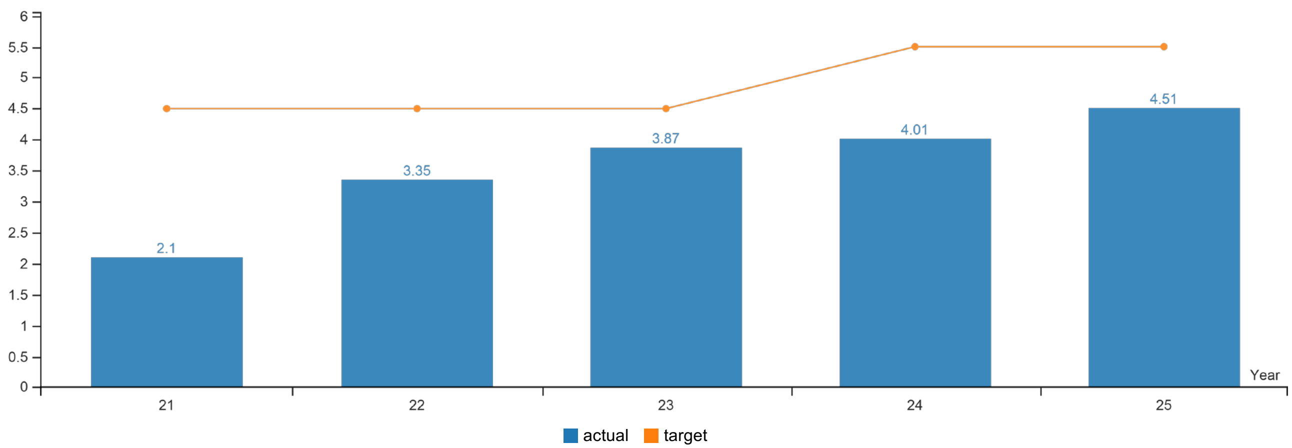
Factors Affecting Results

Several factors impact governments' investment decisions, including budget size, cash flow needs, moneys available for investment, financial goals and priorities, and risk tolerance. Participation in the pool also can be impacted by governments' satisfaction with Treasury services. Treasury's strategy is to offer an attractive short-term investment option with a strong emphasis on customer service and a competitive rate of return.

Special Reports

KPM #4	Tax-exempt general obligation bond interest rates. - Average interest rate on tax-exempt general obligation bonds issued as compared to targets.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2021	2022	2023	2024	2025
Oregon Debt Activity					
Actual	2.10%	3.35%	3.87%	4.01%	4.51%
Target	4.50%	4.50%	4.50%	5.50%	5.50%

How Are We Doing

Tax-exempt general obligation bonds issued during the fiscal year July 1, 2024 to June 30, 2025 had an approximate all-in interest cost under 4.51%.

Debt Management remains proud of the 4.51% KPM, as strategies were employed in each financing to actively minimize the long-term interest cost to the State. Some of these strategies include moving bonds up and down the yield curve, where rates were lower and investor demand was high. These strategies resulted in tangible economic savings for the State that is represented in a lower interest cost and lower debt service as well as preservation of debt capacity for future issuance.

Factors Affecting Results

Interest rates are determined by a combination of macroeconomic factors, volatility in the financial markets, interest rate policy by the Federal Reserve, fiscal actions by and policies of the Federal Government, exogenous factors (Geo-political risks, pandemics, natural disasters), the State's underlying credit metrics and ratings and the structure of the State's Bonds.

Oregon has historically structured its bonds using conservative financing tools such as fixed rate bonds. Further, the State's financial practices have resulted in high credit ratings. In 2021, the State benefitted from record low interest rates and significant easing by the Federal Reserve which caused both tax-exempt and taxable rates to hover near historical lows. The Federal Reserve continued an aggressive tight money policy, in its effort to curb inflation by raising the Fed Funds rate by a combined 525 basis points from January 2022 through June 30, 2024, after no rate action since the 0% target set in March 2020. The Federal Reserve has since cut a combined 100 basis points from July 1, 2024 through June 30, 2025 in an effort to manage the economy.

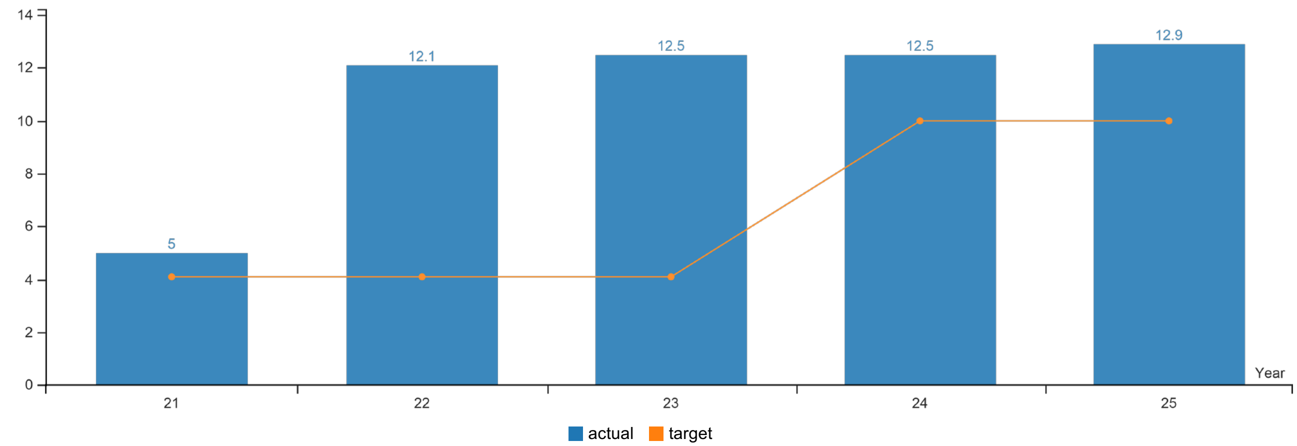
It should be noted that the KPM of 4.51% represents bonds that were issued during the one of its most volatile periods since the 2020 COVID pandemic as investors concerns rose over tariffs and the potential for higher inflation and a recession.

Methodology Used

Treasury's KPM #4 for the Debt Management Division (DMD) is a duration weighted average of the all-in interest cost (yield to maturity of the bonds issued factoring in 1) premium received on issuance of higher coupon bonds, the cost of issuing the debt, and the fees paid to underwriters) for all tax-exempt general obligation bonds issued by State agencies for the State capital programs and subject to the Bond Bill in effect. For FY 2025, the State issued approximately $2 billion in tax-exempt general obligation bonds for State agencies for a consolidated all-in interest cost 4.51% and an aggregate average life of 10.70% years.

KPM #5	Percentage of eligible Oregonians with a College Savings Account - The total number of 529 college savings accounts as a percentage of the total eligible population in Oregon compared to the national average.
	Data Collection Period: Jan 01 - Dec 31

** Upward Trend = positive result*



Report Year	2021	2022	2023	2024	2025
529 College Savings Account Penetration Rate					
Actual	5%	12.10%	12.50%	12.50%	12.90%
Target	4.10%	4.10%	4.10%	10%	10%

How Are We Doing

The 529 College Savings Program was established to assist Oregonians in their efforts to receive post-secondary education. The public policy goal of increasing attendance is met most significantly not by account value, but by having an account. Students with an account are 300% more likely to attend college than those without. The KPM measures how well the program is doing in its efforts to help eligible Oregonians have an account compared to national averages.

The College Savings Program consultant prepares a quarterly report for the 529 board that includes the reference data showing the total number of accounts divided by the total eligible population compared to the national average. This is reported to the board as the ‘Account Penetration Rate.’ Since the APPR report is due in October of each year, the prior calendar year end results are reported. As there is a national average reported to the board, it was determined that this provides the most effective benchmark. However, the data is reported after the period, so the most recent calendar year national average would be used as the target for the next two periods. Historically Oregon has outperformed the national average. Although there was an increase in the account penetration rate between the first and second years of reporting, it is not as drastic as it seems. The first year the account penetration rate was presented for the direct-sold Embark plan (previously Oregon College Savings Plan) only. The second year, advisor-sold MFS 529 Savings Plan was also included to ensure a full picture of the college savings program participation was captured. As of 12/31/2024, we’re seeing the penetration rates up slightly to 12.9%. We’re excited to see this increase in coverage for Oregonians. As these programs have matured, we have participants spending down balances as their beneficiaries attend post-secondary education, which is the design of the plan which will naturally keep the penetration rate from dramatic growth given the role of the plan and age the funds are spent down and accounts are closed.

Factors Affecting Results

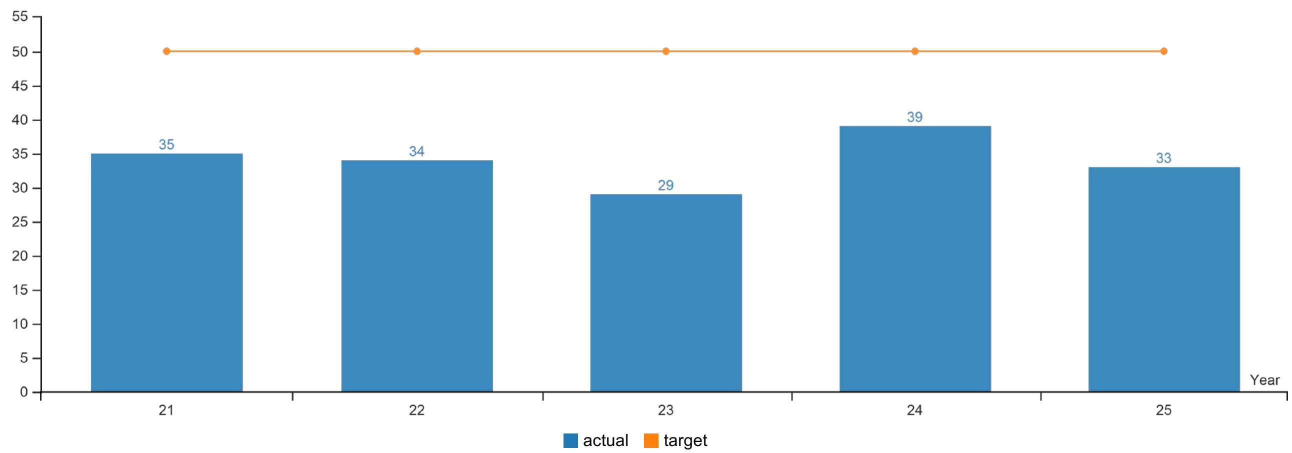
Special Reports

The economy, financial markets, Oregon's population dynamics, and Oregonians' confidence in their financial security can affect overall results.

Special Reports

KPM #6A	Unclaimed Property Disbursements - Percentage of total unclaimed property returned to owners and/or heirs compared to total amount received.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2021	2022	2023	2024	2025
Unclaimed Property Disbursements					
Actual	35%	34%	29%	39%	33%
Target	50%	50%	50%	50%	50%

How Are We Doing

The purpose of KPM #6A is to measure the cumulative rate of return for unclaimed property funds received by Treasury during the current time period, defined in audited financial statements as the “rolling 5-year period for property reported between July 1 of the fiscal year not less than 5 years prior and June 30 of the current fiscal year.” For the 2025 APPR reporting period, that translates to funds received in FY2021 and associated claims paid during the rolling 5-year period between FY2021 and FY2025.

This measure is an indicator of the program’s success in returning unclaimed property funds received over an extended period of time to the rightful owners, and how that is changing over time based on improved processes, staffing, etc. – with an expectation for some natural volatility that is outside the control of the program.

For the current reporting period, the program received over $85 million in unclaimed property and has so far returned about $28 million of those funds, or 33%. Over time, we expect the overall rate of return to reach the target of 50%.

Factors Affecting Results

As the claim period is based on the last five years, there are multiple reporting periods active at a time and impact each other. Our rate is below our target for the following reasons:

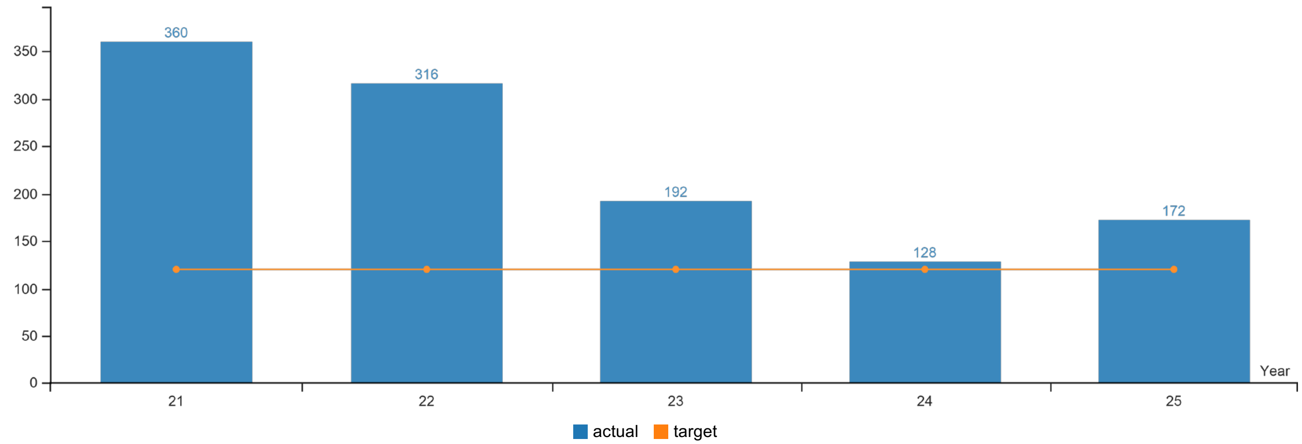
Record receipts. The $214 million we took in FY2025 represented a significant jump of 54% from FY2024, which was previously our record reporting year. We returned about the same amount as in previous years, but the substantive increase in unclaimed property received exceeds our claims approval capacity.

Low staffing. Historically, the program has been understaffed. OST was able to add 1 FTE dedicated to claims approval in the fall of 2021. Once the person was trained and able to operate at full capacity, our overall claims output increased. For example, the overall funds returned to owners grew from in $35.5 million in FY2022 to $63.8 million in FY2025. This significant jump cannot solely be attributed to the addition of one staff member. OST outsourced its call services to a private contractor, which allowed each staff member to dedicate about 35% of their time to claims approval. Furthermore, OST performed a large data match that allowed it to return about $11 million to owners without the need for manually approving claims. OST received 3 FTE for its claims team for its 2025-27 budget, and we expect that once hired, these additional resources will help the program increase the rate of return.

Special Reports

KPM #6B	Unclaimed Property Claim Response Time - Average number of days to respond to Unclaimed Property claims as compared to statutory maximum.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2021	2022	2023	2024	2025
Unclaimed Property Claims					
Actual	360	316	192	128	172
Target	120	120	120	120	120

How Are We Doing

The Unclaimed Property program aims to respond to claims within 120 days of receipt, as established in ORS 98.402. During FY2023, the average response timeline was around 192 days, which is a 4-month decrease from the 316 days in FY2022. Our program experienced another decrease of 2-months down to 128 days during FY2024. During FY2025, the waiting increased to 172 days.

The last time the program operated below the 120-day response target was in 2017.

Factors Affecting Results

There are two reasons for our early progress:

Contracting phone services. On May 1st, 2022, with the support of staff and the union, OST outsourced unclaimed property call services. Claims examiners spent about 35% of their time answering customer calls, most of which were general in nature and did not advance claims approval. Since May 2022, the team gained 20-30 days in claims approval for every month of calls being outsourced. Almost all the decrease during FY2023 and FY2024 can be attributed to claims examiners being off the phone and focusing exclusively on claims approval. We don't expect additional gains from contracting phone services, but not continuing our contract would quickly negate the progress we've made since 2022.

Increased staffing levels. Prior to its transfer to OST, the program had been operating with the same number of staff for about 10 years, despite claims more than doubling during that time. In June 2021 the program received an additional full time equivalent claims examiner. OST filled the position in fall 2021 and once the person was trained, the program was able to see improvement. Some of the progress made starting in FY2023 is due to having one more fully trained person able to approve claims.

Special Reports

We haven't reached our targe response rate yet due to the following reasons:

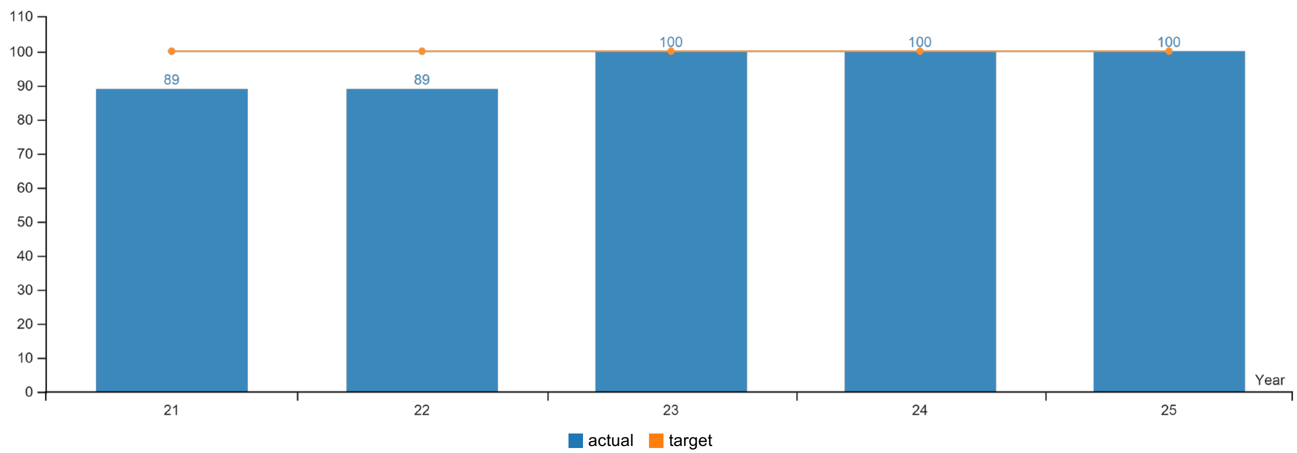
Record receipts. The program has been receiving more unclaimed property every year leading to a corresponding increase in claims filed. From 2006 through 2022, receipts averaged a 10% yearly increase. Since the transition, annual increases have been between 20% and 40%, with a record of 54% increase in FY2025, a significant increase from prior periods. Claims and receipts are directly correlated; thus, the more unclaimed property we receive, the more claims are filed by property owners seeking to recover their assets.

Increased publicity. Local and national news took a higher interest in unclaimed property during FY2025. There were several TV and newspaper stories promoting unclaimed property, which resulted in more claims being filed during FY2025.

Special Reports

KPM #7	Adherence to Board Best Practices - Percent of total best practices met by the Oregon 529 Savings Board and Oregon Retirement Savings Board.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2021	2022	2023	2024	2025
Adherence to Board Best Practices					
Actual	89%	89%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

As part of a statewide effort, a set of nine board best practices was developed for the Oregon Treasury Savings Network boards -the Oregon 529 Savings Board and the Oregon Retirement Savings Board. Each board undertakes a self-evaluation annually, rating each practice on a scale from 1-5.

A score of:

- 1 means we did not meet that best practice
- 2 means we partially met that best practice
- 3 means we mostly met that best practice
- 4 means we met that best practice
- 5 means we exceeded that best practice

For each item, if the board member average was either 4 (meets best practice) or 5 (exceeds best practice), it would be reported as adhering to the practice. The self-evaluations were created in Microsoft Forms and distributed to each board.

The results for 2025 broken down by Board and Best Practice were as follows:

Special Reports

#	Best Practice	ORSB	529	Average	Meets
1	The Board is updated on a regular basis	*5*	*5*	*5*	*Yes*
2	The Board's mission and high-level goals are current and applicable	*4.8*	*5*	*4.9*	*Yes*
3	The Board reviews the Quarterly Data Performance Report	*5*	*5*	*5*	*Yes*
4	The Board is informed of rule and policy-making activities	*4.7*	*4.8*	*4.8*	*Yes*
5	The Board is presented the plans' annual audit	*5*	*5*	*5*	*Yes*
6	The Board reviews key investment information	*5*	*5*	*5*	*Yes*
7	The Board members attend appropriate training sessions	*4.7*	*4.5*	*4.6*	*Yes*
8	The Board reviews best practices	*4.3*	*4.8*	*4.6*	*Yes*
9	Board meeting materials are available one week prior to the meeting	*4.8*	*5*	*4.9*	*Yes*
	Average of All Best Practices Responses	*4.8*	*4.9*	*4.9*	*Yes*
	9 of 9 Best Practices Met for 2025 Reporting Period =				*100%*

The target for this KPM was set at 100% as a best practices goal, and under the circumstances described in the next section, the results with 100% of Best Practices met for this KPM were positive. Program staff will utilize the individual trends of the Best Practices results to refine efforts in the upcoming reporting period to further improve the underlying averages of Best Practices met.

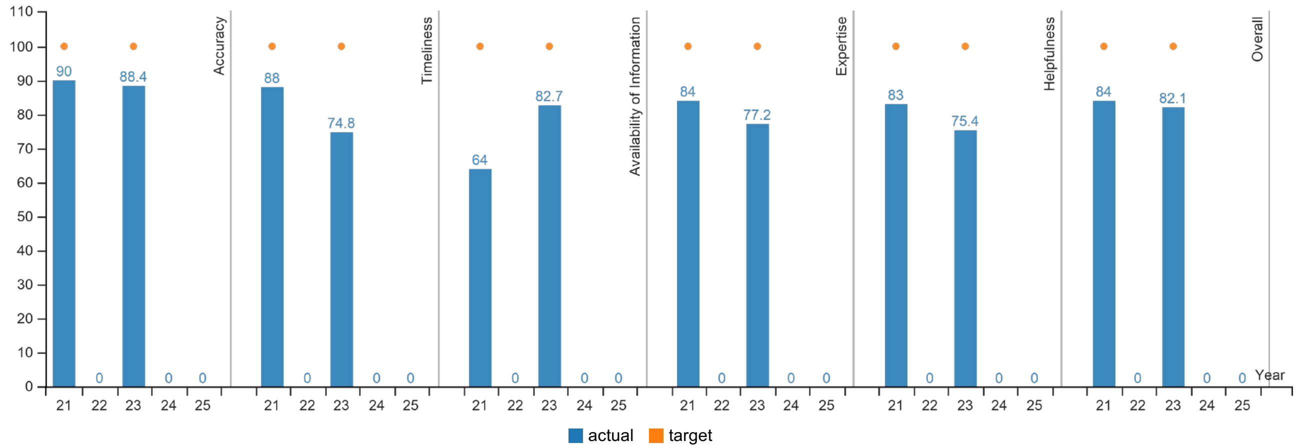
Factors Affecting Results

The most notable change in 2025 was the welcoming of our new State Treasurer, Elizabeth Steiner. The Treasurer Chairs both the Oregon 529 Savings Board and Oregon Retirement Savings Board. Also in 2025, we welcomed a new Oregon 529 Savings Board member. Given the new Board member and timing of the survey, we added an additional field of N/A to the Oregon 529 Board Survey this year to allow for an N/A to be selected when Board members don't feel they have enough experience to score the best practice. Scores of N/A will not used in the final KPM averages reported.

To increase participation in the survey we administered it to the Board members in August this year and provided them the opportunity to respond through the month of November.

Special Reports

KPM #8	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2021	2022	2023	2024	2025
Accuracy					
Actual	90%		88.40%		
Target	100%		100%		
Timeliness					
Actual	88%		74.80%		
Target	100%		100%		
Availability of Information					
Actual	64%		82.70%		
Target	100%		100%		
Expertise					
Actual	84%		77.20%		
Target	100%		100%		
Helpfulness					
Actual	83%		75.40%		
Target	100%		100%		
Overall					
Actual	84%		82.10%		
Target	100%		100%		

How Are We Doing

Special Reports

The goal of KPM 8 is to maintain a high level of customer satisfaction. Targets have been established at the 100% level in all categories. While this may not be possible, the target offers stretch goals for the agency.

Historically, this KPM followed a biennial survey cycle conducted in even-numbered years. Due to pandemic-related delays, the Customer Service survey scheduled for the 2020 Annual Performance Progress Report (APPR) was deferred to 2021, leading to a temporary shift to an odd-numbered year reporting cadence.

In 2025, it was determined that reverting to even-numbered years better aligns with the transition of new Treasury administrations in odd-numbered years to give them the time necessary to get situated and provide direction on this KPM. Consequently, Treasury has received approval to restore the original even-numbered year schedule. No KPM data will be reported for this 2025 APPR, and the next scheduled update will occur in the 2026 APPR.

Factors Affecting Results

OST utilizes these surveys in the strategic planning process and reinforces with employees the need to provide excellent customer service.

Special Reports

Audits Response Report

The Oregon Secretary of State (SOS) performs multiple audit engagements each year at the Oregon State Treasury. Since February 2024, Treasury was issued eight (8) audits with another four (4) underway or planned. Note that the audits related to the Common School Fund are issued to Department of State Lands but, given Treasury's role in the Common School Fund, the reports are included below.

Audits Issued by SOS

Report No. 2024-22: Oregon Short Term Fund (OSTF) An Investment Pool of the State of Oregon For the Year Ended June 30, 2024

Scope of the Audit: Audit of the financial statements of OSTF for the year ended June 30, 2024.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required.

Report No. 2024-23: Oregon Local Government Intermediate Fund (OLGIF) An Investment Pool of the State of Oregon For the Year Ended June 30, 2024

Scope of the Audit: Audit of the financial statements of the OLGIF for the year ended June 30, 2024.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required.

Report No. 2024-25: Oregon Intermediate Term Pool (OITP) An Investment Pool of the State of Oregon For the Year Ended June 30, 2024

Scope of the Audit: Audit of the financial statements of the OITP for the year ended June 30, 2024.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required.

Report No. 2024-32: Common School Fund (CSF) Annual Financial Report For the Fiscal Year Ended June 30, 2024

Scope of the Audit: Audit of the financial statements of the CSF for the year ended June 30, 2024.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required

Report No. 2025-21: Oregon Short Term Fund (OSTF) An Investment Pool of the State of Oregon For the Year Ended June 30, 2025

Scope of the Audit: Audit of the financial statements of OSTF for the year ended June 30, 2025.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required.

Report No. 2025-22: Oregon Local Government Intermediate Fund (OLGIF) An Investment Pool of the State of Oregon For the Year Ended June 30, 2025

Scope of the Audit: Audit of the financial statements of the OLGIF for the year ended June 30, 2025.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required.

Report No. 2025-23: Oregon Intermediate Term Pool (OITP) An Investment Pool of the State of Oregon For the Year Ended June 30, 2025

Scope of the Audit: Audit of the financial statements of the OITP for the year ended June 30, 2025.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required.

Report No. 2025-28: Common School Fund (CSF) Annual Financial Report For the Fiscal Year Ended June 30, 2025

Scope of the Audit: Audit of the financial statements of the CSF for the year ended June 30, 2025.

Findings: No significant deficiencies or material weaknesses were noted on OST operations. There were no other findings in the audit report.

Agency Actions: No actions required

Audits currently in progress or planned

Report No. TBD: Oregon Short Term Fund (OSTF) An Investment Pool of the State of Oregon For the Year Ended June 30, 2026

Scope of the Audit: Audit of the financial statements of the OSTF for the year ended June 30, 2026.

Findings: Audit is in planned or in process

Agency Actions: To be advised when the audit is complete.

Report No. TBD: Oregon Local Government Intermediate Fund (OLGIF) An Investment Pool of the State of Oregon For the Year Ended June 30, 2026

Scope of the Audit: Audit of the financial statements of the OLGIF for the year ended June 30, 2026.

Findings: Audit is in planned or in process

Agency Actions: To be advised when the audit is complete.

Special Reports

Report No. TBD: Oregon Intermediate Term Pool (OITP) An Investment Pool of the State of Oregon For the Year Ended June 30, 2026

Scope of the Audit: Audit of the financial statements of the OITP for the year ended June 30, 2026.

Findings: Audit is in planned or in process

Agency Actions: To be advised when the audit is complete.

Report No. TBD: Common School Fund (CSF) Annual Financial Report For the Fiscal Year Ended June 30, 2026

Scope of the Audit: Audit of the financial statements of the CSF for the year ended June 30, 2026.

Findings: Audit is in planned or in process

Agency Actions: To be advised when the audit is complete.

OREGON STATE TREASURY

Affirmative Action Plan

2027-2029

Oregon State Treasury

Mission and Objectives

Oregon State Treasury is led by Treasurer Elizabeth Steiner, MD, the state's financial leader, custodian of public funds, and chief investment officer. Treasury prioritizes investing for the long term, doing business the right way, and empowering Oregonians to invest in themselves.

Treasury provides ways to help Oregonians to save for retirement through the OregonSaves program, the Embark plan provides accessible savings plans that help people prepare for education after high school, and our Oregon ABLE program helps people save for the cost of caring for people with disabilities. All three programs operate under the Upward Oregon program.

Treasury operates the state's investing, banking, and debt programs. Treasury invests for the long-term and sells Oregon bonds to help finance community projects like schools, roads, and armories.

The Local Government Investment Pool is available to all Oregon and Tribal governments, and it helps to stretch budgets with a strong rate-of-return on public fund deposits. The Treasurer's office protects public assets and safeguards public funds so that governments can deposit funds safely in banks and credit unions. Treasury helps secure low-cost loans and bonds for nonprofit projects like hospitals and makes money available to Oregon lenders, who can put that money to work in their communities. Treasury engages as a thoughtful shareholder to improve sustainable business practices. Oregon small businesses also benefit from OregonSaves, which allows them to facilitate a retirement savings option with their employees with no fees or legal or fiduciary risks.

Trust Property provides two important functions in Oregon: 1) it administers the unclaimed property program for the state and protects the property rights of owners forever or until they claim their funds; and 2) it serves as the estate administrator for Oregonians who die without a will or known heir. Trust Property holds more than $900 million in the Common School Fund, which is invested for the benefit of Oregon's public K-12 education

Mission: Improving Oregon governments and citizens' financial wellbeing.

Vision: Leading the way for Oregonians to achieve long-term financial security.

Values: Collaboration, Trust, Innovation, Diversity, Inclusion

Organizational Structure

Treasury operates five program units: Finance Program, Debt Management Program, Investment Program, Trust Property and Upward Oregon.

Finance Program: provides banking and cash management services to state agencies and facilitates access to the Oregon Short-Term Fund, which includes both state agency and local government funds. Additionally, Treasury oversees the Public Fund Collateralization Program, which ensures that deposits of state and local government money that exceed the deposit insurance amounts are protected in the event a financial institution closes or in the event of a more catastrophic impact to the financial sector.

Debt Management Program: provides central coordination for, and issuance of, all Oregon state agencies and authority bonds. In addition, this program provides oversight of local Oregon government bonding activity.

Investment Program: comprises financial and real asset investment portfolios in the Oregon Public Employees Retirement Fund (OPERF), State Accident Insurance Fund, Common School Fund and other state and agency funds which are managed by Treasury Investment Officers, subject to the Oregon Investment Counsil (OIC) oversight.

Trust Property: Trust Property Services is composed of two programs: Oregon Unclaimed Property Program, and Estates and Escheated Property Program. The Unclaimed Property Program has two components, one for amounts held at Treasury for operations and one for amounts held within the Common School Fund which are invested. The three distinct responsibilities of the Unclaimed Property program are: Reporting and Education, Claims Management, and Audit and Compliance. The Estates and Escheated Property Program is responsible for handling the affairs of individuals who die without a will or known heirs.

Upward Oregon: oversees investment programs offered to the public and administered by Treasury via public-private partnerships, and is composed of Embark (Oregon College Savings Plan), Oregon ABLE Savings Plan, and OregonSaves.

Executive Services Program: The Administrative Services Program has three main units: 1) State Treasurer Staff; 2) Shared Services; 3) Information Technology Services.

The State Treasurer Staff includes the State Treasurer, the Chief of Staff, and program staff to support the State Treasurer.

Shared Services includes Treasury-wide business and support services. This section includes the Deputy State Treasurer, who provides operational leadership to Treasury. Activities in this section include budget, accounting, human resources, procurement, data and records management, facilities operations, risk management, and project management.

The Information Technology Program's primary purpose is to deliver resilient, robust, and customer-centric services for Treasury through secure and stable systems and network connectivity. The IT team provides systems integration, infrastructure, service desk, application development, and cybersecurity expertise across the agency to help business units successfully achieve their mission, vision, and goals.

Diversity, Equity, Inclusion and Belonging Program: Our Diversity, Equity, and Inclusion (DEI) Business Partner promotes an environment of cultural humility and facilitates a workplace culture that values learning and a diverse work environment where all staff experience an inclusive and equitable workplace. OST has a DEI Strategic Plan to assist us in our goals. We are about to finish our 2023-2026 DEI Strategic Plan and are currently drafting our 2027-2030 DEI Strategic Plan.

Oregon State Administrator

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Contracting and Procurement Representative

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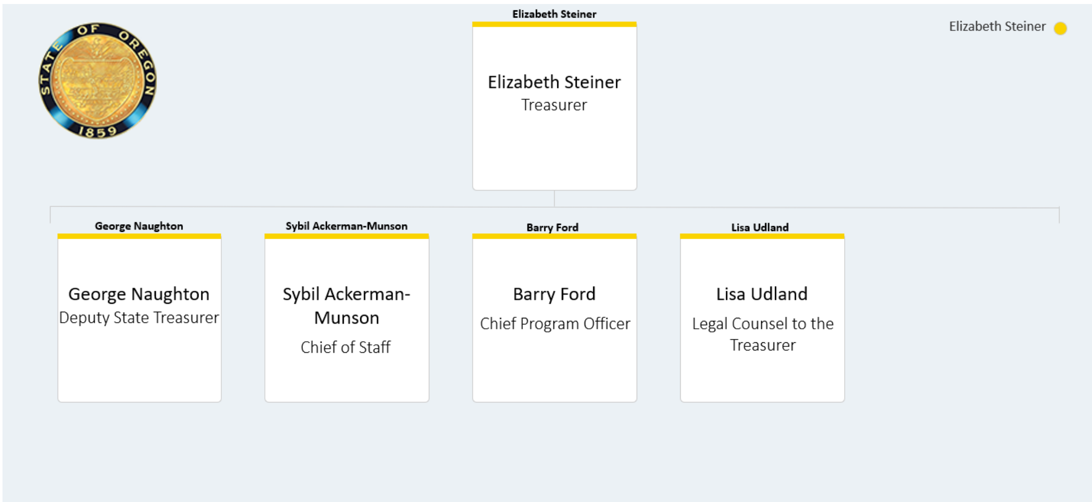
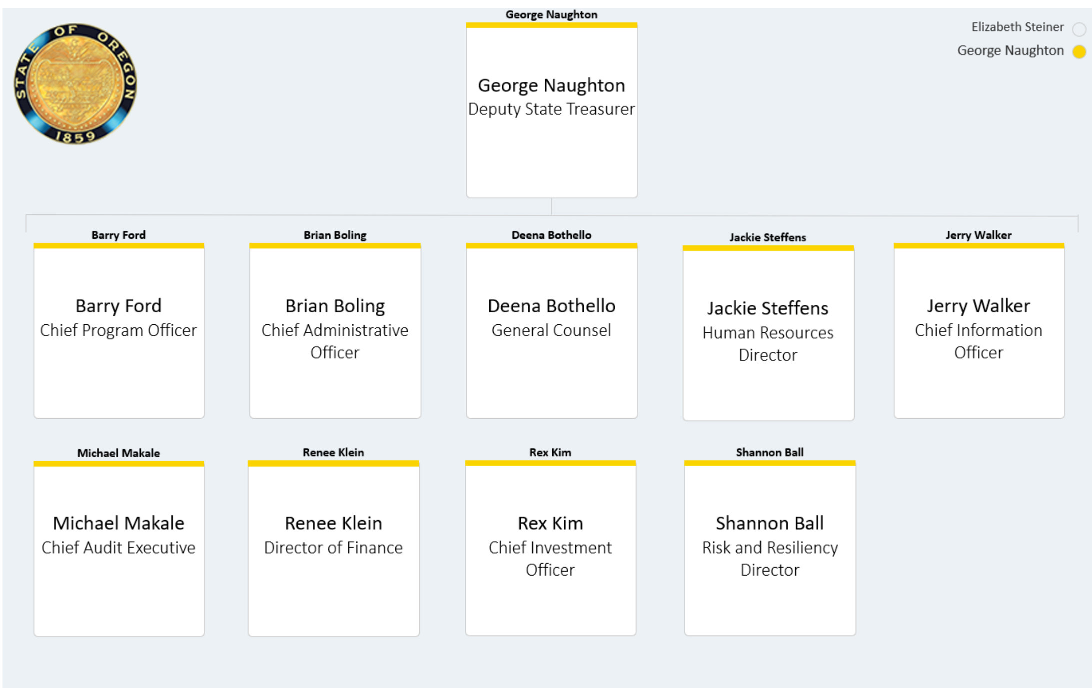
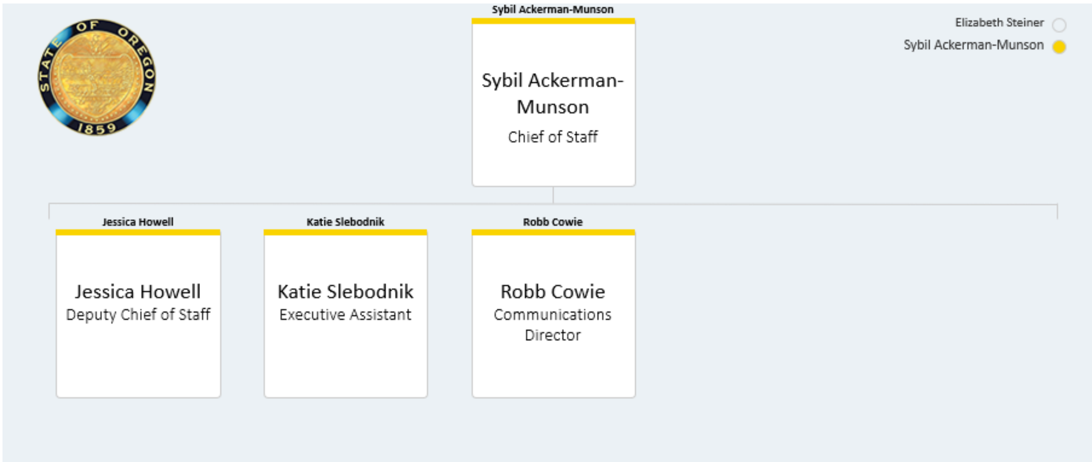
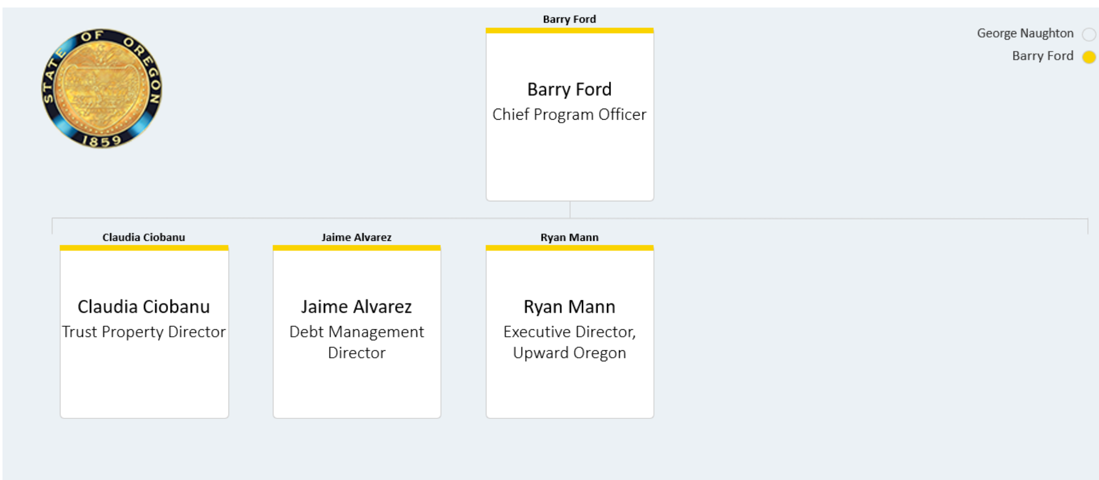
Organizational Chart





Special Reports





Roles for Implementation of Affirmative Action Plan

Responsibilities and Accountabilities

Treasury is committed to the attainment of affirmative action goals and objectives, as well as an equal employment opportunity. Treasury seeks to offer employment opportunities and a work environment that attracts and retains a diverse workforce. For us to reach our affirmative action goals and objectives, we need commitment from all employees, at all levels within our organization.

Accountability mechanisms of affirmative action include expectations set forth within Treasury position descriptions and evaluation through the quarterly performance check-in process.

Deputy State Treasurer

The Deputy State Treasurer is responsible for communicating to all Treasury employees the importance of a diverse workplace, free from discrimination and harassment; monitoring progress towards affirmative action goals and objectives; and ensuring compliance with applicable laws, rules, and regulations.

Division Directors and Management

Divisions directors and management are responsible for maintaining a respectful workplace environment; encouraging promotional opportunities for women, people of color, and people with disabilities; ensuring that direct reports understand they are being evaluated on their activities and performance relative to the plan; notifying Human Resources with any problems with meeting plan goals and objectives; and ensuring direct reports participate in training related to affirmative action goals and objectives.

Human Resources

Human Resources is responsible for compiling, reviewing, revising, and disseminating the Affirmative Action Plan to all employees; developing policies and procedures related to affirmative action goals and objectives, as well as equal employment opportunity; monitoring the progress of the plan; training management and new employees in regards to the plan and equal employment opportunity; investigating complaints and taking corrective action as necessary; and reporting the status of the plan to the Deputy State Treasurer.

Affirmative Action Plan Progress Report 2025-2027

Executive Summary

Diversity, equity, inclusion, and belonging (DEIB) at Oregon State Treasury (OST) has remained a top priority. We have continued to focus on creating an equitable, inclusive, and welcoming environment with our DEIB approach, ensuring strong retention rates resulting in low turnover (3.75% for the 2025 calendar year).

Throughout this period (June 30, 2025 to July 1, 2026) of growth, our workforce demographics have stayed relatively stable. This demonstrates that OST has been successful in maintaining workforce diversity while continuing to recruit and retain qualified employees.

Workforce demographics by supervisory status indicate representation of employees from historically underrepresented demographics at both supervisory and non-supervisory levels. While some year-to-year fluctuations occurred due to the agency's relatively small workforce, no significant shifts were identified that would suggest systemic changes in representation. We will continue to monitor promotion and leadership representation to ensure equitable opportunities across all employee groups.

Rather than relying solely on year-to-year hiring outcomes, OST evaluates recruitment trends over time while continuing outreach efforts designed to attract qualified applicants from diverse backgrounds. When looking at hiring data from July 1, 2023 to June 30, 2026 we see a more concise analysis of our hiring data. Over the past three years, 25.3% of new hires are employees of color, (17.8% of Oregonians are people of color, according to the population estimate of the 2025 Census), 54.4% of new hires identify as white, with 20.4% of new employees selecting "I do not wish to answer" for race and ethnicity. 20.4% of employees selecting "I do not wish to answer" feels significant, though we cannot pinpoint the exact reason for the increase in this number.

The demographic analysis suggests that recruitment alone is no longer the primary area of opportunity. As our workforce demographics have remained stable, our focus has evolved toward ensuring equitable outcomes throughout the employee lifecycle, including retention, career development, promotion, and leadership opportunities. These priorities are reflected in our 2027-2029 affirmative action goals, which emphasize equitable access to advancement opportunities and ongoing workforce demographic analysis.

According to Workday, 2.4% (5) of our employees identify as living with a disability. However, demographics from our anonymous 2026 DEIB Employee Engagement Survey show that 7% (17) of employees self-reported as living with a disability.

We recognize opportunities to improve awareness of voluntary demographic self-identification, particularly related to disability status. Increasing employee understanding of the purpose of self-identification and available workplace accommodations will support more accurate workforce data and help inform future affirmative action planning.

DEIB Support

Commitment to Inclusion *(see appendix)*

OST's *Commitment to Inclusion* is a one-page document that reflects the expectation of respect and inclusion at OST. We are committed to cultivating a workplace that is diverse, equitable, inclusive and respectful. It serves as a guide on how to practice inclusion and belonging. It is posted in our Salem and Tigard offices, available on our DEI SharePoint page, and shared with all new employees on their first day. Our Commitment to Inclusion is used as a conversation guide when engaging in DEIB meetings, training, and discussions. It encourages all employees to demonstrate respect, practice inclusive language, encourage collaboration, be intentional, embrace learning and growth, and to address conflict constructively.

Inclusive Language Guide 2.0 *(see appendix)*

In the spring of 2024, OST launched our first Inclusive Language Guide. In 2025, our DEI Business Partner worked with OST's DEI Advisory Team to update the guide (Inclusive Language Guide 2.0) to include new terms and best practices, knowing that language is ever evolving. Beginning in the summer of 2026, our DEI Business Partner will begin working on version 3.0, to ensure that we are staying up to date with new terms and best practices.

Inclusive Manager Toolkit

Developed in 2026, the Inclusive Manager Toolkit is a comprehensive guide designed to equip directors, managers, and supervisors with practical strategies to foster an equitable, accessible, and supportive workplace. It outlines foundational concepts such as diversity, equity, inclusion, and belonging; highlights traits of inclusive leadership; and provides guidance for enhancing team connection, psychological safety, and communication. The toolkit integrates insights from employee survey results, emphasizes the importance of inclusive language and meeting practices, and includes scenario spotlights to help managers navigate bias, microaggressions, and difficult conversations.

DEI Advisory Team

We are currently in the last half of our second cohort. Members of our DEI Advisory Team serve for two years. In January of 2023, our first DEI Advisory Team was formed. Our DEI Advisory Team was created to assist with the implementation of DEI strategies, to allow employees to provide constructive feedback on our DEI strategies and initiatives, and to increase accountability and transparency regarding DEI across the agency. Responsibilities for this group include:

1. Provide constructive feedback about current DEI strategies and initiatives.
2. Review documents, policies, procedures, and other DEI guides created by our DEI Business Partner.
3. Provide insight and ideas to further DEI efforts at OST.
4. Discuss division strengths and identify barriers.
5. Engage with Employee Resource Groups (ERGs) as needed.
6. Practice and promote DEI work in the respective divisions.

Accessible & Inclusive Meetings

All employees have access to an accessibility PowerPoint template, which lives on our DEIB SharePoint page. This PowerPoint serves as a template and guide to facilitate accessible and inclusive meetings. This document ensures that all communications via Microsoft (such as PowerPoint and Microsoft Teams) are accessible for all employees, while providing additional tips to increase inclusion and belonging within divisions. The template includes instructions for turning on live closed captions within Microsoft Teams, and there are tips on how to enhance accessibility, such as spotlighting the facilitator of the meeting, utilizing colors that are more accessible for employees who experience colorblindness, and utilizing the accessibility check feature in PowerPoint and Outlook.

DEIB and Human Resources Internal SharePoint

We have a DEIB as well as a Human Resources SharePoint page for our employees. These highlight DEIB resources for employees, including DEIB education, culturally specific support resources (both locally and nationally), and a DEIB event calendar for employees to stay up to date on DEIB events happening throughout OST. Our pages are updated monthly to ensure ongoing and up to date resources and education.

DEIB Monthly Discussions

Since May of 2023, our DEI Business Partner has facilitated monthly DEIB discussions, which are optional and voluntary for all employees. Our DEIB discussions are opportunities for employees to learn about topics such as equity in the workplace, psychological safety, best practices for belonging, neurodiversity, and much more. These monthly sessions are one-hour, taking place remotely on Microsoft Teams. Sessions serve as a space for employees to learn and engage in thoughtful conversation with one another, allowing cross-division collaboration within OST. On average, over 20% of employees attend each month. In addition, all new employees attend a

Transgender Inclusion in the Workplace training through Basic Rights Oregon and go through our DEIB New Hire Workday training. Our DEIB New Hire Workday training includes training videos on: invisible disabilities, cultural humility, DEIB basics, creating an inclusive workplace, and disarming microaggressions. This year, we have updated our Respect for All training for all employees.

Building Connections: Microsoft Teams Channel

Our Building Connections channel is on Microsoft Teams, as a way to connect our hybrid employees working from home. Building Connections is an opportunity to make meaningful connections with one another. Each month, our DEI Business Partner posts any DEIB events happening either at Treasury or around the state, and employees can participate by interacting with the post or posting something of their own.

Internships & Scholarships:

Girls Who Invest Internships

Girls Who Invest (GWI) is dedicated to increasing the number of women in portfolio management and executive leadership in the investment management industry. We offer the Summer Intensive Program (SIP), which is an 11-week experience open to college sophomores, where they receive a paid investment internship. Since 2020, we have had 12 interns with Girls who Invest, and 58% have been women of color.

Oregon College Savings Plan – Diversity in Leadership Scholarship

The Diversity in Leadership scholarship is administered through the Oregon Community Foundation and is funded by the Oregon College Savings Plan. The Diversity in Leadership scholarship was created to support underrepresented and diverse Oregon high school graduates pursuing higher education in Oregon. The scholarship provides financial support to students, enabling them to pursue their academic goals and contribute to Oregon's vibrant economy. By investing in diverse leadership, the Oregon College Savings Plan aims to build a stronger and more equitable future for all Oregonians.

There are two new recipients each year, with awardees receiving $10,000 for their freshman year and $5,000 for each of the next three years of full-time enrollment, or until completion of degree (whichever comes first). Students can use their scholarships to attend a range of Oregon institutions, including apprenticeships, trade schools, community colleges, colleges or universities.

Affirmative Action Plan: Goal Progress Report 2025-2027

Goal 1: Retaining current diversity representation with consistent, realistic, and steady growth.

Strategies: Work collaboratively with management to ensure job applicants are representative of the diversity of the local workforce. Continue to evaluate and hold management accountable for maintaining a work environment free of discrimination. Continue to post all our positions on job boards that capture a diverse applicant pool. Continue to foster relationships with organizations that assist to recruit diverse applicants. Continue to provide on-going training for all staff to ensure we maintain an open and inclusive environment.

Accomplishments: 27.7% of our current workforce are employees of color, which is consistent with our previous report of 28%. We post our jobs on multiple job posting sites, such as DiversityJobs, Partners in Diversity, and Career Builder. In addition to ensuring our job applicants are representative of the diversity of the local workforce, Human Resources partners with managers to ensure that interview questions address diversity, equity, and inclusion in the workplace.

Goal 2: Collaborate with division leadership with work groups that have been identified as having low representation of employees of color, Veterans, and employees with disabilities at the beginning and during the recruitment process to promote and support increasing representation.

Strategies: Additional strategies include customizing recruitment strategies for specific divisions that have been identified as having low representation; working collaboratively with hiring managers on recruiting strategies and continuing to eliminate unconscious bias in the hiring process; increase focus on our diversity outreach, networking, and advertising to ensure a more diverse applicant pool.

Accomplishments: Human Resources works closely with leadership and management teams to clearly communicate the increased focus on hiring a diverse candidate as well as taking additional time to identify strategies to ensure a wider candidate pool and explore creative and untapped avenues to do everything within our control to ensure that recruitments have a wide applicant pool.

Goal 3: Provide additional DEI training for our leadership and management teams.

Strategies: Identify external trainers to provide DEI training for our leadership and management teams. Since our teams have a solid foundation of DEI knowledge, we will identify and work collaboratively to find topics that build off previous training.

Accomplishments: During winter 2025, our leadership team participated in a Myers Briggs Type Indicator (MBTI) training and strategic planning event, facilitated by Workplace Dynamics. Workplace Dynamics provided an organizational development plan to support OST's executive leadership and division directors. The approach centered on building a strengths-based executive team capable of fostering trust, inclusion, and healthy collaboration. In 2026, we also implemented an Inclusive Manager Toolkit, which gives both experienced and new managers a comprehensive guide on best practices for recruitment, accessibility, navigating difficult conversations, policies, and more.

Workforce Demographic Data and Analysis

By Job Category:

As of June 30, 2025										
Race/Ethnicity	Admin Support		Officials & Admins		Para -professionals		Professionals		Total	
	%	#	%	#	%	#	%	#	%	#
American Indian/Alaska Native	7.1%	2	0	0	0	0	0	0	1%	2
Asian	0	0	8.8%	3	0	0	10.3%	15	8.6%	18
Black/African American	3.6%	1	17.6%	6	0	0	6.9%	10	8.1%	17
Hispanic/Latino	14.3%	4	5.9%	2	0	0	6.9%	10	7.7%	16
I do not wish to answer	3.6%	1	5.9%	2	0	0	3.4%	5	3.8%	8
Native Hawaiian or Other Pacific Islander	3.6%	1	0	0	0	0	0.7%	1	1%	2
Two or More Races	0	0	0	0	0	0	4.1%	6	2.9%	6
White	67.9%	19	61.8%	21	100%	2	67.6%	98	67%	140
Total	100%	28	100%	34	100%	2	100%	145	100%	209

As of June 30, 2026										
Race/Ethnicity	Admin Support		Officials & Admins		Para -professionals		Professionals		Total	
	%	#	%	#	%	#	%	#	%	#
American Indian/Alaska Native	6.9%	2	0	0	0	0	0	0	0.9%	2
Asian	0	0	8.1%	3	0	0	11.8%	18	9.5%	21
Black/African American	0	0	10.8%	4	0	0	6.5%	10	6.3%	14
Hispanic/Latino	13.8%	4	5.4%	2	0	0	7.2%	11	7.7%	17
I do not wish to answer	13.8%	4	10.8%	4	0	0	2.6%	4	5.4%	12
Native Hawaiian or Other Pacific Islander	3.4%	1	0	0	0	0	0.7%	1	0.9%	2

Two or More Races	3.4%	1	0	0	0	0	3.9%	6	3.2%	7
White	58%	17	64.9%	24	100%	2	67.3%	103	66.1%	146
Total	100%	29	100%	37	100%	2	100%	153	100%	219

By Generation:

As of June 30, 2025

Race/Ethnicity	Baby Boomers		Gen X		Gen Z		Millennials		Total	
	%	#	%	#	%	#	%	#	%	#
American Indian Alaska Native	0	0	1.2%	1	14.3%	1	0	0	1%	2
Asian	11%	2	9.3%	8	0	0	8.2%	8	8.6%	18
Black/African American	11%	2	3.5%	3	0	0	12.2%	12	8.1%	17
Hispanic/Latino	0	0	4.7%	4	0	0	12.2%	12	7.7%	16
I do not wish to answer	6%	1	2.3%	2	14%	1	4.1%	4	3.8%	8
Native Hawaiian or Other Pacific Islander	0	0	0	0	14%	1	1%	1	1%	2
Two or More Races	0	0	5.8%	5	0	0	1%	1	2.9%	6
White	72%	13	73.3%	63	57%	4	61.2%	60	67%	140
Total	100%	18	100%	86	100%	7	100%	98	100%	209

As of June 30, 2026

Race/Ethnicity	Baby Boomers		Gen X		Gen Z		Millennials		Total	
	%	#	%	#	%	#	%	#	%	#
American Indian Alaska Native	0	0	1.1%	1	7.7%	1	0	0	0.9%	2
Asian	13.3%	2	8%	7	7.7%	1	9.6%	10	9.1%	20
Black/African American	13.3%	2	2.3%	2	0	0	9.6%	10	6.4%	14
Hispanic/Latino	0	0	4.6%	4	7.7%	1	11.5%	12	7.8%	17
I do not wish to answer	6.7%	1	3.4%	3	15.4%	2	4.8%	5	5%	11
Native Hawaiian or Other Pacific Islander	0	0	0	0	7.7%	1	1%	1	0.9%	2

Two or More Races	0	0	5.7%	5	0%	0	1.9%	2	3.2%	7
White	66.7%	10	74.7%	65	53.8%	7	61.5%	64	66.7%	146
Total	100%	15	100%	87	100%	13	100%	104	100%	219

By Gender:

As of June 30, 2025						
Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian Alaska Native	1.8%	2	0	0	1%	2
Asian	8%	9	9.3%	9	8.6%	18
Black/African American	6.3%	7	10.3%	10	8.1%	17
Hispanic/Latino	6.3%	7	9.3%	9	7.7%	16
I do not wish to answer	3.6%	4	4.1%	4	3.8%	8
Native Hawaiian or Other Pacific Islander	0.9%	1	1%	1	1%	2
Two or More Races	0.9%	1	5.2%	5	2.9%	6
White	72.3%	81	60.8%	59	67%	140
Total	100%	112	100%	97	100%	209

As of June 30, 2026						
Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian Alaska Native	1.7%	2	0	0	0.9%	2
Asian	9.4%	11	8.8%	9	9.1%	20
Black/African American	5.1%	6	7.8%	8	6.4%	14
Hispanic/Latino	6.8%	8	8.8%	9	7.8%	17
I do not wish to answer	5.1%	6	4.9%	5	5%	11
Native Hawaiian or Other Pacific Islander	0.9%	1	1%	1	0.9%	2

Two or More Races	1.7%	2	4.9%	5	3.2%	7
White	69.2%	81	63.7%	65	66.7%	146
Total	100%	117	100%	102	100%	219

By Disability:

As of June 30, 2025						
Race/Ethnicity	**No reported disability**		**Reported disability**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0.5%	1	16.7%	1	1%	2
Asian	8.9%	18	0	0	8.6%	18
Black/African American	7.9%	16	16.7%	1	8.1%	17
Hispanic/Latino	7.4%	15	16.7%	1	7.7%	16
I do not wish to answer	3.9%	8	0	0	3.8%	8
Native Hawaiian or Other Pacific Islander	1%	2	0	0	1%	2
Two or More Races	3%	6	0	0	2.9%	6
White	67.5%	137	50%	3	67%	140
Total	100%	203	100%	6	100%	209

As of June 30, 2026						
Race/Ethnicity	**No reported disability**		**Reported disability**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0.5%	1	20%	1	0.9%	2
Asian	9.3%	20	0	0	9.1%	20
Black/African American	6.1%	13	20%	1	6.4%	14
Hispanic/Latino	7.5%	16	20%	1	7.8%	17
I do not wish to answer	5.1%	11	0	0	5%	11
Native Hawaiian or Other Pacific Islander	0.9%	2	0	0	0.9%	2

Two or More Races	3.3%	7	0	0	3.2%	7
White	67.3%	144	40%	2	66.7%	146
Total	100%	214	100%	5	100%	219

By Veteran Status:

As of June 30, 2025						
Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
American Indian Alaska Native	1%	2	0	0	1%	2
Asian	9%	18	0	0	8.6%	18
Black/African American	7.5%	15	20%	2	8.1%	17
Hispanic/Latino	7.5%	15	10%	1	7.7%	16
I do not wish to answer	3.5%	7	10%	1	3.8%	8
Native Hawaiian or Other Pacific Islander	1%	2	0	0	1%	2
Two or More Races	2.5%	5	10%	1	2.9%	6
White	67.8%	135	50%	5	67%	140
Total	100%	199	100%	10	100%	209

As of June 30, 2026						
Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
American Indian Alaska Native	1%	2	0	0	0.9%	2
Asian	9.5%	20	0	0	9.1%	20
Black/African American	6.2%	13	11.1%	1	6.4%	14
Hispanic/Latino	7.6%	16	11.1%	1	7.8%	17
I do not wish to answer	4.8%	10	11.1%	1	5%	11
Native Hawaiian or Other Pacific Islander	1%	2	0	0	0.9%	2

Two or More Races	2.9%	6	11.1%	1	3.2%	7
White	67.1%	141	55.6%	5	66.7%	146
Total	100%	210	100%	9	100%	219

By Supervisor:

As of June 30, 2025						
Race/Ethnicity	**Not a supervisor**		**Supervisor**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	1.1%	2	0	0	1%	2
Asian	8.6%	15	8.8%	3	8.6%	18
Black/African American	6.3%	11	17.6%	6	8.1%	17
Hispanic/Latino	8%	14	5.9%	2	7.7%	16
I do not wish to answer	3.4%	6	5.9%	2	3.8%	8
Native Hawaiian or Other Pacific Islander	1.1%	2	0	0	1%	2
Two or More Races	3.4%	6	0	0	2.9%	6
White	68%	119	61.8%	21	67%	140
Total	100%	175	100%	34	100%	209

As of June 30, 2026						
Race/Ethnicity	**Not a supervisor**		**Supervisor**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	1.1%	2	0	0	0.9%	2
Asian	9.4%	17	7.7%	3	9.1%	20
Black/African American	5.6%	10	10.3%	4	6.4%	14
Hispanic/Latino	8.3%	15	5.1%	2	7.8%	17
I do not wish to answer	3.9%	7	10.3%	4	5%	11
Native Hawaiian or Other Pacific Islander	1.1%	2	0	0	0.9%	2

Two or More Races	3.9%	7	0	0	3.2%	7
White	66.7%	120	66.7%	26	66.7%	146
Total	100%	180	100%	39	100%	219

By New Hire July 1, 2024 to June 30, 2025:

Job Category: July 1, 2024 to June 30, 2025								
Race/Ethnicity	**Admin Support**		**Officials & Admin**		**Professionals**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0	0	0	0	0	0	0	0
Asian	0	0	0	0	13.3%	2	10%	2
Black/African American	0	0	0	0	0	0	0	0
Hispanic/Latino	0	0	0	0	6.7%	1	5%	1
I do not wish to answer	50%	1	66.7%	2	13.3%	2	25%	5
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0	0	0
White	50%	1	33.3%	1	66.7%	10	60%	12
Total	100%	3	100%	3	100%	15	100%	20

Gender: July 1, 2024 to June 30, 2025						
Race/Ethnicity	**Female**		**Male**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0	0	0	0	0	0
Asian	11.1%	1	9.1%	1	10%	2
Black/African American	0	0	0	0	0	0
Hispanic/Latino	0	0	9.1%	1	5%	1
I do not wish to answer	33.3%	3	18.2%	2	25%	5
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0

Two or More Races	0	0	0	0	0	0
White	55.6%	5	63.6%	7	60%	12
Total	100%	9	100%	11	100%	20

Disability Reporting: July 1, 2024 to June 30, 2025						
Race/Ethnicity	**No reported disability**		**Reported disability**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0	0	0	0	0	0
Asian	10%	2	0	0	5%	2
Black/African American	0	0	0	0	0	0
Hispanic/Latino	5%	1	0	0	5%	1
I do not wish to answer	25%	5	0	0	25%	5
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0
White	60%	12	0	0	60%	12
Total	100%	20	0	0	100%	20

Veteran Status: July 1, 2024 to June 20, 2025						
Race/Ethnicity	**Not a Veteran**		**Veteran**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0	0	0	0	0	0
Asian	10%	2	0	0	10%	2
Black/African American	0	0	0	0	0	0
Hispanic/Latino	5%	1	0	0	5%	1
I do not wish to answer	25%	5	0	0	25%	5
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0

White	60%	12	0	0	60%	12
Total	100%	20	0	0	100%	20

By New Hire July 1, 2025 to June 30, 2026:

Job Category: July 1, 2025 to June 30, 2026								
Race/Ethnicity	**Admin Support**		**Officials & Admin**		**Professionals**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0	0	0	0	0	0	0	0
Asian	0	0	18.2 %	2	23.1 %	3	15.2%	5
Black/African American	0	0	0	0	0	0	0	0
Hispanic/Latino	11.1 %	1	0	0	0	0	3.0%	1
I do not wish to answer	33.3 %	3	9.1 %	1	23.1	3	21.2%	7
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0	0	0
White	55.6 %	5	72.7 %	8	53.8 %	7	60.6%	20
Total	100 %	9	100 %	11	100 %	13	100%	33

Gender: July 1, 2025 to June 30, 2026						
Race/Ethnicity	**Female**		**Male**		**Total**	
	%	**#**	**%**	**#**	**%**	**#**
American Indian Alaska Native	0	0	0	0	0	0
Asian	14.3%	3	16.7%	2	15.2%	5
Black/African American	0	0	0	0	0	0
Hispanic/Latino	4.8%	1	0	0	3.0%	1
I do not wish to answer	28.6%	6	8.3%	1	21.2%	7

Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0
White	52.4%	11	75%	9	60.6%	33
Total	100%	21	100%	12	100%	33

Disability Reporting: July 1, 2025 to June 30, 2026						
Race/Ethnicity	No reported disability		Reported disability		Total	
	%	#	%	#	%	#
American Indian Alaska Native	0	0	0	0	0	0
Asian	15.2%	5	0	0	15.2%	5
Black/African American	0	0	0	0	0	0
Hispanic/Latino	3%	1	0	0	3%	1
I do not wish to answer	21.2%	7	0	0	21.2%	7
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0
White	60.6%	20	0	0	60.6%	20
Total	100%	33	0	0	100%	33

Veteran Status: July 1, 2025 to June 30, 2026						
Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
American Indian Alaska Native	0	0	0	0	0	0
Asian	15.2%	5	0	0	15.2%	5
Black/African American	0	0	0	0	0	0
Hispanic/Latino	3.0%	1	0	0	3.0%	1
I do not wish to answer	21.2%	7	0	0	21.2%	7
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0

Two or More Races	0	0	0	0	0	0
White	54.4%	18	6%	2	0	20
Total	100%	33	0	0	100%	33

Affirmative Action Plan: 2027-2029 Goals

Goal 1: Closely monitor workforce data and recruitment outputs to ensure improvement.

Strategies:

- Conduct quarterly review of workforce data, including retention, promotions, and separations, to identify trends and opportunities to improve equitable employment outcomes; Develop action plans that address identified disparities in retention.
- Monitor employee engagement survey results to identify trends among historically underrepresented groups and implement strategies to increase belonging, inclusion and psychological safety.
- Encourage managers to utilize Treasury's Inclusive Manager Toolkit and other available resources to promote equitable supervision and retention.
- Partner with hiring managers to identify and reduce barriers throughout the recruitment and selection process.

Timeline: On-going

Goal 2: Expand workplace accessibility.

Strategies:

- Increase employee awareness of available workplace accommodations, accessibility resources, and the voluntary disability self-identification process.
- Implement targeted communication campaigns and training initiatives/education to enhance employee understanding.
- Continue providing learning opportunities that strengthen employee understanding of accessibility and cultural humility throughout the agency.

Timelines: On-going

Aligning OST's Affirmative Action Plan with OST's DEI Strategic Plan

Our affirmative action plan aligns with our DEI Strategic Plan, specifically in Focus Area 3 of our DEI Strategic Plan: Creating Equitable Career Opportunities. In this area of our DEI Strategic Plan, we have worked to ensure that our hiring practices are equitable, that we continue to build relationships with diverse recruiting partnerships, and that we offer employees opportunities to advance their skills and network with one another.

The strategies outlined in Focus Area 3, including assessing and refining hiring practices to better ensure equity, expanding new partnerships with diverse recruiting networks, and creating opportunities for employees to develop new career skills, all complement the objectives of our Affirmative Action Plan. Together, these efforts promote fair recruitment, hiring, retention, and advancement practices while helping to build a workforce that reflects the communities Treasury serves.

Progress made through the DEI Strategic Plan has strengthened Treasury's affirmative action efforts. Treasury has partnerships with Partners in Diversity and Girls Who Invest, increased transparency around career development and advancement opportunities, and implemented initiatives that support employee engagement and belonging through DEIB monthly discussions and professional development. These efforts contribute to reducing barriers to employment and advancement for underrepresented groups and support Treasury's commitment to equal employment opportunities.

Our affirmative action plan serves as an important accountability mechanism by using workforce data to identify areas for improvement and establish measurable actions to address underrepresentation where it exists. In combination with the DEI Strategic Plan, the affirmative action plan ensures that Treasury's commitment to equity is reflected in both its strategic priorities and its employment practices, creating a more inclusive workplace where all employees have equitable opportunities to succeed.

Leadership Evaluation

All leadership position descriptions incorporate ORS 659A.012, which requires agencies to carry out policy against discrimination in employment and requires an evaluation of all management personnel, and their effectiveness in achieving affirmative action objectives as a key consideration of their performance.

Oregon State Treasury complies with this law by incorporating the requirement into each manager position description and evaluating performance during feedback and evaluation, such as during Quarterly Performance Check-Ins as well as more informal evaluations with directors and Human Resources.

Succession Plan

As of June 2026, 5% (11) of employees are eligible to retire. 6% (12) of employees are eligible to retire within 5 years. Though our agency does not have a formal succession plan (due to the small size of our agency) we do have strategies in place and on-going conversations with the managers impacted.

Contracting with Minority-Owned Businesses

Treasury is committed to providing opportunities for minority and women owned businesses to compete for business activity with Treasury. Our procurement team follows the Oregon Revised Statutes, Oregon Attorney General's Public Contracting Code and Model Public Contract Rules for guidance in developing and adopting policies that demonstrate an Affirmative Action Plan for contracting with minority businesses.

All RFPs are posted to the Oregon Procurement Information Network (ORPIN), this ensures that our requests are sent to COVID Firms that are registered in ORPIN. When OST is requested to conduct intermediate procurements, OST looks at ORPIN to research vendors that are COBID certified and then sends the documents directly to those vendors.

Complaint Options

Anyone who is subject to or aware of what they believe to be discrimination, workplace harassment, workplace intimidation, sexual harassment, sexual assault, or related employment or settlement agreements containing prohibited provisions should report that behavior to the designated individual or alternate.

Affirmative Action Policies

Agency Affirmative Action Statement

Oregon State Treasury is committed to creating and maintaining a workforce that represents the diversity within the Oregon community, as well as ensuring fair and equal employment opportunities for all persons, without regard to race, color, religion, sex, national origin, age, disability, Veteran status, sexual orientation, or any other protected characteristic under applicable law within all phases of employment. All employees of Oregon State Treasury are expected to create and maintain a respectful, discrimination-free work environment. Oregon State Treasury does not tolerate discrimination, harassment, retaliation, or intimidation, by anyone and in any form.

Agency Diversity and Inclusion Statement

We are committed to cultivating a workplace that is diverse, inclusive, and respectful. We value and support the collective differences in who we are and celebrate the fact that everyone comes to the table as their own unique individual. We believe this commitment empowers our success and makes Oregon State Treasury an excellent place to work. As Treasury employees, our commitment to diversity, equity, and inclusion makes this a safe environment for us to ask questions, learn, grow, and helps us to better serve Oregonians.

State Employment Law Documents

- ADA and Reasonable Accommodation Policy – *Statewide Policy 50.020.10*
- Discrimination and Harassment Free Workplace – *Statewide Policy 50.010.01*
- Veterans Preference in Employment
- Equal Opportunity and Affirmative Action Rule
- Executive Order 22-11: Relating to Affirmative Action and Diversity and Inclusion

Federal Employment Law Documents

- Age Discrimination in Employment Act of 1967
- Disability Discrimination Title I of the Americans with Disabilities Act of 1990
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963
- Title VII of the Civil Rights Act of 1964
    - National Origin Discrimination Title VII of the Civil Rights Act of 1964
    - Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
    - Race/Color Discrimination Title VII of the Civil Rights Act of 1964
    - Religious Discrimination Title VII of the Civil Rights Act of 1964
    - Sex-Based Discrimination Title VII of the Civil Rights Act of 1964

  - Sexual Harassment Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Genetic Information Discrimination Title II of the Genetic Information Act of 2008
- Executive Order 11246

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

STATE HR POLICY

SUBJECT:	ADA and Reasonable Accommodation in Employment	**NUMBER:**	50.020.10
DIVISION:	Chief Human Resources Office	**EFFECTIVE DATE:**	11/05/2019

APPROVED: Signature on file with the Chief Human Resources Office

POLICY STATEMENT:

Oregon state government follows the clear mandate in state law and the Americans with Disabilities Act (ADA) of 1990, as amended by the ADA Amendments Act of 2008, to remove barriers that prevent qualified people with disabilities from enjoying the same employment opportunities that are available to people without disabilities.

Oregon state government provides equal access and equal opportunity in employment. Its agencies do not discriminate based on disability. Oregon state government uses only job-related standards, criteria and methods of administration that are consistent with business necessity. These standards, criteria and methods do not discriminate or perpetuate discrimination based on disability.

According to OAR 105-040-0001 Equal Employment Opportunity and Affirmative Action, Oregon state government takes positive steps to recruit, hire, train, and provide reasonable accommodation to applicants and employees with disabilities.

AUTHORITY:

ORS 240.145; 240.240; 240.250; ORS 659A.103 -145; 243.305; 243.315; The Americans with Disabilities Act (ADA) of 1990 as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008; Civil Rights Act of 1991; and 42 U.S.C. §12101 et seq.

APPLICABILITY:

This policy applies to all state employees, including state temporary employees, according to provisions of federal and state law.

ATTACHMENTS:

ADA Accommodation Tool Kit

DEFINITIONS:

Also refer to State HR Policy 10.000.01, Definitions.

The following definitions apply to terms referenced in this policy and its attachments:

Americans with Disabilities Act (ADA): The ADA is a federal civil rights statute that removes barriers preventing qualified people with disabilities from enjoying the same employment opportunities available to people without disabilities. References to ADA also refer to amendments to that Act.

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Essential Functions: These include, but are not limited to, duties that are necessary because:

- The primary reason the position exists is to perform these duties.
- A limited number of employees are available who can perform these duties.
- The incumbent is hired or retained to perform highly specialized duties.

Individual with a Disability: This term means a person to whom one or more of the following apply:

- A person with a physical or mental impairment that substantially limits one or more of the major life activities of such a person without regard to medications or other assistive measures a person might use to eliminate or reduce the effect of impairment.
- A person with a record of such impairment.
- A person regarded as having such impairment.

Major Life Activities: This term means the basic activities the average person in the general population can perform with little or no difficulty. These include, but are not limited to: breathing; walking; hearing; thinking; concentrating; seeing; communicating; speaking; reading; learning; eating; self-care; performing manual tasks such as reaching, bending, standing and lifting; sleeping; and working (working in general, not the ability to perform a specific job). The term also includes, but is not limited to, "major bodily functions," such as functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine and reproductive functions.

Physical or Mental Impairment: This term refers to any of the following:

- A physiological disorder, condition, cosmetic disfigurement, or anatomical loss that affects one or more bodily systems, including neurological, musculoskeletal, special sense organs, respiratory, cardiovascular or reproductive.
- A mental or psychological disorder including, but not limited to, intellectual disability, organic brain syndrome, emotional or mental illness or specific learning disability.
- Disease or condition including orthopedic, visual, speech and hearing impairment, cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, HIV or alcoholism.
- Any other physical or mental impairment listed under the ADA.

Qualified Person: This term means a person who has the personal and professional attributes, including skill, experience, education, physical and mental ability, medical, safety and other requirements to hold a position.

"Qualified person" does not include people who currently engage in illegal drug use. However, persons who are currently enrolled in, or who have completed a rehabilitation program, and who continue to abstain from illegal drug use may qualify.

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Reasonable Accommodation: This term means change or adjustment to a job or work environment that enables a qualified employee with a disability to perform the essential functions of a job, or to enjoy the benefits and privileges of employment equal to those enjoyed by employees without disabilities.

"Reasonable accommodation" does not include modifications or adjustments that cause an undue hardship to the agency.

"Reasonable accommodation" does not mean providing personal auxiliary aids or services, such as service dogs or hearing aids that a person uses both on and off the job.

A reasonable accommodation does not include lowering production standards, promoting or assigning an employee to a higher-paying job, creating a position or reassigning essential functions to another worker.

Accommodations for Pregnancy, Childbirth or a Related Medical Condition

"Reasonable accommodation" includes accommodations or adjustments made for pregnancy, childbirth, or a related medical condition including, but not limited to, lactation. Reasonable accommodations for purposes of pregnancy, childbirth or a related medical condition may include, but are not limited to:
(1) Acquisition or modification of equipment or devices.
(2) More frequent or longer break periods or periodic rest.
(3) Assistance with manual labor.
(4) Modification of work schedules or job assignments.

Undue Hardship: This term means significant difficulty or expense. Whether a particular accommodation imposes undue hardship is determined on a case-by-case basis, with consideration of such factors as the following:

- The nature and cost of the accommodation needed.
- The agency's size and financial resources and the employee's official worksite.
- The agency's operation, structure, functions and geographic separateness.
- The agency's administrative or fiscal relationship to the facility responding to the accommodation request and to any other state agencies in the facility.
- The impact of the accommodation on the operation of the agency or its facility.

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POLICY:

(1) Each state agency director or authorized designee administers State HR Policy 50.020.10 as the agency's policy. Compliance with the ADA is mandatory.

(a) Each agency identifies an ADA coordinator to coordinate ADA accommodation requests and function as an agency resource on ADA matters.

(b) Each agency develops and follows its own procedures for receiving, processing and documenting accommodation requests under this policy. The attached tool kit will assist in this process.

(2) An employee may request an accommodation under this policy by following agency procedures.

(3) The agency must review and respond in a timely manner to each request for accommodation. The agency must engage in an interactive dialogue with the employee to determine whether the accommodation is necessary and will be effective. Agencies will acknowledge in writing all written requests for accommodations within seven calendar days from the date of receipt.

(4) Each accommodation is unique to the person, the disability and the nature of the job. No specific form of accommodation can guarantee success for all people in any particular job. The agency must give primary consideration to the specific accommodation requested by the employee. Through the interactive process the agency may identify and provide an alternative accommodation. With regard to pregnancy, childbirth or a related medical condition, the agency must not require an employee to accept a reasonable accommodation that is unnecessary for the employee to perform the essential duties of the job or to accept a reasonable accommodation if the employee does not have a known limitation.

(5) The duty to provide reasonable accommodation is ongoing. The agency and the employee must engage in the interactive process again if an accommodation proves ineffective.

(6) The agency may deny an accommodation if it is not effective, if it will cause undue hardship to the agency, or if the agency identifies imminent physical harm or risk. The undue hardship exception is available only after careful consideration. The agency must consider alternative accommodations, should a requested accommodation pose undue hardship.

(7) Federal and state law prohibit retaliation against an employee with respect to hiring or any other term or condition of employment because the employee asked about, requested or was previously accommodated under the ADA.

(8) **Policy Notification.**

(A) Agencies will ensure information regarding ADA and agency-specific procedures for requesting an accommodation are readily accessible to employees via bulletin boards and/or a public website or intranet.

(B) Agencies shall post signs that inform employees of the employment protections under ORS 659A, including the right to be free from discrimination because of pregnancy, childbirth and related medical conditions, and the right to reasonable accommodation. Agencies shall post the signs in a conspicuous and accessible location in or about the premises where employees work.

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(i) In addition to posting signs, agencies shall provide a written copy of the notice to:

(1) New employees, at the time of hire.
(2) Existing employees, within 180 days after the effective date of this policy.
(3) Any employee who informs the agency of the employee's pregnancy, within 10 days after the employer receives the information.

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

State HR Policy

SUBJECT: Discrimination and Harassment Free Workplace	**NUMBER:** 50.010.01
DIVISION: Chief Human Resources Office	**EFFECTIVE DATE:** 01/01/2022
APPROVED: Signature on file with the Chief Human Resources Office	

POLICY STATEMENT: Oregon state government as an employer is committed to a discrimination and harassment free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct.

AUTHORITY: ORS 174.100, 240.086(1); 240.145(3); 240.250; 240.316(4); 240.321; 240.555; 240.560; SB 726 (2019; to be added to ORS 659A), SB 479 (2019; to be added to ORS 243); 659A.029; 659A.030, 659A.082 and 659A.112; Title VII; Civil Rights Act of 1964; Executive Order EO-93-05; Rehabilitation Act of 1973; Employment Act of 1967; Americans with Disabilities Act of 1990; and 29 CFR §37.

APPLICABILITY: All employees, including limited duration and temporary employees, board and commission members, elected officials, volunteers, interns, others working in an agency, and prospective employees unless this policy conflicts with an applicable collective bargaining agreement.

ATTACHMENTS: None

DEFINITIONS: Also refer to State HR Policy 10.000.01, Definitions

Collective Bargaining Agreement (CBA): A written agreement between Oregon state government (Department of Administrative Services) and a labor union. References to CBAs contained in this policy are applicable only to employees covered by a CBA.

Complainant: A person (or persons) allegedly subjected to, or who witnessed or observed discrimination, workplace harassment or sexual harassment and who files a complaint with their immediate supervisor, another manager, or the agency, board, or commission human resources section, executive director, or chair, or the DAS Chief Human Resources Office.

Contractor: An individual or business with whom Oregon state government has entered into an agreement or contract to provide goods or services. Qualified rehabilitation facilities who by contract provide temporary workers to state agencies are considered contractors. Contractors are not subject to ORS 240 but must comply with all federal and state laws.

Designated individual: An individual designated by the agency who is responsible for receiving reports of discrimination, harassment or sexual assault.

Discrimination: Making employment decisions related to hiring, firing, transferring, promoting, demoting, benefits, compensation, and other terms and conditions of employment, based on or because of an employee's protected class status. *(See also Workplace Harassment.)*

Employee: Any person employed by the state in one of the following capacities: management service, unclassified executive service, unclassified or classified unrepresented service, unclassified or classified represented service, or represented or unrepresented temporary service. This definition includes board and commission members, and individuals who volunteer their services to state government.

Higher Standard: Applies to managers and supervisors. Managers/supervisors are held to a higher standard and are expected to be proactive in creating and maintaining a discrimination and harassment free workplace. Managers/supervisors must exercise appropriate measures to prevent and promptly correct any discrimination, workplace harassment or sexual harassment they know about or should know about.

Non-disclosure agreement: An agreement between the employer and employee not to disclose information related to complaints or personnel actions related to violations of the Statewide Discrimination and Harassment Free Workplace policy.

Non-disparagement agreement: An agreement between the employer and employee not to make negative statements about the other related to complaints or personnel actions related to violations of State HR Policy 50.010.01 *(Discrimination and Harassment Free Workplace)*.

Manager/Supervisor: Those who supervise or have authority or influence to affect employment decisions.

Protected Class Under Federal Law: Race; color; national origin; sex (includes pregnancy- related conditions); religion; age (40 and older); disability; sexual orientation; a person who uses leave covered by the Federal Family and Medical Leave Act; a person who uses military leave; a person who associates with a protected class; a person who opposes unlawful employment practices, files a complaint or testifies about violations or possible violations; and any other protected class as defined by federal law.

Protected Class Under Oregon State Law: All federally protected classes, plus: age (18 and older); physical or mental disability; injured worker; a person who uses leave covered by the Oregon Family Leave Act; marital status; family relationship; gender identity, whistleblower; expunged juvenile record; and any other protected class as defined by state law.

Sexual Harassment: Sexual harassment is unwelcome, unwanted or offensive sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

(1) Submission to such conduct is made either explicitly or implicitly a term or condition of the individual's employment, or is used as a basis for any employment decision (granting leave requests, promotion, favorable performance appraisal, etc.); or

(2) Such conduct is unwelcome, unwanted or offensive and has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

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Examples of sexual harassment include but are not limited to: unwelcome, unwanted or offensive touching or physical contact of a sexual nature, such as closeness, impeding or blocking movement, assaulting or pinching; gestures; innuendoes; teasing, jokes, and other sexual talk; intimate inquiries; persistent unwanted courting; sexist put-downs or insults; epithets; slurs; or derogatory comments. *(See also Workplace Harassment.)*

Sexual assault: Unwanted conduct of a sexual nature that is inflicted upon a person or compelled through the use of physical force, manipulation, threat or intimidation; or a sexual offense has been threatened or committed as described in ORS 163.305 to 163.467 or 163.525. *(See also Workplace Harassment.)*

Sexual Orientation under Oregon State Law: An individual's actual or perceived heterosexuality, homosexuality, bisexuality or gender identity, regardless of whether the individual's gender identity, appearance, expression or behavior differs from that traditionally associated with the individual's sex at birth.

Workplace Harassment: Conduct that constitutes discrimination prohibited by ORS 659A.030, including conduct that constitutes sexual assault or that is prohibited by ORS 659A.082 or 659A.112.

Workplace Intimidation: Unwelcome, unwanted or offensive conduct based on or because of an employee's protected class status.

Workplace intimidation may occur between a manager/supervisor and a subordinate, between employees, and among non-employees who have business contact with employees. A complainant does not have to be the person harassed, but could be a person affected by the offensive conduct.

Examples of intimidation include, but are not limited to, derogatory remarks, slurs and jokes about a person's protected class status.

Volunteer: Any individual who is performing work on behalf of Oregon state government or a state agency and is not paid for their service. This may include interns, externs and other categories of unpaid workers.

POLICY:

Oregon state government is committed to a discrimination, harassment, and intimidation free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct.

(1) **Workplace Harassment (Discrimination), Sexual Harassment, Sexual Assault, and Workplace Intimidation.** Oregon state government provides a work environment free from workplace harassment (unlawful discrimination) or workplace intimidation based on or because of an employee's protected class status. Additionally, Oregon state government provides a work environment free from sexual harassment.

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Employees at every level of the organization, including state temporary employees and volunteers, must conduct themselves in a business-like and professional manner at all times and not engage in any form of discrimination, workplace harassment, workplace intimidation, sexual assault, or sexual harassment.

(2) **Higher Standard.** Managers/supervisors are held to a higher standard and are expected to be proactive in creating and maintaining a discrimination and harassment free workplace. Managers/supervisors must exercise appropriate measures to prevent and promptly correct any discrimination, workplace harassment, workplace intimidation, sexual assault, or sexual harassment they know about or should know about..

(3) **Designated Individual**. Each agency shall designate an individual and an alternate who are responsible for receiving reports of prohibited conduct under this policy (discrimination, workplace harassment, sexual harassment, sexual assault, workplace intimidation or employment or settlement agreements containing prohibited provisions) occurring within the agency. Each agency must notify employees of who the agency designated individual and alternate are any time it is required to provide a copy of the Discrimination and Harassment Free Workplace policy to employees under this policy or whenever a new designated individual or alternate is selected. Agencies must inform the DAS Chief Human Resources Office (CHRO) who the agency has selected as the designated individual and alternate. CHRO will maintain a list of these individuals.

(4) **Reporting**. Anyone who is subject to or aware of what they believe to be discrimination, workplace harassment, workplace intimidation, sexual harassment, sexual assault, or related employment or settlement agreements containing prohibited provisions should report that behavior to the designated individual or alternate.

Those individuals making a report of what they believe to be discrimination, workplace harassment, workplace intimidation, sexual harassment or sexual assault may also report that behavior to their immediate supervisor, another manager, or the agency, board, or commission human resources section, executive director, chair, or DAS CHRO.

A report of discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault is considered a complaint. Any supervisor or manager, or the agency, board, or commission human resources section, executive director, or chair receiving a complaint should promptly notify the agency's designated individual or alternate.

Upon receipt of a report of prohibited discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault, the designated individual or alternate shall provide a copy of this policy to the employee. The designated individual and alternate shall maintain appropriate records of all complaints.

(a) A complaint may be made orally or in writing.

(b) An oral or written complaint should contain the following:

(A) The name of the complainant and the name of the person that was subjected to the discrimination, workplace harassment, sexual harassment, workplace intimidation, or sexual assault if they are not the same person.

(B) the names of all parties involved, including witnesses.

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(C) A specific and detailed description of the conduct or action the employee believes constitutes discrimination, workplace harassment, sexual harassment, workplace intimidation or sexual assault;

(D) The date or time period in which the alleged conduct occurred.

(E) A description of the desired remedy.

(c) A report should be made to the designated individual within five (5) years of the occurrence; however, failure to report within five years does not remove the agency's responsibility for coordinating and conducting an investigation.

(5) **Other Reporting Options.**

(1) Nothing in this policy prevents any person from filing a formal grievance in accordance with a CBA; a formal complaint with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC); or if applicable, the U.S. Department of Labor (USDOL) Civil Rights Center. However, some CBAs require an employee to choose between the complaint procedure outlined in the CBA and filing a BOLI or EEOC complaint.

(2) A complaint filed with BOLI alleging an unlawful employment practice as described in ORS 659A.030, 659A.082 to 659A.865, 659A.112 or section 2 of SB726 (2019) must be filed no later than five years after the occurrence of the alleged unlawful employment practice.

(3) Nothing in this policy prevents any person from seeking remedy under any other available law, whether civil or criminal.

(4) An employee or claimant must provide advance notice of claim against the employer as required by ORS 30.275.

(6) **Filing a report with the U.S. Department of Labor (USDOL) Civil Rights Center.** An employee whose agency receives federal financial assistance from the U.S. Department of Labor under the Workforce Innovation and Opportunity Act, Mine Safety and Health Administration, Occupational Safety and Health Administration, or Veterans' Employment and Training Service, may file a complaint with the State of Oregon Equal Opportunity Officer or directly through the USDOL Civil Rights Center. The complaint must be written, signed and filed within 180 days of when the alleged discrimination or harassment occurred.

(7) **Investigation.** The agency designated individual or alternate will notify the agency, board, or commission human resources section, executive director, or chair, or the DAS Chief Human Resources Office as applicable, to coordinate and conduct, or delegate responsibility for coordinating and conducting, an investigation.

(a) All complaints will be taken seriously and an investigation will be initiated as quickly as possible.

(b) The agency, board or commission may need to take steps to ensure employees are protected from further potential discrimination or harassment.

(c) To the extent possible, the agency will handle complaints in a discreet and confidential manner.

(d) All parties are expected to cooperate with the investigation and keep information regarding the investigation confidential.

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(e) The agency, board, or commission will notify the accused and all witnesses that retaliating against a person for making a report of discrimination, workplace harassment, sexual harassment, workplace intimidation or sexual assault will not be tolerated.

(f) The agency, board, or commission will notify the complainant and the accused when the investigation is concluded.

(g) Immediate and appropriate action will be taken if a complaint is substantiated.

(h) The agency, board, or commission will inform the complainant if any part of a complaint is substantiated and action has been taken. The complainant will not be given the specifics of the action.

(i) The complainant and the accused will be notified by the agency, board, or commission if a complaint is not substantiated.

(j) Unless the victim has signed a waiver of the employer's responsibility to conduct follow up contacts with the victim, the employer shall follow up with the victim of the alleged workplace harassment once every three months for the 12 (twelve) calendar months following the date on which the employer received a report of workplace harassment to determine whether the alleged harassment has stopped or if the victim has experienced retaliation.

(8) **Documentation**.

(A) Any of the individuals or entities outlined in (1)(4) that receive reports of discrimination, workplace harassment, workplace intimidation, sexual harassment, sexual assault, or related employment or settlement agreements containing prohibited provisions must document such reports.

(B) Any supervisor, manager or employee who observes or experiences what they believe to be incidents of discrimination, workplace harassment, workplace intimidation, sexual harassment, or sexual assault should also document such incidents.

(C) Agencies must maintain records of workplace harassment including;

i. The date of the incident.
ii. The date the complaint was received by the designated individual or alternate.
iii. The dates the investigation was started and closed.
iv. The investigation report.
v. The outcome of the investigation and any actions taken by the agency.
vi. The dates the agency followed up with the victim, or a signed waiver of the employer's responsibility to conduct follow up contacts with the victim.

(9) **Penalties.** Conduct in violation of this policy will not be tolerated.

(a) Employees engaging in conduct in violation of this policy may be subject to disciplinary action up to and including dismissal.

(b) State temporary employees and volunteers who engage in conduct that violates this policy may be subject to termination of their working or volunteer relationship with the agency, board, or commission.

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(c) An agency, board, or commission may be liable for discrimination, workplace harassment sexual harassment, workplace intimidation or sexual assault if it knows of or should know of conduct in violation of this policy and fails to take prompt, appropriate action.

(d) Managers and supervisors who know or should know of conduct in violation of this policy and who fail to report such behavior or fail to take prompt, appropriate action may be subject to disciplinary action up to and including dismissal.

(10) **Prohibited employment or settlement agreements.**

(A) Agencies may not require, coerce, or enter into an agreement with an employee or prospective employee, as a condition of employment, continued employment, promotion, compensation or the receipt of benefits, that contains a nondisclosure provision, a non-disparagement provision or any other provision that has the purpose or effect of preventing the employee from disclosing or discussing conduct that:

- i. Constitutes discrimination prohibited by ORS 659A.030, including conduct that constitutes sexual assault; or
- ii. Constitutes discrimination prohibited by ORS 659A.082 or 659A.112; and(b)(A) that occurred between employees or between an employer and an employee in the workplace or at a work-related event that is off the employment premises and coordinated by or through the employer; or
- iii. Occurred between an employer and an employee off the employment premises.

(B) **Exceptions**:

- i. An agency may enter into a settlement, separation or severance agreement that includes one or more of the following, only when an employee claiming to be aggrieved by conduct described under section (10)(A) of this policy requests to enter into the agreement:
  1. A provision described in section (10)(A) of this policy,
  2. A provision that prevents the disclosure of factual information relating to a claim of discrimination or conduct that constitutes sexual assault; or
  3. A no-rehire provision that prohibits the employee from seeking re-employment with the employer as a term or condition of the agreement.
- ii. An agreement entered into under subsection (i) of this section must provide the employee at least seven days after executing the agreement to revoke the agreement.
- iii. The agreement may not become effective until after the revocation period has expired.
- iv. If an employer makes a good faith determination that an employee has engaged in conduct prohibited by ORS 659A.030, including sexual assault, conduct prohibited by ORS659A.082 or 659A.112, or conduct prohibited by this section, the employer may enter into a settlement, separation or severance agreement that includes one or more of the following:
  1. A provision described in section (10)(A) of this policy;
  2. A provision that prevents the disclosure of factual information that relates to a claim of discrimination or conduct that conduct that constitutes sexual assault; or
  3. A no-rehire provision that prohibits the employee from seeking re-employment with the employer as a term or condition of the agreement.
- v. For violations that occur after October 1, 2020, an employee may file a complaint under ORS 659A.820 for violations of this section and may bring a civil action under ORS 659A.885 and recover relief as provided by ORS 659A.885(1) to (3).
- vi. This section does not apply to an employee who is tasked by law to receive confidential or privileged reports of discrimination, sexual assault or harassment

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(11) A victim of workplace harassment may voluntarily disclose information regarding an incident of workplace harassment that involves the victim.

(12) **Resources.** Individuals who believe they are the victim of workplace harassment should contact their immediate supervisor, another manager, or the agency, board, or commission human resources section, executive director, or chair, or the DAS Chief Human Resources Office for information related to legal resources, counseling, and support services, including the employee assistance program.

(13) **Retaliation.** This policy prohibits retaliation against anyone who files a complaint, participates in an investigation, or reports observing discrimination, workplace harassment, workplace intimidation, sexual assault, or sexual harassment.

(a) Anyone who believes they have been retaliated against because they filed a complaint, participated in an investigation, or reported observing discrimination, workplace harassment or sexual harassment, should report this behavior to the employee's supervisor, another manager, or the agency, board, or commission human resources section, executive director, or chair, or the DAS Chief Human Resources Office as applicable. Complaints of retaliation will be investigated promptly.

(b) Employees who violate this policy by retaliating against others may be subject to disciplinary action, up to and including dismissal.

(c) State temporary employees and volunteers who retaliate against others may be subject to termination of their working or volunteer relationship with the agency, board, or commission

(14) **Policy Notification.**

(A) An employer shall:

(i) Make the policy available to employees within the workplace;

(ii) Provide a copy of the policy to each employee at the time of hire and in any orientation materials provided to the employee at the time of hire; and

(iii) Require any supervisor or individual who is designated by the employer to receive complaints to provide a copy of the policy to an employee at the time that the employee discloses information regarding prohibited discrimination, harassment, intimidation or sexual assault.

(B) All employees including board/commission members, state temporary employees, and volunteers shall:

i. Be required to complete harassment and discrimination training upon their initial hire or appointment, and annually thereafter.
ii. Be given directions to read the policy.
iii. Be provided an opportunity to ask questions and have their questions answered. Questions regarding this policy may be directed to the employee's immediate supervisor, another manager, or the agency, board, or commission human resources section, executive director, or chair, or the DAS Chief Human Resources Office as applicable.

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Sign an acknowledgement indicating the employee has read the policy and had the opportunity to ask questions. The agency, board or commission must keep signed acknowledgements on file, or use an electronic acknowledgment system to comply with this requirement.

Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)

State of Oregon
DEPARTMENT OF ADMINISTRATIVE SERVICES
Human Resource Services Division

State Policy: 50.045.01 **Employee Development and Implementation of Oregon Benchmarks for Workforce Development**

APPLICABILITY: Classified (where not in conflict with the collective bargaining contract), management service, executive service and unclassified unrepresented employees

REFERENCE: ORS 240.145(3)(4); 240.250; Oregon Benchmarks

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(1) **Policy:** Oregon state government shall be a leader in achieving or exceeding the Oregon workforce development benchmarks of developing the best trained workforce in the U.S. by the year 2000 and in the world by the year 2010.

(a) For each biennium, an agency head shall develop a written agency training plan to require a minimum of 20 hours of education and training related to work skills and knowledge for at least 50% of their permanent employees in each fiscal year.

(b) Supervisors, in discussion with their employees, shall develop and update annually a written development plan for each employee that provides for the continuous improvement of the employee's job related knowledge and skills.

(c) An agency head shall maintain written documentation of agency workforce development hours and expenditures per instructions from Department of Administrative Services regarding expenditures and account numbers related to training and travel.

(d) When opportunities permit, agencies shall invite other state agencies to fill staff development openings and share training facilities and other employee development resources.

(e) An agency head may provide educational assistance to employees when it directly relates to their job responsibility and can be accommodated within the agency budget:

(A) When an employee is assigned to attend courses, the agency shall reimburse all of the costs of course registration fees, course materials, and necessary travel.

(B) When an employee makes a request to attend a class(s), either during or after working hours, the agency may reimburse all or part of the costs attendant to the class(s).

(C) Educational assistance to employees may include paid leave. Provisions of the paid leave agreement between the agency and the employee shall be documented and maintained in the agency file.

(2) **Policy Clarification:**

(a) The written agency training plan is intended to relate individual employee development plans and agency workforce development priorities to the agency mission.

(b) Training or education related to work skills and knowledge includes formal instructions or a structured learning plan related to:

(A) employee's competence to perform a specific job,

(B) employee's state government career, or

(C) Employee's work environment.

(c) Modes of training delivery may be formal education, on the job training, supervised learning activities, and other specific training approved by the employee's supervisor as job related.

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(1) **Performance Measure:** Percentage of agency employees who received 20 or more hours of job related training in each fiscal year.

Performance Standard: 50%

(2) **Performance Measure:** A current, completed written agency training plan for each biennium.

Performance Standard: 100%

(3) **Performance Measure:** Percentage of agency employees with current written individual development plans.

Performance Standard: 100%

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Veterans Preference in Employment (105-040-0015)

Oregon state government provides qualifying veterans and disabled veterans with preference in employment **in accordance with ORS 408.225, 408.230, and 408.235; OAR 105-040-0010 and 105-040-0015.** The Oregon Bureau of Labor and Industries enforces public employer compliance with veteran's preference requirements.
Qualifying veterans and disabled veterans may obtain preference by submitting as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (DD Form 214 or 215) or a letter from the US Dept. of Veteran's Affairs indicating receipt of a non-service connected pension to your application. Disabled Veterans must also submit a copy of their Veteran's disability preference letter from the Dept. of Veteran Affairs unless the information is included in the DD Form 214 or 215.

Preference is provided as follows:

5 points (Veteran)*:

To receive 5 points you must have served on active duty in the Armed Forces of the United States (US):
1) For more than 90 consecutive days beginning on or before January 31, 1955; **or**
2) For more than 178 consecutive days; **or**
3) For 178 days or less and has a disability rating from the US Dept. of Veteran's Affairs; **or**
4) For at least one day in a combat zone; **or**
5) Received a combat or campaign ribbon or an expeditionary medal for service in the Armed Forces.

To qualify under 1-5 above you must have been discharged or released under honorable conditions; **or**

6) Is receiving a non-service connected pension from the US Dept. of Veteran's Affairs

***To receive credit as a 5 Point Veteran you must attach to your application:**

A copy of your DD214/DD215 form; **or**
A letter from the US Dept. of Veteran's Affairs indicating you receive a non-service connected pension to your application.

10 points (Disabled Veteran):**

To receive 10 points you must be:
1) A person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty; **or**
2) Entitled to disability compensation under laws administered by the US Dept. of Veterans Affairs; **or**
3) Awarded the Purple Heart for wounds received in combat.

****To receive credit as a 10-point Disabled Veteran you must attach to your application:**

A copy of your DD214/DD215 form; **and**
A copy of your veterans' disability preference letter from the Dept. of Veterans' Affairs.
For additional information on Veterans' Preference eligibility, including definition of the terms "veteran" and "disabled veteran," contact the Oregon Dept. of Veterans' Affairs at 1-800-692-9666.

Note: There is no limit on the number of times you can use veterans' preference.

Agencies provide Veterans' preference throughout the competitive selection process as follows:

Application Examinations

Scored Application Examinations: If an agency uses, after an Initial Application Screening, a scored Application Examination to determine whom to consider further for appointment, the agency will add (based on a 100-point scale) five preference points to a veteran's score and add 10 preference points to a disabled veteran's score.

Unscored Application Examinations: Unscored Application Examinations done by application sorting into levels based on desired attributes, or other criteria to determine those in an applicant pool to be considered further for appointment will be accomplished by:
(a) Advancing the application of a veteran one level within a sorting process or;

(b) Advancing an application of a disabled veteran two levels within a sorting process.

Interviews

Scored Interviews: A veteran or disabled veteran is provided preference in a scored interview process. The agency will add (based on a 100-point scale) five preference points to a veteran's interview score and add 10 preference points to a disabled veteran's interview score at each level of interview to which a score is received.

Unscored Interviews: A veteran or disabled veteran is provided preference in unscored interview processes through an assessment conducted by the Appointing Authority or authorized delegate of the veteran’s or disabled veteran’s merits. A veteran or disabled veteran who meets all or substantially all the agency’s purposes in filling the position will continue to be considered for appointment.

Selection

When a veteran or disabled veteran has been determined to be equal to the top applicant(s) for a position upon completion of the Application Examination process, then the veteran or disabled veteran shall be ranked more highly than non-veteran applicants and, a disabled veteran shall be ranked more highly than both non-veteran and veteran applicants and appointed to the position according to ORS 408.230.

Follow up

A veteran or disabled veteran applicant who is not selected for a position may request an explanation from the hiring agency. The request must be in writing and be sent within 30 calendar days of the date the agency informed the applicant that he/she was not selected (OAR 105-040-0015).

Equal Opportunity and Affirmative Action Rule (105-040-0001)

(1) Oregon State Government is committed to achieving a workforce that represents the diversity of the Oregon community and being a leader in providing its citizens with fair and equal employment opportunities. Accordingly:

(a) State agency heads shall ensure:

(A) Equal employment opportunities are afforded to all applicants and employees by making non-discriminatory employment related decisions.

(B) Employment practices shall be in compliance with the state's Affirmative Action Guidelines, state and federal laws to:

(i) Promote good faith efforts to achieve established affirmative action objectives; and

(ii) Take proactive steps to develop diverse applicant pools for position vacancies.

(b) The Department of Administrative Services (DAS) shall:

(A) Maintain an automated affirmative action tracking system which uses a uniform methodology for communicating affirmative action objectives for each state agency.

(B) Produce periodic reports showing Oregon State Government's progress toward achieving established affirmative action objectives identified by the Chief Human Resources Office at DAS and the Governor's Office of Diversity and Inclusion.

(c) Persons, who believe they have been subjected to discrimination by an agency in violation of this rule, may file a complaint with the agency's affirmative action representative within 365 calendar days of the alleged act or upon knowledge of the occurrence.

(2) Employment related decisions include, but are not limited to:

(a) Hiring,

(b) Promotion,

(c) Demotion,

(d) Transfer,

(e) Termination,

(f) Layoff,

(g) Training,

(h) Compensation,

(i) Benefits, and

(j) Performance evaluations.

(3) Diverse applicant pools are developed by using proactive outreach strategies.

(4) This rule does not preclude any person from filing a formal complaint in accordance with a collective bargaining agreement, or with appropriate state or federal agency under the applicable law.

Statutory/Other Authority: ORS 184.340, 240.145 & 240.250

Statutes/Other Implemented: ORS 240.306 & 659A.012 - 659A.015

History:

CHRO 2-2016, f. 6-22-16, cert. ef. 7-1-16

HRSD 2-2008, f. & cert. ef. 11-4-08

HRSD 11-2003, f. 7-15-03, cert. ef. 7-21-03

PD 2-1994, f. & cert. ef. 8-1-94

Office of the Governor
State of Oregon

EXECUTIVE ORDER NO. 22-11

RELATING TO AFFIRMTIVE ACTION, EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, EQUITY, AND INCLUSION

On January 26, 2005, Governor Kulongoski issued Executive Order 05-01, relating to affirmative action. That Executive Order directed Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, including affirmative action responsibilities in key job descriptions, and to conduct Cultural Competency Assessment and training.

Since the issuance of Executive Order 05-01, Amendment 08-18, Amendment 16-09 and Amendment 17-11, state agencies have met with the Office of Cultural Change (OCC) and the Governor's Office (GO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has completed an audit of position descriptions for the inclusion of affirmative action duties and DAS has shared audit results with the OCC and GO. The Governor and agency leadership have pledged their commitment to prioritize equity in their work. As a result, a bold and executable Diversity, Equity, and Inclusion (DEI) Action Plan was created. The DEI Action Plan was designed to guide efforts of the state enterprise to dismantle racism and establish a shared understanding. It is intended to complement agencies' existing equity initiatives and provide guidance to agencies early in their journey and thread the collective equity initiatives across the state.

Significant gains have been made, and there is more work to be done. The State of Oregon remains committed to every person's right to work and advance on the basis of knowledge, skills, ability and professional experience. In order to continue implementation of the goals and policies set forth in Executive Order 05-01, 08-18, 16-09, and 17-11, I extend these orders as follows:

NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

1. The OCC, GO, each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to improve hiring and developmental opportunities.

2. To continue the State of Oregon's progress in promotion of Diversity, Equity, and Inclusion in the workplace, and the elimination of effects of past and present discrimination, intended or unintended, Agency Directors and Administrators shall:

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a. Provide ongoing leadership in implementing each agency's affirmative action plan;

b. Ensure incorporation of affirmative action, diversity, equity, and inclusion responsibilities in executive and/or management job descriptions;

c. Ensure agencies fulfill their affirmative action responsibilities by requiring directors, administrators, managers, and coordinators of DEI, affirmative action, and equal employment opportunity, attend all OCC and GO meetings to assist Affirmative Action Representatives. Agencies will annually submit the name of agency Affirmative Action Representative and immediately inform the OCC if the representative is changed;

d. Post each agency's affirmative action plan policy statement and diversity and inclusion statement in a clearly visible area on agency's internal and external websites. The policy statement shall include the name and contact information for the agency's Affirmative Action Representative;

e. Communicate to all employees about the Affirmative Action resources available with each agency and the important role of Affirmative Action Representatives in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion, and career development;

f. Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan/Statement Affirmative Action Statements are prescribed for agencies with ten or fewer FTE;

g. Work to improve implementation of the agency's affirmative action plan using professional development, performance assessments, and/or performance evaluations; and

h. Ensure agency-adopted systems address accessibility and ease of interaction through monitoring and continuous improvement to support a diverse, equitable, and inclusive workforce.

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3. Under ORS 659A.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to the OCC and GO.

4. OCC will continue to coordinate with GO regarding the progression and presentation of statewide professional development designed to improve employees' skills and competency in managing affirmative action equity, and diversity issues.

5. OCC will annually monitor agencies' training and implementation of Diversity, Equity, Inclusion, Affirmative Action, and Equal Employment Opportunity and the internal and external impact of these professional development strategies. OCC, GO, Agency Directors and Administrators are expected to implement ongoing and current professional development by operationalizing equity and inclusion, which will promote a diverse workplace.

6. DAS, in conjunction with GO and the Oregon Department of Justice, has developed a web-based exit interview survey tool. Agency Directors and Administrators shall allow employees to use state equipment to access the Exit Interview Survey and shall encourage all employees to complete the survey prior to their transfer or departure.

7. OCC will use all data collected from DAS, Bureau of Labor and Industries (BOLI), Oregon Employment Department (OED), and other state agencies to produce and distribute a biennial report to the Governor, the Legislature, and key stakeholders.

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8. This Executive Order will expire on December 31, 2028.

Done at Salem Oregon, this 16th day of June, 2022.

Kate Brown

Kate Brown
GOVERNOR

ATTEST:

Shemia Fagan
SECRETARY OF STATE

Appendix B: Federal Policies

Age Discrimination in Employment Act of 1967 (ADEA)

Age discrimination involves treating an applicant or employee less favorably because of his or her age. The Age Discrimination in Employment Act (ADEA) forbids age discrimination against people who are age 40 or older. It does not protect workers under the age of 40, although some states have laws that protect younger workers from age discrimination. It is not illegal for an employer or other covered entity to favor an older worker over a younger one, even if both workers are age 40 or older. Discrimination can occur when the victim and the person who inflicted the discrimination are both over 40.

Age Discrimination & Work Situations

The law prohibits discrimination in any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, benefits, and any other term or condition of employment.

Age Discrimination & Harassment

It is unlawful to harass a person because of his or her age.

Harassment can include, for example, offensive or derogatory remarks about a person's age. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Disability Discrimination Title I of the Americans with Disability Act of 1990

Title I of the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under section 501 of the Rehabilitation Act, as amended, and it's implementing rules.

An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such an impairment; or
- Is regarded as having such an impairment.
- A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:
- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Job restructuring, modifying work schedules, reassignment to a vacant position;
- Acquiring or modifying equipment or devices, adjusting, or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an “undue hardship” on the operation of the employer’s business. Reasonable accommodations are adjustments or modifications provided by an employer to enable people with disabilities to enjoy equal employment opportunities. Accommodations vary depending upon the needs of the individual applicant or employee. Not all people with disabilities (or even all people with the same disability) will require the same accommodation. For example:

- A deaf applicant may need a sign language interpreter during the job interview.
- An employee with diabetes may need regularly scheduled breaks during the workday to eat properly and monitor blood sugar and insulin levels.
- A blind employee may need someone to read information posted on a bulletin board.
- An employee with cancer may need leave to have radiation or chemotherapy treatments.

An employer does not have to provide a reasonable accommodation if it imposes an “undue hardship.” Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer’s size, financial resources, and the nature and structure of its operation.

An employer is not required to lower quality or production standards to make an accommodation; nor is an employer obligated to provide personal use items such as glasses or hearing aids.

An employer generally does not have to provide a reasonable accommodation unless an individual with a disability has asked for one. If an employer believes that a medical condition is causing a performance or conduct problem, it may ask the employee how to solve the problem and if the employee needs a reasonable accommodation. Once a reasonable accommodation is requested, the employer and the individual should discuss the individual's needs and identify the appropriate reasonable accommodation. Where more than one accommodation would work, the employer may choose the one that is less costly or that is easier to provide.

Title I of the ADA also covers:

- Employers may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in similar jobs. Medical examinations of employees must be job related and consistent with the employer's business needs.
- Medical records are confidential. The basic rule is that with limited exceptions, employers must keep confidential any medical information they learn about an applicant or employee. Information can be confidential even if it contains no medical diagnosis or treatment course and even if it is not generated by a health care professional. For example, an employee's request for a reasonable accommodation would be considered medical information subject to the ADA's confidentiality requirements.
- Employees and applicants currently engaging in the illegal use of drugs are not covered by the ADA when an employer acts on the basis of such use. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. Employers may hold illegal drug users and alcoholics to the same performance standards as other employees.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

Federal Tax Incentives to Encourage the Employment of People with Disabilities and to Promote the Accessibility of Public Accommodations

The Internal Revenue Code includes several provisions aimed at making businesses more accessible to people with disabilities. The following provides general – non-legal – information about three of the most significant tax incentives. (Employers should check with their accountants or tax advisors to determine eligibility for these incentives or visit the Internal Revenue Service's website, www.irs.gov, for more information. Similar state and local tax incentives may be available.)

Small Business Tax Credit (Internal Revenue Code Section 44: Disabled Access Credit)
Small businesses with either $1,000,000 or less in revenue or 30 or fewer full-time employees may take a tax credit of up to $5,000 annually for the cost of providing reasonable accommodations such as sign language interpreters, readers, materials in alternative format (such as Braille or large print), the purchase of adaptive equipment, the modification of existing equipment, or the removal of architectural barriers.

Work Opportunity Tax Credit (Internal Revenue Code Section 51)
Employers who hire certain targeted low-income groups, including individuals referred from vocational rehabilitation agencies and individuals receiving Supplemental Security Income (SSI) may be eligible for an annual tax credit of up to $2,400 for each qualifying employee who works at least 400 hours during the tax year. Additionally, a maximum credit of $1,200 may be available for each qualifying summer youth employee.

Architectural/Transportation Tax Deduction (Internal Revenue Code Section 190 Barrier Removal):
This annual deduction of up to $15,000 is available to businesses of any size for the costs of removing barriers for people with disabilities, including the following: providing accessible parking spaces, ramps, and curb cuts; providing wheelchair-accessible telephones, water fountains, and restrooms; making walkways at least 48 inches wide; and making entrances accessible.

Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964

The right of employees to be free from discrimination in their compensation is protected under several federal laws, including the following enforced by the U.S. Equal Employment Opportunity Commission: the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, and Title I of the Americans with Disabilities Act of 1990

The law against compensation discrimination includes all payments made to or on behalf employees as remuneration for employment. All forms of compensation are covered, including salary, overtime pay, bonuses, stock options, profit sharing and bonus plans, life insurance, vacation and holiday pay, cleaning or gasoline allowances, hotel accommodations, reimbursement for travel expenses, and benefits.

Equal Pay Act

The Equal Pay Act requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. It is job content, not job titles, that determines whether jobs are substantially equal. Specifically, the EPA provides that employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort, and responsibility, and that are performed under similar working conditions within the same establishment. Each of these factors is summarized below.

Skill

Measured by factors such as the experience, ability, education, and training required to perform the job. The issue is what skills are required for the job, not what skills the individual employees may have. For example, two bookkeeping jobs could be considered equal under the EPA even if one of the job holders has a master's degree in physics, since that degree would not be required for the job.

Effort

The amount of physical or mental exertion needed to perform the job. For example, suppose that men and women work side by side on a line assembling machine parts. The person at the end of the line must also lift the assembled product as he or she completes the work and place it on a board. That job requires more effort than the other assembly line jobs if the extra effort of lifting the assembled product off the line is substantial and is a regular part of the job. As a result, it would not be a violation to pay that person more, regardless of whether the job is held by a man or a woman.

Responsibility

The degree of accountability required in performing the job. For example, a salesperson who is delegated the duty of determining whether to accept customers' personal checks has more responsibility than other salespeople. On the other hand, a minor difference in responsibility, such as turning out the lights at the end of the day, would not justify a pay differential.

Working Conditions

This encompasses two factors: (1) physical surroundings like temperature, fumes, and ventilation; and (2) hazards.

Establishment

The prohibition against compensation discrimination under the EPA applies only to jobs within an establishment. An establishment is a distinct physical place of business rather than an entire business or enterprise consisting of several places of business. In some circumstances, physically separate places of business may be treated as one establishment. For example, if a central administrative unit hires employees, sets their compensation, and assigns them to separate work locations, the separate work sites can be considered part of one establishment.

Pay differentials are permitted when they are based on seniority, merit, quantity or quality of production, or a factor other than sex. These are known as "affirmative defenses" and it is the employer's burden to prove that they apply.

In correcting a pay differential, no employee's pay may be reduced. Instead, the pay of the lower paid employee(s) must be increased.

Title VII, ADEA, and ADA

Title VII, the ADEA, and the ADA prohibit compensation discrimination on the basis of race, color, religion, sex, national origin, age, or disability. Unlike the EPA, there is no requirement that the claimant's job be substantially equal to that of a higher paid person outside the claimant's protected class, nor do these statutes require the claimant to work in the same establishment as a comparator.

Compensation discrimination under Title VII, the ADEA, or the ADA can occur in a variety of forms. For example:

- An employer pays an employee with a disability less than similarly situated employees without disabilities and the employer's explanation (if any) does not satisfactorily account for the differential.
- An employer sets the compensation for jobs predominately held by, for example, women or African Americans below that suggested by the employer's job evaluation study, while the pay for jobs predominately held by men or whites is consistent with the level suggested by the job evaluation study.
- An employer maintains a neutral compensation policy or practice that has an adverse impact on employees in a protected class and cannot be justified as job-related and consistent with business necessity. For example, if an employer provides extra compensation to employees who are the "head of household," i.e., married with dependents and the primary financial contributor to the household, the practice may have an unlawful disparate impact on women.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on compensation or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII, ADEA, ADA or the Equal Pay Act.

Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)

Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), which prohibits genetic information discrimination in employment, took effect on November 21, 2009.

Under Title II of GINA, it is illegal to discriminate against employees or applicants because of genetic information. Title II of GINA prohibits the use of genetic information in making employment decisions, restricts employers and other entities covered by Title II (employment agencies, labor organizations and joint labor-management training and apprenticeship programs - referred to as "covered entities") from requesting, requiring, or purchasing genetic information, and strictly limits the disclosure of genetic information.

The EEOC enforces Title II of GINA (dealing with genetic discrimination in employment). The Departments of Labor, Health and Human Services and the Treasury have responsibility for issuing regulations for Title I of GINA, which addresses the use of genetic information in health insurance.

Definition of "Genetic Information"

Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members (i.e. family medical history). Family medical history is included in the definition of genetic information because it is often used to determine whether someone has an increased risk of getting a disease, disorder, or condition in the future. Genetic information also includes an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual, and the genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

Discrimination Because of Genetic Information

The law forbids discrimination on the basis of genetic information when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoffs, training, fringe benefits, or any other term or condition of employment. *An employer may never use genetic information to make an employment decision because genetic information is not relevant to an individual's current ability to work.*

Harassment Because of Genetic Information

Under GINA, it is also illegal to harass a person because of his or her genetic information. Harassment can include, for example, making offensive or derogatory remarks about an applicant or employee's genetic information, or about the genetic information of a relative of the applicant or employee. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so severe or pervasive that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted). The harasser can be the victim's supervisor, a supervisor in another area of the workplace, a co-worker, or someone who is not an employee, such as a client or customer.

Retaliation

Under GINA, it is illegal to fire, demote, harass, or otherwise “retaliate” against an applicant or employee for filing a charge of discrimination, participating in a discrimination proceeding (such as a discrimination investigation or lawsuit), or otherwise opposing discrimination.

Rules Against Acquiring Genetic Information

It will usually be unlawful for a covered entity to get genetic information. There are six narrow exceptions to this prohibition:

- Inadvertent acquisitions of genetic information do not violate GINA, such as in situations where a manager or supervisor overhears someone talking about a family member’s illness.
- Genetic information (such as family medical history) may be obtained as part of health or genetic services, including wellness programs, offered by the employer on a voluntary basis, if certain specific requirements are met.
- Family medical history may be acquired as part of the certification process for FMLA leave (or leave under similar state or local laws or pursuant to an employer policy), where an employee is asking for leave to care for a family member with a serious health condition.
- Genetic information may be acquired through commercially and publicly available documents like newspapers, as long as the employer is not searching those sources with the intent of finding genetic information or accessing sources from which they are likely to acquire genetic information (such as websites and on-line discussion groups that focus on issues such as genetic testing of individuals and genetic discrimination).
- Genetic information may be acquired through a genetic monitoring program that monitors the biological effects of toxic substances in the workplace where the monitoring is required by law or, under carefully defined conditions, where the program is voluntary.
- Acquisition of genetic information of employees by employers who engage in DNA testing for law enforcement purposes as a forensic lab or for purposes of human remains identification is permitted, but the genetic information may only be used for analysis of DNA markers for quality control to detect sample contamination.

Confidentiality of Genetic Information

It is also unlawful for a covered entity to disclose genetic information about applicants, employees, or members. Covered entities must keep genetic information confidential and in a separate medical file. (Genetic information may be kept in the same file as other medical information in compliance with the Americans with Disabilities Act.) There are limited exceptions to this non-disclosure rule, such as exceptions that provide for the disclosure of relevant genetic information to government officials investigating compliance with Title II of GINA and for disclosures made pursuant to a court order.

National Origin Discrimination Title VII of the Civil Rights Act of 1964

National origin discrimination involves treating people (applicants or employees) unfavorably because they are from a particular country or part of the world, because of ethnicity or accent, or because they appear to be of a certain ethnic background (even if they are not).

National origin discrimination also can involve treating people unfavorably because they are married to (or associated with) a person of a certain national origin or because of their connection with an ethnic organization or group. Discrimination can occur when the victim and the person who inflicted the discrimination are the same national origin.

National Origin Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

National Origin & Harassment

It is unlawful to harass a person because of his or her national origin. Harassment can include, for example, offensive or derogatory remarks about a person's national origin, accent, or ethnicity. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

National Origin & Employment Policies/Practices

The law makes it illegal for an employer or other covered entity to use an employment policy or practice that applies to everyone, regardless of national origin, if it has a negative impact on people of a certain national origin and is not job-related or necessary to the operation of the business.

An employer can only require an employee to speak fluent English if fluency in English is necessary to perform the job effectively. An "English-only rule", which requires employees to speak only English on the job, is only allowed if it is needed to ensure the safe or efficient operation of the employer's business and is put in place for nondiscriminatory reasons.

An employer may not base an employment decision on an employee's foreign accent unless the accent seriously interferes with the employee's job performance.

Citizenship Discrimination & Workplace Laws

The Immigration Reform and Control Act of 1986 (IRCA) makes it illegal for an employer to discriminate with respect to hiring, firing, or recruitment or referral for a fee, based upon an individual's citizenship or immigration status. The law prohibits employers from hiring only U.S. citizens or lawful permanent residents unless required to do so by law, regulation, or government contract. Employers may not refuse to accept lawful documentation that establishes the employment eligibility of an employee, or demand additional documentation beyond what is legally required, when verifying employment eligibility (i.e., completing the Department of Homeland Security (DHS) Form

I-9), based on the employee's national origin or citizenship status. It is the employee's choice which of the acceptable Form I-9 documents to show to verify employment eligibility.

IRCA also prohibits retaliation against individuals for asserting their rights under the Act, or for filing a charge or assisting in an investigation or proceeding under IRCA.

IRCA's nondiscrimination requirements are enforced by the Department of Justice's Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division. OSC may be reached at:

1-800-255-7688 (voice for employees/applicants),
1-800-237-2515 (TTY for employees/applicants),
1-800-255-8155 (voice for employers), or
1-800-362-2735 (TTY for employers), or
http://www.usdoj.gov/crt/osc.

Pregnancy Discrimination Title VII of the Civil Rights Act of 1964

Pregnancy discrimination involves treating a woman (an applicant or employee) unfavorably because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

Pregnancy Discrimination & Work Situations

The Pregnancy Discrimination Act (PDA) forbids discrimination based on pregnancy when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, such as leave and health insurance, and any other term or condition of employment.

Pregnancy Discrimination & Temporary Disability

If a woman is temporarily unable to perform her job due to a medical condition related to pregnancy or childbirth, the employer or other covered entity must treat her in the same way as it treats any other temporarily disabled employee. For example, the employer may have to provide light duty, alternative assignments, disability leave, or unpaid leave to pregnant employees if it does so for other temporarily disabled employees.

Additionally, impairments resulting from pregnancy (for example, gestational diabetes or preeclampsia, a condition characterized by pregnancy-induced hypertension and protein in the urine) may be disabilities under the Americans with Disabilities Act (ADA). An employer may have to provide a reasonable accommodation (such as leave or modifications that enable an employee to perform her job) for a disability related to pregnancy, absent undue hardship (significant difficulty or expense). The ADA Amendments Act of 2008 makes it much easier to show that a medical condition is a covered disability.

For more information about the ADA, see http://www.eeoc.gov/laws/types/disability.cfm.

For information about the ADA Amendments Act, see http://www.eeoc.gov/laws/types/disability_regulations.cfm

Pregnancy Discrimination & Harassment

It is unlawful to harass a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth. Harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted). The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Pregnancy, Maternity & Parental Leave

Under the PDA, an employer that allows temporarily disabled employees to take disability leave or leave without pay, must allow an employee who is temporarily disabled due to pregnancy to do the same.

An employer may not single out pregnancy-related conditions for special procedures to determine an employee's ability to work. However, if an employer requires its employees to submit a doctor's statement concerning their ability to work before granting leave or paying sick benefits, the employer may require employees affected by pregnancy-related conditions to submit such statements.

Further, under the Family and Medical Leave Act (FMLA) of 1993, a new parent (including foster and adoptive parents) may be eligible for 12 weeks of leave (unpaid or paid if the employee has earned or accrued it) that may be used for care of the new child. To be eligible, the employee must have worked for the employer for 12 months prior to taking the leave and the employer must have a specified number of employees. See http://www.dol.gov/whd/regs/compliance/whdfs28.html

Pregnancy & Workplace Laws

Pregnant employees may have additional rights under the Family and Medical Leave Act (FMLA), which is enforced by the U.S. Department of Labor. Nursing mothers may also have the right to express milk in the workplace under a provision of the Fair Labor Standards Act enforced by the U.S. Department of Labor's Wage and Hour Division.

See http://www.dol.gov/whd/regs/compliance/whdfs73.htm.

For more information about the Family Medical Leave Act or break time for nursing mothers, go to http://www.dol.gov/whd, or call 202-693-0051 or 1-866-487-9243 (voice), 202-693-7755 (TTY).

Race/Color Discrimination Title VII of the Civil Rights Act of 1964

Race discrimination involves treating someone (an applicant or employee) unfavorably because he/she is of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features). Color discrimination involves treating someone unfavorably because of skin color complexion.

Race/color discrimination also can involve treating someone unfavorably because the person is married to (or associated with) a person of a certain race or color or because of a person's connection with a race-based organization or group, or an organization or group that is generally associated with people of a certain color.

Discrimination can occur when the victim and the person who inflicted the discrimination are the same race or color.

Race/Color Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Race/Color Discrimination & Harassment

It is unlawful to harass a person because of that person's race or color.

Harassment can include, for example, racial slurs, offensive or derogatory remarks about a person's race or color, or the display of racially offensive symbols. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Race/Color Discrimination & Employment Policies/Practices

An employment policy or practice that applies to everyone, regardless of race or color, can be illegal if it has a negative impact on the employment of people of a particular race or color and is not job-related and necessary to the operation of the business. For example, a "no-beard" employment policy that applies to all workers without regard to race may still be unlawful if it is not job-related and has a negative impact on the employment of African American men (who have a predisposition to a skin condition that causes severe shaving bumps).

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of race and color as well as national origin, sex, or religion.

It is unlawful to discriminate against any employee or applicant for employment because of race or color in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups.

Title VII prohibits both intentional discrimination and neutral job policies that disproportionately exclude minorities and that are not job related.

Equal employment opportunity cannot be denied because of marriage to or association with an individual of a different race; membership in or association with ethnic based organizations or groups; attendance or participation in schools or places of worship generally associated with certain minority groups; or other cultural practices or characteristics often linked to race or ethnicity, such as cultural dress or manner of speech, as long as the cultural practice or characteristic does not materially interfere with the ability to perform job duties.

Race-Related Characteristics and Conditions

Discrimination on the basis of an immutable characteristic associated with race, such as skin color, hair texture, or certain facial features violates Title VII, even though not all members of the race share the same characteristic.

Title VII also prohibits discrimination on the basis of a condition which predominantly affects one race unless the practice is job related and consistent with business necessity. For example, since sickle cell anemia predominantly occurs in African Americans, a policy which excludes individuals with sickle cell anemia is discriminatory unless the policy is job related and consistent with business necessity. Similarly, a "no-beard" employment policy may discriminate against African American men who have a predisposition to pseudofolliculitis barbae (severe shaving bumps) unless the policy is job-related and consistent with business necessity.

Color Discrimination

Even though race and color clearly overlap, they are not synonymous. Thus, color discrimination can occur between persons of different races or ethnicities, or between persons of the same race or ethnicity. Although Title VII does not define “color,” the courts and the Commission read “color” to have its commonly understood meaning – pigmentation, complexion, or skin shade or tone. Thus, color discrimination occurs when a person is discriminated against based on the lightness, darkness, or other color characteristic of the person. Title VII prohibits race/color discrimination against all persons, including Caucasians.

Although a plaintiff may prove a claim of discrimination through direct or circumstantial evidence, some courts take the position that if a white person relies on circumstantial evidence to establish a reverse discrimination claim, he or she must meet a heightened standard of proof. The Commission, in contrast, applies the same standard of proof to all race discrimination claims, regardless of the victim’s race or the type of evidence used. In either case, the ultimate burden of persuasion remains always on the plaintiff.

Employers should adopt "best practices" to reduce the likelihood of discrimination and to address impediments to equal employment opportunity.

Title VII's Protections

Recruiting, Hiring, and Advancement

Job requirements must be uniformly and consistently applied to persons of all races and colors. Even if a job requirement is applied consistently, if it is not important for job performance or business needs, the requirement may be found unlawful if it excludes persons of a certain racial group or color significantly more than others. Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.

Employers may legitimately need information about their employees or applicants race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use separate forms or otherwise keep the information about an applicant's race separate from the application. In that way, the employer can capture the information it needs but ensure that it is not used in the selection decision.

Unless the information is for such a legitimate purpose, pre-employment questions about race can suggest that race will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular racial groups are excluded from employment, the inquiries can constitute evidence of discrimination.

Compensation and Other Employment Terms, Conditions, and Privileges

Title VII prohibits discrimination in compensation and other terms, conditions, and privileges of employment. Thus, race or color discrimination may not be the basis for differences in pay or benefits, work assignments, performance evaluations, training, discipline or discharge, or any other area of employment.

Harassment

Harassment on the basis of race and/or color violates Title VII. Ethnic slurs, racial "jokes," offensive or derogatory comments, or other verbal or physical conduct based on an individual's race/color constitutes unlawful harassment if the conduct creates an intimidating, hostile, or offensive working environment, or interferes with the individual's work performance.

Retaliation

Employees have a right to be free from retaliation for their opposition to discrimination or their participation in an EEOC proceeding by filing a charge, testifying, assisting, or otherwise participating in an agency proceeding.

Segregation and Classification of Employees

Title VII is violated where minority employees are segregated by physically isolating them from other employees or from customer contact. Title VII also prohibits assigning primarily minorities to predominantly minority establishments or geographic areas. It is also illegal to exclude minorities from certain positions or to group or categorize employees or jobs so that certain jobs are generally held by minorities. Title VII also does not permit racially motivated decisions driven by business concerns – for example, concerns about the effect on employee relations, or the negative reaction of clients or customers. Nor may race or color ever be a bona fide occupational qualification under Title VII.

Coding applications/resumes to designate an applicant's race, by either an employer or employment agency, constitutes evidence of discrimination where minorities are excluded from employment or from certain positions. Such discriminatory coding includes the use of facially benign code terms that implicate race, for example, by area codes where many racial minorities may or are presumed to live.

Pre-Employment Inquiries and Requirements

Requesting pre-employment information which discloses or tends to disclose an applicant's race suggests that race will be unlawfully used as a basis for hiring. Solicitation of such pre-employment information is presumed to be used as a basis for making selection decisions.

Therefore, if members of minority groups are excluded from employment, the request for such pre-employment information would likely constitute evidence of discrimination.

However, employers may legitimately need information about their employees' or applicants' race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use "tear-off sheets" for the identification of an applicant's race. After the applicant completes the application and the tear-off portion, the employer separates the tear-off sheet from the application and does not use it in the selection process.

Other pre-employment information requests which disclose or tend to disclose an applicant's race are personal background checks, such as criminal history checks. Title VII does not categorically prohibit employers' use of criminal records as a basis for making employment decisions. Using criminal records as an employment screen may be lawful, legitimate, and even mandated in certain circumstances. However, employers that use criminal records to screen for employment must comply with Title VII's nondiscrimination requirements.

Religious Discrimination Title VII of the Civil Rights Act of 1964

Religious discrimination involves treating a person (an applicant or employee) unfavorably because of his or her religious beliefs. The law protects not only people who belong to traditional, organized religions, such as Buddhism, Christianity, Hinduism, Islam, and Judaism, but also others who have sincerely held religious, ethical, or moral beliefs.

Religious discrimination can also involve treating someone differently because that person is married to (or associated with) an individual of a particular religion or because of his or her connection with a religious organization or group.

Religious Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Religious Discrimination & Harassment

It is illegal to harass a person because of his or her religion.

Harassment can include, for example, offensive remarks about a person's religious beliefs or practices. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Religious Discrimination and Segregation

Title VII also prohibits workplace or job segregation based on religion (including religious garb and grooming practices), such as assigning an employee to a non-customer contact position because of actual or feared customer preference.

Religious Discrimination & Reasonable Accommodation

The law requires an employer or other covered entity to reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause more than a minimal burden on the operations of the employer's business. This means an employer may be required to make reasonable adjustments to the work environment that will allow an employee to practice his or her religion.

Examples of some common religious accommodations include flexible scheduling, voluntary shift substitutions or swaps, job reassignments, and modifications to workplace policies or practices.

Religious Accommodation/Dress & Grooming Policies

Unless it would be an undue hardship on the employer's operation of its business, an employer must reasonably accommodate an employee's religious beliefs or practices. This applies not only to schedule changes or leave for religious observances, but also to such things as dress or grooming practices that an employee has for religious reasons. These might include, for example, wearing particular head coverings or other religious dress (such as a Jewish yarmulke or a Muslim headscarf), or wearing certain hairstyles or facial hair (such as Rastafarian dreadlocks or Sikh uncut hair and beard). It also includes an employee's observance of a religious prohibition against wearing certain garments (such as pants or miniskirts).

When an employee or applicant needs a dress or grooming accommodation for religious reasons, he should notify the employer that he needs such an accommodation for religious reasons. If the employer reasonably needs more information, the employer and the employee should engage in an interactive process to discuss the request. If it would not pose an undue hardship, the employer must grant the accommodation.

Religious Discrimination & Reasonable Accommodation & Undue Hardship

An employer does not have to accommodate an employee's religious beliefs or practices if doing so would cause undue hardship to the employer. An accommodation may cause undue hardship if it is costly, compromises workplace safety, decreases workplace efficiency, infringes on the rights of other employees, or requires other employees to do more than their share of potentially hazardous or burdensome work.

Religious Discrimination and Employment Policies/Practices

An employee cannot be forced to participate (or not participate) in a religious activity as a condition of employment.

Retaliation Title VII of the Civil Agency Affirmative Action Policy

All of the laws we enforce make it illegal to fire, demote, harass, or otherwise "retaliate" against people (applicants or employees) because they filed a charge of discrimination, because they complained to their employer or other covered entity about discrimination on the job, or because they participated in an employment discrimination proceeding (such as an investigation or lawsuit).

For example, it is illegal for an employer to refuse to promote an employee because she filed a charge of discrimination with the EEOC, even if EEOC later determined no discrimination occurred.

Retaliation & Work Situations

The law forbids retaliation when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

An employer may not fire, demote, harass, or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all the laws enforced by EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes an **adverse action** against a **covered individual** because he or she engaged in a **protected activity**. These three terms are described below.

Adverse Action

An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discrimination proceeding. Examples of adverse actions include:

- Employment actions such as termination, refusal to hire, and denial of promotion,
- Other actions affecting employment such as threats, unjustified negative evaluations, unjustified negative references, or increased surveillance, and
- Any other action such as an assault or unfounded civil or criminal charges that are likely to deter reasonable people from pursuing their rights.

Adverse actions do not include petty slights and annoyances, such as stray negative comments in an otherwise positive or neutral evaluation, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance or history.

Even if the prior protected activity alleged wrongdoing by a different employer, retaliatory adverse actions are unlawful. For example, it is unlawful for a worker's current employer to retaliate against him for pursuing an EEO charge against a former employer.

Of course, employees are not excused from continuing to perform their jobs or follow their company's legitimate workplace rules just because they have filed a complaint with the EEOC or opposed discrimination. For more information about adverse actions, see EEOC's Compliance Manual Section 8, Chapter II, Part D.

Covered Individuals

Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to employment discrimination based on race, color, sex, religion, national origin, age, or disability. Individuals who have a close association with someone who has engaged in such protected activity also are covered individuals. For example, it is illegal to terminate an employee because his spouse participated in employment discrimination litigation.

Individuals who have brought attention to violations of law other than employment discrimination are NOT covered individuals for purposes of anti-discrimination retaliation laws. For example, "whistleblowers" who raise ethical, financial, or other concerns unrelated to employment discrimination are not protected by the EEOC enforced laws.

Protected Activity

Protected activity includes:

Opposition to a practice believed to be unlawful discrimination

Opposition is informing an employer that you believe that he/she is engaging in prohibited discrimination. Opposition is protected from retaliation as long as it is based on a reasonable, good-faith belief that the complained of practice violates anti-discrimination law; and the manner of the opposition is reasonable.

Examples of protected opposition include:

- Complaining to anyone about alleged discrimination against oneself or others;
- Threatening to file a charge of discrimination;
- Picketing in opposition to discrimination; or
- Refusing to obey an order reasonably believed to be discriminatory.

Examples of activities that are NOT protected opposition include:

- Actions that interfere with job performance so as to render the employee ineffective; or
- Unlawful activities such as acts or threats of violence.

Participation in an employment discrimination proceeding.

Participation means taking part in an employment discrimination proceeding. Participation is protected activity even if the proceeding involved claims that ultimately were found to be invalid.

Examples of participation include:

- Filing a charge of employment discrimination;
- Cooperating with an internal investigation of alleged discriminatory practices; or
- Serving as a witness in an EEO investigation or litigation.

A protected activity can also include requesting a reasonable accommodation based on religion or disability.

For more information about Protected Activities, see EEOC's Compliance Manual, Section 8, Chapter II, Part B - Opposition and Part C - Participation.

Sex-Based Discrimination Title VII of the Civil Rights Act of 1964

Sex discrimination involves treating someone (an applicant or employee) unfavorably because of that person’s sex.

Sex discrimination also can involve treating someone less favorably because of his or her connection with an organization or group that is generally associated with people of a certain sex.

Sex Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Sex Discrimination Harassment

It is unlawful to harass a person because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.

Both victim and the harasser can be either a woman or a man, and the victim and harasser can be the same sex.

Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Sex Discrimination & Employment Policies/Practices

An employment policy or practice that applies to everyone, regardless of sex, can be illegal if it has a negative impact on the employment of people of a certain sex and is not job-related or necessary to the operation of the business.

Sexual Harassment Title VII of the Civil Rights Act of 1964

It is unlawful to harass a person (an applicant or employee) because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.

Both victim and the harasser can be either a woman or a man, and the victim and harasser can be the same sex.

Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
- The harasser's conduct must be unwelcome.

It is helpful for the victim to inform the harasser directly that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by providing sexual harassment training to their employees and by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under Title VII.

OREGON STATE TREASURY

Commitment to Inclusion

We are committed to cultivating a workplace that is diverse, inclusive, and respectful. We value and support the collective differences in who we are and celebrate the fact that everyone comes to the table as their own unique individual.

We believe this commitment empowers our success and makes Oregon State Treasury an excellent place to work. As Treasury employees, our commitment to diversity, equity, and inclusion makes this a safe environment for us to ask questions, learn, and grow, and helps us to better serve Oregonians.

Demonstrate respect

Respect each other's pronouns, gender identity, race, ability, sexual orientation, education level, background, life experiences, etc., and celebrate our differences.

Practice inclusive language

Our conversations and word choices include everyone, (such as using gender-neutral language).

Encourage collaboration

Be receptive to hearing different perspectives and to exploring alternative solutions.

Be intentional

Have a heightened sensitivity with the language you use and how you are including others. Even good intentions can cause harm - apologize and move forward.

Embrace learning and growth

Be open to learning new perspectives and lean into topics that you may find challenging or uncomfortable.

Address conflict constructively

Address conflict directly and respectfully. If you need assistance, ask for help in navigating the conflict.

Inclusive Language

Utilizing language that is inclusive of everyone helps to create a safer and more productive work environment. Inclusive language assists us all in feeling welcomed, encouraging us to do our best work.

This short guide will provide you with tools and resources for inclusive communication to use in our everyday work conversations and projects.

If you'd like to learn more, please check out the entire guide on our SharePoint page here: Inclusive Language Guide, Second Edition

Useful everyday practices:

These tips can help you in your everyday communication at work.

Disability

Not everyone's disability is "visible" – we should not make assumptions that a person with a disability will look or act a certain way.

LGBTQIA2S+

If you say the wrong pronouns for someone, quickly correct yourself and move on. Avoid over apologizing (which can be awkward for the other person!) and commit to using the correct pronouns next time.

Race & Ethnicity

Avoid asking a person of color to speak for their entire community, such as "Rosa, what does the Latinx community think about that?"

Veterans

In writing, always capitalize "Veteran"

Say this, not that:

Language is ever evolving. Small changes in our language can enhance inclusion.

Disability

Say: unpredictable, wild, shocking

Not: crazy, bipolar, "I'm so OCD"

Why? Using mental health as descriptors for something negative perpetuates untrue and harmful stereotypes.

LGBTQIA2S+

Say: folks, team, everyone

Not: guys, ladies and gentlemen

Why? Using inclusive terms when addressing your colleagues ensures that you are including all genders.

Race & Ethnicity

Say: "I haven't seen you in a while."

Not: "Long time no see."

Why? "Long time no see" originated in the 19th century to mock the English of Chinese immigrants and Indigenous communities. It's a phrase with a harmful history and should be avoided.

Oregon State Treasury: Inclusive Language Best Practices 2025

Summary Cross Reference Listing and Packages - BSU003A

Treasury, Oregon State

Summary Cross Reference Listing and Packages — **Agency Number: 17000**

2027-29 Biennium — **BAM Analyst: Rowe, Adison**

Budget Coordinator: Smith, Mathew - (503)378-3562

Cross Reference Number	*Cross Reference Description*	*Package Number*	Priority	*Package Description*	*Package Group*
001-00-00-00000	Treasury Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
001-00-00-00000	Treasury Services	021	0	Phase-in	Essential Packages
001-00-00-00000	Treasury Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Treasury Services	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Treasury Services	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Treasury Services	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Treasury Services	040	0	Mandated Caseload	Essential Packages
001-00-00-00000	Treasury Services	050	0	Fundshifts	Essential Packages
001-00-00-00000	Treasury Services	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Treasury Services	070	0	Revenue Shortfalls	Policy Packages
001-00-00-00000	Treasury Services	081	0	June 2026 Emergency Board	Policy Packages
001-00-00-00000	Treasury Services	101	1	Trust Property Resource Essentials	Policy Packages
001-00-00-00000	Treasury Services	102	2	Upward Oregon Program Support	Policy Packages
001-00-00-00000	Treasury Services	103	3	Modernize IT for Zero Trust Framework	Policy Packages
001-00-00-00000	Treasury Services	104	4	Administrative Services Support	Policy Packages
001-00-00-00000	Treasury Services	105	5	Statewide Banking Program Support	Policy Packages
001-00-00-00000	Treasury Services	106	6	Investment Portfolio Support	Policy Packages
002-00-00-00000	Oregon 529 Savings Network	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
002-00-00-00000	Oregon 529 Savings Network	021	0	Phase-in	Essential Packages
002-00-00-00000	Oregon 529 Savings Network	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	Oregon 529 Savings Network	031	0	Standard Inflation	Essential Packages
002-00-00-00000	Oregon 529 Savings Network	032	0	Above Standard Inflation	Essential Packages

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002-00-00-00000	Oregon 529 Savings Network	050	0	Fundshifts	Essential Packages
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002-00-00-00000	Oregon 529 Savings Network	106	6	Investment Portfolio Support	Policy Packages
003-00-00-00000	Oregon Retirement Savings Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	021	0	Phase-in	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	040	0	Mandated Caseload	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	050	0	Fundshifts	Essential Packages
003-00-00-00000	Oregon Retirement Savings Program	060	0	Technical Adjustments	Essential Packages
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2027-29 Biennium — **BAM Analyst: Rowe, Adison**

Budget Coordinator: Smith, Mathew - (503)378-3562

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
003-00-00-00000	Oregon Retirement Savings Program	081	0	June 2026 Emergency Board	Policy Packages
003-00-00-00000	Oregon Retirement Savings Program	101	1	Trust Property Resource Essentials	Policy Packages
003-00-00-00000	Oregon Retirement Savings Program	102	2	Upward Oregon Program Support	Policy Packages
003-00-00-00000	Oregon Retirement Savings Program	103	3	Modernize IT for Zero Trust Framework	Policy Packages
003-00-00-00000	Oregon Retirement Savings Program	104	4	Administrative Services Support	Policy Packages
003-00-00-00000	Oregon Retirement Savings Program	105	5	Statewide Banking Program Support	Policy Packages
003-00-00-00000	Oregon Retirement Savings Program	106	6	Investment Portfolio Support	Policy Packages
010-00-00-00000	State and Local Government Financial Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
010-00-00-00000	State and Local Government Financial Services	021	0	Phase-in	Essential Packages
010-00-00-00000	State and Local Government Financial Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	State and Local Government Financial Services	031	0	Standard Inflation	Essential Packages
010-00-00-00000	State and Local Government Financial Services	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	State and Local Government Financial Services	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	State and Local Government Financial Services	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	State and Local Government Financial Services	050	0	Fundshifts	Essential Packages
010-00-00-00000	State and Local Government Financial Services	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	State and Local Government Financial Services	070	0	Revenue Shortfalls	Policy Packages
010-00-00-00000	State and Local Government Financial Services	081	0	June 2026 Emergency Board	Policy Packages
010-00-00-00000	State and Local Government Financial Services	101	1	Trust Property Resource Essentials	Policy Packages
010-00-00-00000	State and Local Government Financial Services	102	2	Upward Oregon Program Support	Policy Packages
010-00-00-00000	State and Local Government Financial Services	103	3	Modernize IT for Zero Trust Framework	Policy Packages
010-00-00-00000	State and Local Government Financial Services	104	4	Administrative Services Support	Policy Packages

Treasury, Oregon State

Summary Cross Reference Listing and Packages **Agency Number: 17000**

2027-29 Biennium **BAM Analyst: Rowe, Adison**

Budget Coordinator: Smith, Mathew - (503)378-3562

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
010-00-00-00000	State and Local Government Financial Services	105	5	Statewide Banking Program Support	Policy Packages
010-00-00-00000	State and Local Government Financial Services	106	6	Investment Portfolio Support	Policy Packages
020-00-00-00000	Public Savings Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
020-00-00-00000	Public Savings Services	021	0	Phase-in	Essential Packages
020-00-00-00000	Public Savings Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
020-00-00-00000	Public Savings Services	031	0	Standard Inflation	Essential Packages
020-00-00-00000	Public Savings Services	032	0	Above Standard Inflation	Essential Packages
020-00-00-00000	Public Savings Services	033	0	Exceptional Inflation	Essential Packages
020-00-00-00000	Public Savings Services	040	0	Mandated Caseload	Essential Packages
020-00-00-00000	Public Savings Services	050	0	Fundshifts	Essential Packages
020-00-00-00000	Public Savings Services	060	0	Technical Adjustments	Essential Packages
020-00-00-00000	Public Savings Services	070	0	Revenue Shortfalls	Policy Packages
020-00-00-00000	Public Savings Services	081	0	June 2026 Emergency Board	Policy Packages
020-00-00-00000	Public Savings Services	101	1	Trust Property Resource Essentials	Policy Packages
020-00-00-00000	Public Savings Services	102	2	Upward Oregon Program Support	Policy Packages
020-00-00-00000	Public Savings Services	103	3	Modernize IT for Zero Trust Framework	Policy Packages
020-00-00-00000	Public Savings Services	104	4	Administrative Services Support	Policy Packages
020-00-00-00000	Public Savings Services	105	5	Statewide Banking Program Support	Policy Packages
020-00-00-00000	Public Savings Services	106	6	Investment Portfolio Support	Policy Packages
030-00-00-00000	Investment Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
030-00-00-00000	Investment Services	021	0	Phase-in	Essential Packages
030-00-00-00000	Investment Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Treasury, Oregon State

Summary Cross Reference Listing and Packages | **Agency Number: 17000**

2027-29 Biennium | **BAM Analyst: Rowe, Adison**

Budget Coordinator: Smith, Mathew - (503)378-3562

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
030-00-00-00000	Investment Services	031	0	Standard Inflation	Essential Packages
030-00-00-00000	Investment Services	032	0	Above Standard Inflation	Essential Packages
030-00-00-00000	Investment Services	033	0	Exceptional Inflation	Essential Packages
030-00-00-00000	Investment Services	040	0	Mandated Caseload	Essential Packages
030-00-00-00000	Investment Services	050	0	Fundshifts	Essential Packages
030-00-00-00000	Investment Services	060	0	Technical Adjustments	Essential Packages
030-00-00-00000	Investment Services	070	0	Revenue Shortfalls	Policy Packages
030-00-00-00000	Investment Services	081	0	June 2026 Emergency Board	Policy Packages
030-00-00-00000	Investment Services	101	1	Trust Property Resource Essentials	Policy Packages
030-00-00-00000	Investment Services	102	2	Upward Oregon Program Support	Policy Packages
030-00-00-00000	Investment Services	103	3	Modernize IT for Zero Trust Framework	Policy Packages
030-00-00-00000	Investment Services	104	4	Administrative Services Support	Policy Packages
030-00-00-00000	Investment Services	105	5	Statewide Banking Program Support	Policy Packages
030-00-00-00000	Investment Services	106	6	Investment Portfolio Support	Policy Packages
040-00-00-00000	Trust Property Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
040-00-00-00000	Trust Property Services	021	0	Phase-in	Essential Packages
040-00-00-00000	Trust Property Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
040-00-00-00000	Trust Property Services	031	0	Standard Inflation	Essential Packages
040-00-00-00000	Trust Property Services	032	0	Above Standard Inflation	Essential Packages
040-00-00-00000	Trust Property Services	033	0	Exceptional Inflation	Essential Packages
040-00-00-00000	Trust Property Services	040	0	Mandated Caseload	Essential Packages
040-00-00-00000	Trust Property Services	050	0	Fundshifts	Essential Packages

Treasury, Oregon State

Summary Cross Reference Listing and Packages | **Agency Number: 17000**
2027-29 Biennium | **BAM Analyst: Rowe, Adison**
Budget Coordinator: Smith, Mathew - (503)378-3562

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
040-00-00-00000	Trust Property Services	060	0	Technical Adjustments	Essential Packages
040-00-00-00000	Trust Property Services	070	0	Revenue Shortfalls	Policy Packages
040-00-00-00000	Trust Property Services	081	0	June 2026 Emergency Board	Policy Packages
040-00-00-00000	Trust Property Services	101	1	Trust Property Resource Essentials	Policy Packages
040-00-00-00000	Trust Property Services	102	2	Upward Oregon Program Support	Policy Packages
040-00-00-00000	Trust Property Services	103	3	Modernize IT for Zero Trust Framework	Policy Packages
040-00-00-00000	Trust Property Services	104	4	Administrative Services Support	Policy Packages
040-00-00-00000	Trust Property Services	105	5	Statewide Banking Program Support	Policy Packages
040-00-00-00000	Trust Property Services	106	6	Investment Portfolio Support	Policy Packages
060-00-00-00000	Governor's Adjustment	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
060-00-00-00000	Governor's Adjustment	021	0	Phase-in	Essential Packages
060-00-00-00000	Governor's Adjustment	022	0	Phase-out Pgm & One-time Costs	Essential Packages
060-00-00-00000	Governor's Adjustment	031	0	Standard Inflation	Essential Packages
060-00-00-00000	Governor's Adjustment	032	0	Above Standard Inflation	Essential Packages
060-00-00-00000	Governor's Adjustment	033	0	Exceptional Inflation	Essential Packages
060-00-00-00000	Governor's Adjustment	040	0	Mandated Caseload	Essential Packages
060-00-00-00000	Governor's Adjustment	050	0	Fundshifts	Essential Packages
060-00-00-00000	Governor's Adjustment	060	0	Technical Adjustments	Essential Packages
060-00-00-00000	Governor's Adjustment	070	0	Revenue Shortfalls	Policy Packages
060-00-00-00000	Governor's Adjustment	081	0	June 2026 Emergency Board	Policy Packages
060-00-00-00000	Governor's Adjustment	101	1	Trust Property Resource Essentials	Policy Packages
060-00-00-00000	Governor's Adjustment	102	2	Upward Oregon Program Support	Policy Packages

Treasury, Oregon State

Summary Cross Reference Listing and Packages | **Agency Number: 17000**

2027-29 Biennium | **BAM Analyst: Rowe, Adison**

Budget Coordinator: Smith, Mathew - (503)378-3562

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
060-00-00-00000	Governor's Adjustment	103	3	Modernize IT for Zero Trust Framework	Policy Packages
060-00-00-00000	Governor's Adjustment	104	4	Administrative Services Support	Policy Packages
060-00-00-00000	Governor's Adjustment	105	5	Statewide Banking Program Support	Policy Packages
060-00-00-00000	Governor's Adjustment	106	6	Investment Portfolio Support	Policy Packages
070-00-00-00000	Administrative Services	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
070-00-00-00000	Administrative Services	021	0	Phase-in	Essential Packages
070-00-00-00000	Administrative Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
070-00-00-00000	Administrative Services	031	0	Standard Inflation	Essential Packages
070-00-00-00000	Administrative Services	032	0	Above Standard Inflation	Essential Packages
070-00-00-00000	Administrative Services	033	0	Exceptional Inflation	Essential Packages
070-00-00-00000	Administrative Services	040	0	Mandated Caseload	Essential Packages
070-00-00-00000	Administrative Services	050	0	Fundshifts	Essential Packages
070-00-00-00000	Administrative Services	060	0	Technical Adjustments	Essential Packages
070-00-00-00000	Administrative Services	070	0	Revenue Shortfalls	Policy Packages
070-00-00-00000	Administrative Services	081	0	June 2026 Emergency Board	Policy Packages
070-00-00-00000	Administrative Services	101	1	Trust Property Resource Essentials	Policy Packages
070-00-00-00000	Administrative Services	102	2	Upward Oregon Program Support	Policy Packages
070-00-00-00000	Administrative Services	103	3	Modernize IT for Zero Trust Framework	Policy Packages
070-00-00-00000	Administrative Services	104	4	Administrative Services Support	Policy Packages
070-00-00-00000	Administrative Services	105	5	Statewide Banking Program Support	Policy Packages
070-00-00-00000	Administrative Services	106	6	Investment Portfolio Support	Policy Packages

Policy Package List by Priority - BSU004A

Treasury, Oregon State

Policy Package List by Priority
2027-29 Biennium

Agency Number: 17000
BAM Analyst: Rowe, Adison
Budget Coordinator: Smith, Mathew - (503)378-3562

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	070	Revenue Shortfalls	001-00-00-00000	Treasury Services
			002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services
			030-00-00-00000	Investment Services
			040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services
	081	June 2026 Emergency Board	001-00-00-00000	Treasury Services
			002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services
			030-00-00-00000	Investment Services
			040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services
1	101	Trust Property Resource Essentials	001-00-00-00000	Treasury Services
			002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services

Treasury, Oregon State

Policy Package List by Priority **Agency Number: 17000**

2027-29 Biennium **BAM Analyst: Rowe, Adison**

Budget Coordinator: Smith, Mathew - (503)378-3562

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
1	101	Trust Property Resource Essentials	030-00-00-00000	Investment Services
			040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services
2	102	Upward Oregon Program Support	001-00-00-00000	Treasury Services
			002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services
			030-00-00-00000	Investment Services
			040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services
3	103	Modernize IT for Zero Trust Framework	001-00-00-00000	Treasury Services
			002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services
			030-00-00-00000	Investment Services
			040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services
4	104	Administrative Services Support	001-00-00-00000	Treasury Services

Treasury, Oregon State

Policy Package List by Priority | **Agency Number: 17000**
2027-29 Biennium | **BAM Analyst: Rowe, Adison**
Budget Coordinator: Smith, Mathew - (503)378-3562

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
4	104	Administrative Services Support	002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services
			030-00-00-00000	Investment Services
			040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services
5	105	Statewide Banking Program Support	001-00-00-00000	Treasury Services
			002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services
			030-00-00-00000	Investment Services
			040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services
6	106	Investment Portfolio Support	001-00-00-00000	Treasury Services
			002-00-00-00000	Oregon 529 Savings Network
			003-00-00-00000	Oregon Retirement Savings Program
			010-00-00-00000	State and Local Government Financial Services
			020-00-00-00000	Public Savings Services
			030-00-00-00000	Investment Services

Treasury, Oregon State

Policy Package List by Priority — **Agency Number: 17000**

2027-29 Biennium — **BAM Analyst: Rowe, Adison**

Budget Coordinator: Smith, Mathew - (503)378-3562

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
6	106	Investment Portfolio Support	040-00-00-00000	Trust Property Services
			060-00-00-00000	Governor's Adjustment
			070-00-00-00000	Administrative Services

Agency Worksheet - Revenues and Expenditures - BDV001A

Treasury, Oregon State | **Agency Number: 17000**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Treasury

Version: V - 01 - Agency Request Budget
Cross Reference Number: 17000-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	6,879,641	-	-	-	338,941	338,941
3400 Other Funds Ltd	63,784,642	64,875,531	-	64,875,531	76,300,562	76,300,562
All Funds	70,664,283	64,875,531	-	64,875,531	76,639,503	76,639,503
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	1,349,538	-	-	-	-	-
3400 Other Funds Ltd	(635,165)	3,601,049	-	3,601,049	-	-
All Funds	714,373	3,601,049	-	3,601,049	-	-
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	8,229,179	-	-	-	338,941	338,941
3400 Other Funds Ltd	63,149,477	68,476,580	-	68,476,580	76,300,562	76,300,562
TOTAL BEGINNING BALANCE	**$71,378,656**	**$68,476,580**	**-**	**$68,476,580**	**$76,639,503**	**$76,639,503**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3200 Other Funds Non-Ltd	-	4,236,767	-	4,236,767	4,236,770	4,236,770
3400 Other Funds Ltd	122,607,295	152,394,801	-	152,394,801	175,396,745	175,396,745
All Funds	122,607,295	156,631,568	-	156,631,568	179,633,515	179,633,515
0415 Admin and Service Charges						

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	451,721	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	-	4,236,767	-	4,236,767	4,236,770	4,236,770
3400 Other Funds Ltd	123,059,016	152,394,801	-	152,394,801	175,396,745	175,396,745
TOTAL CHARGES FOR SERVICES	**$123,059,016**	**$156,631,568**	**-**	**$156,631,568**	**$179,633,515**	**$179,633,515**
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	8,228,987	-	-	-	-	-
3400 Other Funds Ltd	16,637,472	-	-	-	-	-
All Funds	24,866,459	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	22,200	-	-	-	-	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	22,151,593	-	-	-	-	-
3400 Other Funds Ltd	578,859	-	-	-	-	-
All Funds	22,730,452	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

Treasury, Oregon State | **Agency Number: 17000**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Treasury

Version: V - 01 - Agency Request Budget
Cross Reference Number: 17000-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3200 Other Funds Non-Ltd	341,760,049	-	-	-	-	-
3400 Other Funds Ltd	42,405,205	30,431,578	-	30,431,578	61,220,239	61,220,239
All Funds	384,165,254	30,431,578	-	30,431,578	61,220,239	61,220,239
REVENUES						
3200 Other Funds Non-Ltd	372,140,629	4,236,767	-	4,236,767	4,236,770	4,236,770
3400 Other Funds Ltd	182,702,752	182,826,379	-	182,826,379	236,616,984	236,616,984
TOTAL REVENUES	**$554,843,381**	**$187,063,146**	**-**	**$187,063,146**	**$240,853,754**	**$240,853,754**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(28,381,333)	-	-	-	-	-
3400 Other Funds Ltd	(33,114,442)	(30,431,578)	-	(30,431,578)	(61,220,239)	(61,220,239)
All Funds	(61,495,775)	(30,431,578)	-	(30,431,578)	(61,220,239)	(61,220,239)
2525 Tsfr To HECC						
3400 Other Funds Ltd	(206,046)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3200 Other Funds Non-Ltd	(28,381,333)	-	-	-	-	-
3400 Other Funds Ltd	(33,320,488)	(30,431,578)	-	(30,431,578)	(61,220,239)	(61,220,239)
TOTAL TRANSFERS OUT	**($61,701,821)**	**($30,431,578)**	**-**	**($30,431,578)**	**($61,220,239)**	**($61,220,239)**
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	351,988,475	4,236,767	-	4,236,767	4,575,711	4,575,711

Treasury, Oregon State | **Agency Number: 17000**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Treasury

Version: V - 01 - Agency Request Budget
Cross Reference Number: 17000-000-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	212,531,741	220,871,381	-	220,871,381	251,697,307	251,697,307
TOTAL AVAILABLE REVENUES	**$564,520,216**	**$225,108,148**	**-**	**$225,108,148**	**$256,273,018**	**$256,273,018**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	54,484,318	69,025,430	3,205,822	72,231,252	81,472,977	81,472,977
3160 Temporary Appointments						
3400 Other Funds Ltd	38,983	57,758	-	57,758	57,758	60,589
3170 Overtime Payments						
3400 Other Funds Ltd	41,191	16,006	-	16,006	16,006	16,789
3180 Shift Differential						
3400 Other Funds Ltd	3,397	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	2,639,628	4,881,312	-	4,881,312	4,881,312	5,120,496
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	57,207,517	73,980,506	3,205,822	77,186,328	86,428,053	86,670,851
TOTAL SALARIES & WAGES	**$57,207,517**	**$73,980,506**	**$3,205,822**	**$77,186,328**	**$86,428,053**	**$86,670,851**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
3400 Other Funds Ltd	9,912	17,022	-	17,022	19,213	19,213
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	9,086,814	15,552,716	674,504	16,227,220	21,350,027	21,409,347
3221 Pension Obligation Bond						
3400 Other Funds Ltd	2,341,765	2,652,183	79,264	2,731,447	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	3,732,229	4,937,981	245,248	5,183,229	5,669,568	5,688,142
3240 Unemployment Assessments						
3400 Other Funds Ltd	37,294	19,504	-	19,504	19,504	20,460
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	162,828	249,142	12,824	261,966	284,685	285,645
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	6,713	9,922	-	9,922	9,248	9,248
3260 Mass Transit Tax						
3400 Other Funds Ltd	343,150	407,159	19,277	426,436	426,436	520,026
3270 Flexible Benefits						
3400 Other Funds Ltd	8,041,883	10,025,958	372,120	10,398,078	10,740,080	10,740,080
3280 Other OPE						
3400 Other Funds Ltd	24,838	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	23,787,426	33,871,587	1,403,237	35,274,824	38,518,761	38,692,161

Treasury, Oregon State | **Agency Number: 17000**

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Treasury

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL OTHER PAYROLL EXPENSES	**$23,787,426**	**$33,871,587**	**$1,403,237**	**$35,274,824**	**$38,518,761**	**$38,692,161**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(3,384,352)	-	(3,384,352)	(3,384,352)	(4,333,543)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	116,244	-	116,244	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(3,268,108)	-	(3,268,108)	(3,384,352)	(4,333,543)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($3,268,108)**	**-**	**($3,268,108)**	**($3,384,352)**	**($4,333,543)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	80,994,943	104,583,985	4,609,059	109,193,044	121,562,462	121,029,469
TOTAL PERSONAL SERVICES	**$80,994,943**	**$104,583,985**	**$4,609,059**	**$109,193,044**	**$121,562,462**	**$121,029,469**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	108,400	160,206	-	160,206	148,916	156,214
4125 Out of State Travel						
3400 Other Funds Ltd	572,459	475,216	-	475,216	467,795	490,718
4150 Employee Training						
3400 Other Funds Ltd	1,321,488	1,276,521	-	1,276,521	1,276,521	1,339,070
4175 Office Expenses						

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	197,799	500,116	-	500,116	269,322	282,518
4200 Telecommunications						
3400 Other Funds Ltd	686,597	1,493,437	-	1,493,437	1,492,625	1,471,355
4225 State Gov. Service Charges						
3400 Other Funds Ltd	3,106,989	3,934,225	-	3,934,225	3,934,225	5,309,001
4250 Data Processing						
3400 Other Funds Ltd	2,286,421	2,433,459	-	2,433,459	2,564,263	2,689,913
4275 Publicity and Publications						
3400 Other Funds Ltd	215,345	262,000	-	262,000	221,223	232,062
4300 Professional Services						
3200 Other Funds Non-Ltd	3,210,999	966,872	-	966,872	2,067,842	2,067,842
3400 Other Funds Ltd	8,920,352	18,057,910	-	18,057,910	18,057,910	19,737,293
All Funds	12,131,351	19,024,782	-	19,024,782	20,125,752	21,805,135
4315 IT Professional Services						
3400 Other Funds Ltd	926,754	2,207,280	-	2,207,280	2,207,280	2,401,082
4325 Attorney General						
3200 Other Funds Non-Ltd	(17,351)	-	-	-	250,000	250,000
3400 Other Funds Ltd	393,024	2,202,584	-	2,202,584	2,202,584	2,407,425
All Funds	375,673	2,202,584	-	2,202,584	2,452,584	2,657,425
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	561,609	777,323	(235,848)	541,475	546,666	573,452

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Oregon Treasury

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4400 Dues and Subscriptions						
3400 Other Funds Ltd	541,252	625,787	-	625,787	645,089	676,698
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	8,706,021	10,779,980	-	10,779,980	10,779,980	11,308,199
4450 Fuels and Utilities						
3400 Other Funds Ltd	175	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	78,808	56,835	-	56,835	37,445	39,280
4575 Agency Program Related S and S						
3200 Other Funds Non-Ltd	1,575,438	3,100,427	-	3,100,427	1,749,457	1,749,457
3400 Other Funds Ltd	3,779,692	6,433,982	-	6,433,982	6,428,498	6,743,496
All Funds	5,355,130	9,534,409	-	9,534,409	8,177,955	8,492,953
4650 Other Services and Supplies						
3200 Other Funds Non-Ltd	(1)	-	-	-	-	-
3400 Other Funds Ltd	1,076,826	706,091	(4,359)	701,732	827,446	867,991
All Funds	1,076,825	706,091	(4,359)	701,732	827,446	867,991
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	103,301	236,402	-	236,402	236,402	123,699
4715 IT Expendable Property						
3400 Other Funds Ltd	2,260,679	1,090,617	-	1,090,617	1,125,574	1,062,492
TOTAL SERVICES & SUPPLIES						

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3200 Other Funds Non-Ltd	4,769,085	4,067,299	-	4,067,299	4,067,299	4,067,299
3400 Other Funds Ltd	35,843,991	53,709,971	(240,207)	53,469,764	53,469,764	57,911,958
TOTAL SERVICES & SUPPLIES	**$40,613,076**	**$57,777,270**	**($240,207)**	**$57,537,063**	**$57,537,063**	**$61,979,257**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	5,294	156,191	-	156,191	156,191	163,844
5550 Data Processing Software						
3400 Other Funds Ltd	994,451	155,192	-	155,192	155,192	162,796
5900 Other Capital Outlay						
3400 Other Funds Ltd	12,548	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	1,012,293	311,383	-	311,383	311,383	326,640
TOTAL CAPITAL OUTLAY	**$1,012,293**	**$311,383**	**-**	**$311,383**	**$311,383**	**$326,640**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
3400 Other Funds Ltd	4,304	-	-	-	-	-
6839 Spc Pmt to Labor and Ind, Bureau						
3400 Other Funds Ltd	66,836	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
3400 Other Funds Ltd	71,140	-	-	-	-	-

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL SPECIAL PAYMENTS	**$71,140**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
3200 Other Funds Non-Ltd	4,769,085	4,067,299	-	4,067,299	4,067,299	4,067,299
3400 Other Funds Ltd	117,922,367	158,605,339	4,368,852	162,974,191	175,343,609	179,268,067
TOTAL EXPENDITURES	**$122,691,452**	**$162,672,638**	**$4,368,852**	**$167,041,490**	**$179,410,908**	**$183,335,366**
ENDING BALANCE						
3200 Other Funds Non-Ltd	347,219,390	169,468	-	169,468	508,412	508,412
3400 Other Funds Ltd	94,609,374	62,266,042	(4,368,852)	57,897,190	76,353,698	72,429,240
TOTAL ENDING BALANCE	**$441,828,764**	**$62,435,510**	**($4,368,852)**	**$58,066,658**	**$76,862,110**	**$72,937,652**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	218	244	-	244	245	245
8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	**218**	**245**	**-**	**245**	**245**	**245**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	214.27	235.77	-	235.77	242.45	242.45
8280 FTE Reconciliation	-	0.25	-	0.25	-	-
TOTAL AUTHORIZED FTE	**214.27**	**236.02**	**-**	**236.02**	**242.45**	**242.45**

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State and Local Government Financial Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	6,554,999	6,992,036	-	6,992,036	6,600,000	6,600,000
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(163,318)	-	-	-	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	6,391,681	6,992,036	-	6,992,036	6,600,000	6,600,000
TOTAL BEGINNING BALANCE	**$6,391,681**	**$6,992,036**	**-**	**$6,992,036**	**$6,600,000**	**$6,600,000**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	15,540,174	25,756,337	-	25,756,337	35,193,762	35,193,762
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	295	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	644,486	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	16,184,955	25,756,337	-	25,756,337	35,193,762	35,193,762

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
State and Local Government Financial Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(2,475,081)	(1,943,599)	-	(1,943,599)	(9,571,185)	(9,571,185)
AVAILABLE REVENUES						
3400 Other Funds Ltd	20,101,555	30,804,774	-	30,804,774	32,222,577	32,222,577
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	6,105,752	7,245,264	366,590	7,611,854	8,148,312	8,148,312
3160 Temporary Appointments						
3400 Other Funds Ltd	-	16,834	-	16,834	16,834	17,659
3170 Overtime Payments						
3400 Other Funds Ltd	2,113	12,543	-	12,543	12,543	13,157
3180 Shift Differential						
3400 Other Funds Ltd	18	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	26,831	88,328	-	88,328	88,328	92,656
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	6,134,714	7,362,969	366,590	7,729,559	8,266,017	8,271,784

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State and Local Government Financial Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL SALARIES & WAGES	**$6,134,714**	**$7,362,969**	**$366,590**	**$7,729,559**	**$8,266,017**	**$8,271,784**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,450	2,304	-	2,304	2,528	2,528
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,140,267	1,545,620	77,130	1,622,750	2,039,200	2,040,422
3221 Pension Obligation Bond						
3400 Other Funds Ltd	292,657	287,920	(16,480)	271,440	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	456,586	549,550	28,045	577,595	614,156	614,597
3240 Unemployment Assessments						
3400 Other Funds Ltd	1,504	11,703	-	11,703	11,703	12,277
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	22,510	28,500	1,467	29,967	31,826	31,846
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	964	1,344	-	1,344	1,216	1,216
3260 Mass Transit Tax						
3400 Other Funds Ltd	36,766	44,178	2,188	46,366	46,366	49,630
3270 Flexible Benefits						
3400 Other Funds Ltd	1,272,024	1,357,056	50,368	1,407,424	1,413,120	1,413,120

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State and Local Government Financial Services

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,224,728	3,828,175	142,718	3,970,893	4,160,115	4,165,636
TOTAL OTHER PAYROLL EXPENSES	**$3,224,728**	**$3,828,175**	**$142,718**	**$3,970,893**	**$4,160,115**	**$4,165,636**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(367,911)	-	(367,911)	(367,911)	(413,589)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	9,359,442	10,823,233	509,308	11,332,541	12,058,221	12,023,831
TOTAL PERSONAL SERVICES	**$9,359,442**	**$10,823,233**	**$509,308**	**$11,332,541**	**$12,058,221**	**$12,023,831**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	7,559	8,756	-	8,756	8,756	9,185
4125 Out of State Travel						
3400 Other Funds Ltd	26,566	27,764	-	27,764	27,764	29,124
4150 Employee Training						
3400 Other Funds Ltd	25,165	117,316	-	117,316	117,316	123,065
4175 Office Expenses						
3400 Other Funds Ltd	6,750	66,438	-	66,438	40,892	42,896
4200 Telecommunications						
3400 Other Funds Ltd	11,936	44,928	-	44,928	44,928	47,130

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State and Local Government Financial Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,632	-	-	-	-	-
4250 Data Processing						
3400 Other Funds Ltd	35,572	57,256	-	57,256	68,504	71,861
4275 Publicity and Publications						
3400 Other Funds Ltd	7,278	12,933	-	12,933	12,933	13,566
4300 Professional Services						
3400 Other Funds Ltd	3,523,539	3,993,642	-	3,993,642	3,993,642	4,365,050
4315 IT Professional Services						
3400 Other Funds Ltd	340,672	335,154	-	335,154	335,154	366,324
4325 Attorney General						
3400 Other Funds Ltd	77,110	201,979	-	201,979	201,979	220,763
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	60,797	29,320	-	29,320	29,320	30,756
4400 Dues and Subscriptions						
3400 Other Funds Ltd	69,059	107,126	-	107,126	107,126	112,375
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,313,211	1,473,779	-	1,473,779	1,473,779	1,545,995
4575 Agency Program Related S and S						
3400 Other Funds Ltd	3,130,049	5,673,404	-	5,673,404	5,687,702	5,966,399
4650 Other Services and Supplies						

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State and Local Government Financial Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	5,596	20,319	-	20,319	20,319	21,315
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	5,813	5,633	-	5,633	5,633	5,909
4715 IT Expendable Property						
3400 Other Funds Ltd	3,657	3,926	-	3,926	3,926	4,118
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	8,651,961	12,179,673	-	12,179,673	12,179,673	12,975,831
TOTAL SERVICES & SUPPLIES	**$8,651,961**	**$12,179,673**	**-**	**$12,179,673**	**$12,179,673**	**$12,975,831**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	63,531	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	18,074,934	23,002,906	509,308	23,512,214	24,237,894	24,999,662
ENDING BALANCE						
3400 Other Funds Ltd	2,026,621	7,801,868	(509,308)	7,292,560	7,984,683	7,222,915
TOTAL ENDING BALANCE	**$2,026,621**	**$7,801,868**	**($509,308)**	**$7,292,560**	**$7,984,683**	**$7,222,915**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	32	32	-	32	32	32
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	31.72	32.00	-	32.00	32.00	32.00

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Public Savings Services

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	6,850,020	9,213,246	-	9,213,246	11,588,589	11,588,589
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(42,665)	167,843	-	167,843	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	6,807,355	9,381,089	-	9,381,089	11,588,589	11,588,589
TOTAL BEGINNING BALANCE	**$6,807,355**	**$9,381,089**	**-**	**$9,381,089**	**$11,588,589**	**$11,588,589**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	13,231,023	12,629,886	-	12,629,886	14,012,662	14,012,662
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	755,581	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	220,441	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Public Savings Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	1,843,640	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	16,050,685	12,629,886	-	12,629,886	14,012,662	14,012,662
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(3,150,404)	(1,733,484)	-	(1,733,484)	(2,516,889)	(2,516,889)
2525 Tsfr To HECC						
3400 Other Funds Ltd	(206,046)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(3,356,450)	(1,733,484)	-	(1,733,484)	(2,516,889)	(2,516,889)
TOTAL TRANSFERS OUT	**($3,356,450)**	**($1,733,484)**	**-**	**($1,733,484)**	**($2,516,889)**	**($2,516,889)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	19,501,590	20,277,491	-	20,277,491	23,084,362	23,084,362
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	2,098,891	2,110,436	130,902	2,241,338	2,498,713	2,498,713
3170 Overtime Payments						
3400 Other Funds Ltd	47	-	-	-	-	-

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3180 Shift Differential						
3400 Other Funds Ltd	2	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	1,080	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	2,100,020	2,110,436	130,902	2,241,338	2,498,713	2,498,713
TOTAL SALARIES & WAGES	**$2,100,020**	**$2,110,436**	**$130,902**	**$2,241,338**	**$2,498,713**	**$2,498,713**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	455	702	-	702	774	774
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	376,716	444,036	27,542	471,578	617,681	617,681
3221 Pension Obligation Bond						
3400 Other Funds Ltd	98,842	82,761	(4,780)	77,981	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	159,875	160,673	10,014	170,687	189,946	189,946
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	8,320	8,392	524	8,916	9,915	9,915
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	318	405	-	405	378	378

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Public Savings Services

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3260 Mass Transit Tax						
3400 Other Funds Ltd	12,237	12,663	782	13,445	13,445	14,993
3270 Flexible Benefits						
3400 Other Funds Ltd	346,784	413,478	15,347	428,825	430,560	430,560
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,003,547	1,123,110	49,429	1,172,539	1,262,699	1,264,247
TOTAL OTHER PAYROLL EXPENSES	**$1,003,547**	**$1,123,110**	**$49,429**	**$1,172,539**	**$1,262,699**	**$1,264,247**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(105,522)	-	(105,522)	(105,522)	(124,936)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	3,103,567	3,128,024	180,331	3,308,355	3,655,890	3,638,024
TOTAL PERSONAL SERVICES	**$3,103,567**	**$3,128,024**	**$180,331**	**$3,308,355**	**$3,655,890**	**$3,638,024**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	35,570	44,628	-	44,628	33,338	34,972
4125 Out of State Travel						
3400 Other Funds Ltd	40,689	50,707	-	50,707	43,286	45,407
4150 Employee Training						
3400 Other Funds Ltd	37,614	33,462	-	33,462	33,462	35,101

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Public Savings Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4175 Office Expenses						
3400 Other Funds Ltd	29,049	109,726	-	109,726	60,726	63,701
4200 Telecommunications						
3400 Other Funds Ltd	22,123	29,211	-	29,211	23,663	24,823
4225 State Gov. Service Charges						
3400 Other Funds Ltd	831	-	-	-	-	-
4250 Data Processing						
3400 Other Funds Ltd	50,345	57,107	-	57,107	50,164	52,622
4275 Publicity and Publications						
3400 Other Funds Ltd	129,794	195,740	-	195,740	150,364	157,732
4300 Professional Services						
3400 Other Funds Ltd	4,473,171	7,171,578	-	7,171,578	7,171,578	7,838,534
4325 Attorney General						
3400 Other Funds Ltd	14,845	1,096,032	-	1,096,032	1,096,032	1,197,963
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	883	2,984	-	2,984	2,984	3,130
4400 Dues and Subscriptions						
3400 Other Funds Ltd	39,190	40,440	-	40,440	50,668	53,151
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	402,568	414,501	-	414,501	414,501	434,811
4575 Agency Program Related S and S						

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Public Savings Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	155,611	216,176	-	216,176	205,812	215,898
4650 Other Services and Supplies						
3400 Other Funds Ltd	317,956	10,765	-	10,765	136,479	143,166
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	3,149	1,795	-	1,795	1,795	1,883
4715 IT Expendable Property						
3400 Other Funds Ltd	14,683	943	-	943	943	989
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,768,071	9,475,795	-	9,475,795	9,475,795	10,303,883
TOTAL SERVICES & SUPPLIES	**$5,768,071**	**$9,475,795**	**-**	**$9,475,795**	**$9,475,795**	**$10,303,883**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	19,512	-	-	-	-	-
SPECIAL PAYMENTS						
6839 Spc Pmt to Labor and Ind, Bureau						
3400 Other Funds Ltd	66,836	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	8,957,986	12,603,819	180,331	12,784,150	13,131,685	13,941,907
ENDING BALANCE						
3400 Other Funds Ltd	10,543,604	7,673,672	(180,331)	7,493,341	9,952,677	9,142,455

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Public Savings Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL ENDING BALANCE	**$10,543,604**	**$7,673,672**	**($180,331)**	**$7,493,341**	**$9,952,677**	**$9,142,455**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	9	9	-	9	9	9
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	9.00	9.00	-	9.00	9.00	9.00

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Investment Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	45,295,671	47,906,106	-	47,906,106	54,437,031	54,437,031
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	2,463,257	(79,999)	-	(79,999)	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	47,758,928	47,826,107	-	47,826,107	54,437,031	54,437,031
TOTAL BEGINNING BALANCE	**$47,758,928**	**$47,826,107**	**-**	**$47,826,107**	**$54,437,031**	**$54,437,031**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	85,494,059	77,045,572	-	77,045,572	95,741,502	95,741,502
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	206	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	85,494,265	77,045,572	-	77,045,572	95,741,502	95,741,502
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(21,399,417)	(19,052,858)	-	(19,052,858)	(38,924,338)	(38,924,338)

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Investment Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
AVAILABLE REVENUES						
3400 Other Funds Ltd	111,853,776	105,818,821	-	105,818,821	111,254,195	111,254,195
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	25,467,801	33,427,601	1,446,356	34,873,957	40,526,280	40,526,280
3160 Temporary Appointments						
3400 Other Funds Ltd	31,545	39,338	-	39,338	39,338	41,266
3170 Overtime Payments						
3400 Other Funds Ltd	2,473	3,085	-	3,085	3,085	3,236
3180 Shift Differential						
3400 Other Funds Ltd	1,626	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	2,390,346	4,741,698	-	4,741,698	4,741,698	4,974,041
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	27,893,791	38,211,722	1,446,356	39,658,078	45,310,401	45,544,823
TOTAL SALARIES & WAGES	**$27,893,791**	**$38,211,722**	**$1,446,356**	**$39,658,078**	**$45,310,401**	**$45,544,823**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						

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Investment Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	3,303	5,721	-	5,721	6,715	6,715
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	3,849,584	8,030,852	304,313	8,335,165	11,190,298	11,247,771
3221 Pension Obligation Bond						
3400 Other Funds Ltd	991,877	1,335,575	74,895	1,410,470	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,548,913	2,268,249	110,647	2,378,896	2,614,234	2,632,167
3240 Unemployment Assessments						
3400 Other Funds Ltd	5,296	7,801	-	7,801	7,801	8,183
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	65,573	110,431	5,785	116,216	126,107	127,037
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,212	3,340	-	3,340	3,230	3,230
3260 Mass Transit Tax						
3400 Other Funds Ltd	167,389	205,568	8,776	214,344	214,344	273,269
3270 Flexible Benefits						
3400 Other Funds Ltd	2,610,707	3,369,669	125,067	3,494,736	3,753,600	3,753,600
3280 Other OPE						
3400 Other Funds Ltd	1,498	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	9,246,352	15,337,206	629,483	15,966,689	17,916,329	18,051,972

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Investment Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL OTHER PAYROLL EXPENSES	**$9,246,352**	**$15,337,206**	**$629,483**	**$15,966,689**	**$17,916,329**	**$18,051,972**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(1,704,770)	-	(1,704,770)	(1,704,770)	(2,277,241)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	40,364	-	40,364	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(1,664,406)	-	(1,664,406)	(1,704,770)	(2,277,241)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,664,406)**	**-**	**($1,664,406)**	**($1,704,770)**	**($2,277,241)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	37,140,143	51,884,522	2,075,839	53,960,361	61,521,960	61,319,554
TOTAL PERSONAL SERVICES	**$37,140,143**	**$51,884,522**	**$2,075,839**	**$53,960,361**	**$61,521,960**	**$61,319,554**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	1,737	25,412	-	25,412	25,412	26,658
4125 Out of State Travel						
3400 Other Funds Ltd	264,319	274,515	-	274,515	274,515	287,967
4150 Employee Training						
3400 Other Funds Ltd	90,259	484,990	-	484,990	484,990	508,754
4175 Office Expenses						

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Investment Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	8,801	87,502	-	87,502	17,784	18,655
4200 Telecommunications						
3400 Other Funds Ltd	155,647	220,291	-	220,291	225,027	236,054
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,508,024	1,819,297	-	1,819,297	1,819,297	2,823,252
4250 Data Processing						
3400 Other Funds Ltd	336,490	293,011	-	293,011	370,865	389,038
4275 Publicity and Publications						
3400 Other Funds Ltd	1,127	12,506	-	12,506	12,506	13,118
4300 Professional Services						
3400 Other Funds Ltd	139,004	1,285,857	-	1,285,857	1,285,857	1,405,441
4315 IT Professional Services						
3400 Other Funds Ltd	20,799	64,795	-	64,795	64,795	70,821
4325 Attorney General						
3400 Other Funds Ltd	44,409	445,293	-	445,293	445,293	486,705
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	331,839	619,668	(235,848)	383,820	383,820	402,627
4400 Dues and Subscriptions						
3400 Other Funds Ltd	230,229	234,191	-	234,191	243,265	255,184
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	2,911,566	3,798,306	-	3,798,306	3,798,306	3,984,423

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Investment Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4475 Facilities Maintenance						
3400 Other Funds Ltd	-	9,852	-	9,852	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	2,382	508,689	-	508,689	496,595	520,929
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,337	37,361	-	37,361	37,361	39,192
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	13,517	65,352	-	65,352	65,352	6,411
4715 IT Expendable Property						
3400 Other Funds Ltd	65,497	69,818	-	69,818	69,818	14,122
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	6,127,983	10,356,706	(235,848)	10,120,858	10,120,858	11,489,351
TOTAL SERVICES & SUPPLIES	**$6,127,983**	**$10,356,706**	**($235,848)**	**$10,120,858**	**$10,120,858**	**$11,489,351**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	140,018	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	43,408,144	62,241,228	1,839,991	64,081,219	71,642,818	72,808,905
ENDING BALANCE						
3400 Other Funds Ltd	68,445,632	43,577,593	(1,839,991)	41,737,602	39,611,377	38,445,290

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL ENDING BALANCE	**$68,445,632**	**$43,577,593**	**($1,839,991)**	**$41,737,602**	**$39,611,377**	**$38,445,290**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	72	85	-	85	85	85
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	71.76	79.52	-	79.52	85.00	85.00

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Trust Property Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3200 Other Funds Non-Ltd	6,879,641	-	-	-	338,941	338,941
3400 Other Funds Ltd	2,886,120	764,143	-	764,143	3,674,942	3,674,942
All Funds	9,765,761	764,143	-	764,143	4,013,883	4,013,883
0030 Beginning Balance Adjustment						
3200 Other Funds Non-Ltd	1,349,538	-	-	-	-	-
3400 Other Funds Ltd	(1,349,538)	3,513,205	-	3,513,205	-	-
All Funds	-	3,513,205	-	3,513,205	-	-
TOTAL BEGINNING BALANCE						
3200 Other Funds Non-Ltd	8,229,179	-	-	-	338,941	338,941
3400 Other Funds Ltd	1,536,582	4,277,348	-	4,277,348	3,674,942	3,674,942
TOTAL BEGINNING BALANCE	**$9,765,761**	**$4,277,348**	**-**	**$4,277,348**	**$4,013,883**	**$4,013,883**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3200 Other Funds Non-Ltd	-	4,236,767	-	4,236,767	4,236,770	4,236,770
3400 Other Funds Ltd	1,115	18,339,451	-	18,339,451	30,448,819	30,448,819
All Funds	1,115	22,576,218	-	22,576,218	34,685,589	34,685,589
0415 Admin and Service Charges						

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Trust Property Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	451,721	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3200 Other Funds Non-Ltd	-	4,236,767	-	4,236,767	4,236,770	4,236,770
3400 Other Funds Ltd	452,836	18,339,451	-	18,339,451	30,448,819	30,448,819
TOTAL CHARGES FOR SERVICES	**$452,836**	**$22,576,218**	**-**	**$22,576,218**	**$34,685,589**	**$34,685,589**
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	8,228,987	-	-	-	-	-
3400 Other Funds Ltd	15,881,891	-	-	-	-	-
All Funds	24,110,878	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	22,200	-	-	-	-	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	22,151,593	-	-	-	-	-
3400 Other Funds Ltd	307,384	-	-	-	-	-
All Funds	22,458,977	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

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Trust Property Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3200 Other Funds Non-Ltd	341,760,049	-	-	-	-	-
3400 Other Funds Ltd	9,657,522	-	-	-	-	-
All Funds	351,417,571	-	-	-	-	-
REVENUES						
3200 Other Funds Non-Ltd	372,140,629	4,236,767	-	4,236,767	4,236,770	4,236,770
3400 Other Funds Ltd	26,321,833	18,339,451	-	18,339,451	30,448,819	30,448,819
TOTAL REVENUES	**$398,462,462**	**$22,576,218**	**-**	**$22,576,218**	**$34,685,589**	**$34,685,589**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3200 Other Funds Non-Ltd	(28,381,333)	-	-	-	-	-
3400 Other Funds Ltd	(5,626,218)	(7,701,637)	-	(7,701,637)	(10,207,827)	(10,207,827)
All Funds	(34,007,551)	(7,701,637)	-	(7,701,637)	(10,207,827)	(10,207,827)
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	351,988,475	4,236,767	-	4,236,767	4,575,711	4,575,711
3400 Other Funds Ltd	22,232,197	14,915,162	-	14,915,162	23,915,934	23,915,934
TOTAL AVAILABLE REVENUES	**$374,220,672**	**$19,151,929**	**-**	**$19,151,929**	**$28,491,645**	**$28,491,645**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

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Trust Property Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	3,567,147	5,073,961	224,202	5,298,163	5,938,848	5,938,848
3170 Overtime Payments						
3400 Other Funds Ltd	28,648	26	-	26	26	27
3180 Shift Differential						
3400 Other Funds Ltd	856	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	54,919	5,442	-	5,442	5,442	5,709
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	3,651,570	5,079,429	224,202	5,303,631	5,944,316	5,944,584
TOTAL SALARIES & WAGES	**$3,651,570**	**$5,079,429**	**$224,202**	**$5,303,631**	**$5,944,316**	**$5,944,584**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,092	2,025	-	2,025	2,289	2,289
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	669,148	1,068,710	47,172	1,115,882	1,469,431	1,469,497
3221 Pension Obligation Bond						
3400 Other Funds Ltd	172,412	155,709	31,976	187,685	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	276,850	388,578	17,152	405,730	454,740	454,761
3240 Unemployment Assessments						

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2027-29 Biennium — **Cross Reference Number: 17000-040-00-00-00000**
Trust Property Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	2,187	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	13,256	20,321	897	21,218	23,779	23,780
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	716	1,178	-	1,178	1,101	1,101
3260 Mass Transit Tax						
3400 Other Funds Ltd	21,864	23,825	1,336	25,161	25,161	35,668
3270 Flexible Benefits						
3400 Other Funds Ltd	730,511	1,192,725	44,269	1,236,994	1,280,640	1,280,640
3280 Other OPE						
3400 Other Funds Ltd	621	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,888,657	2,853,071	142,802	2,995,873	3,257,141	3,267,736
TOTAL OTHER PAYROLL EXPENSES	**$1,888,657**	**$2,853,071**	**$142,802**	**$2,995,873**	**$3,257,141**	**$3,267,736**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(198,531)	-	(198,531)	(198,531)	(297,230)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	1,574	-	1,574	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						

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Trust Property Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	-	(196,957)	-	(196,957)	(198,531)	(297,230)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($196,957)**	**-**	**($196,957)**	**($198,531)**	**($297,230)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	5,540,227	7,735,543	367,004	8,102,547	9,002,926	8,915,090
TOTAL PERSONAL SERVICES	**$5,540,227**	**$7,735,543**	**$367,004**	**$8,102,547**	**$9,002,926**	**$8,915,090**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	26,192	23,763	-	23,763	23,763	24,927
4125 Out of State Travel						
3400 Other Funds Ltd	72,633	26,050	-	26,050	26,050	27,327
4150 Employee Training						
3400 Other Funds Ltd	31,250	84,829	-	84,829	84,829	88,986
4175 Office Expenses						
3400 Other Funds Ltd	77,467	74,188	-	74,188	74,188	77,823
4200 Telecommunications						
3400 Other Funds Ltd	21,694	54,155	-	54,155	54,155	56,808
4225 State Gov. Service Charges						
3400 Other Funds Ltd	2,904	-	-	-	-	-
4250 Data Processing						
3400 Other Funds Ltd	186,038	35,524	-	35,524	35,524	37,265

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Trust Property Services

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
4275 Publicity and Publications						
3400 Other Funds Ltd	59,535	20,568	-	20,568	20,568	21,576
4300 Professional Services						
3200 Other Funds Non-Ltd	3,210,999	966,872	-	966,872	2,067,842	2,067,842
3400 Other Funds Ltd	336,563	2,989,576	-	2,989,576	2,989,576	3,267,606
All Funds	3,547,562	3,956,448	-	3,956,448	5,057,418	5,335,448
4315 IT Professional Services						
3400 Other Funds Ltd	12,388	803,458	-	803,458	803,458	866,703
4325 Attorney General						
3200 Other Funds Non-Ltd	(17,351)	-	-	-	250,000	250,000
3400 Other Funds Ltd	155,781	321,695	-	321,695	321,695	351,613
All Funds	138,430	321,695	-	321,695	571,695	601,613
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	7,033	13,900	-	13,900	13,900	14,581
4400 Dues and Subscriptions						
3400 Other Funds Ltd	870	7,746	-	7,746	7,746	8,126
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	844,086	1,263,967	-	1,263,967	1,263,967	1,325,901
4475 Facilities Maintenance						
3400 Other Funds Ltd	22	-	-	-	-	-
4575 Agency Program Related S and S						

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Trust Property Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3200 Other Funds Non-Ltd	1,575,438	3,100,427	-	3,100,427	1,749,457	1,749,457
3400 Other Funds Ltd	475,600	8,069	-	8,069	8,069	8,465
All Funds	2,051,038	3,108,496	-	3,108,496	1,757,526	1,757,922
4650 Other Services and Supplies						
3200 Other Funds Non-Ltd	(1)	-	-	-	-	-
3400 Other Funds Ltd	232,996	148,801	-	148,801	148,801	156,092
All Funds	232,995	148,801	-	148,801	148,801	156,092
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	4,245	41,822	-	41,822	41,822	5,629
4715 IT Expendable Property						
3400 Other Funds Ltd	600,888	45,590	-	45,590	45,590	11,444
TOTAL SERVICES & SUPPLIES						
3200 Other Funds Non-Ltd	4,769,085	4,067,299	-	4,067,299	4,067,299	4,067,299
3400 Other Funds Ltd	3,148,185	5,963,701	-	5,963,701	5,963,701	6,350,872
TOTAL SERVICES & SUPPLIES	**$7,917,270**	**$10,031,000**	**-**	**$10,031,000**	**$10,031,000**	**$10,418,171**
CAPITAL OUTLAY						
5550 Data Processing Software						
3400 Other Funds Ltd	40,663	-	-	-	-	-
SPECIAL PAYMENTS						
6035 Dist to Individuals						

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Agency Worksheet - Revenues & Expenditures
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Trust Property Services

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	4,304	-	-	-	-	-
EXPENDITURES						
3200 Other Funds Non-Ltd	4,769,085	4,067,299	-	4,067,299	4,067,299	4,067,299
3400 Other Funds Ltd	8,733,379	13,699,244	367,004	14,066,248	14,966,627	15,265,962
TOTAL EXPENDITURES	**$13,502,464**	**$17,766,543**	**$367,004**	**$18,133,547**	**$19,033,926**	**$19,333,261**
ENDING BALANCE						
3200 Other Funds Non-Ltd	347,219,390	169,468	-	169,468	508,412	508,412
3400 Other Funds Ltd	13,498,818	1,215,918	(367,004)	848,914	8,949,307	8,649,972
TOTAL ENDING BALANCE	**$360,718,208**	**$1,385,386**	**($367,004)**	**$1,018,382**	**$9,457,719**	**$9,158,384**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	21	29	-	29	29	29
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	20.84	28.15	-	28.15	29.00	29.00

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Administrative Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	2,197,832	-	-	-	-	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(1,542,901)	-	-	-	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	654,931	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$654,931**	**-**	**-**	**-**	**-**	**-**
REVENUE CATEGORIES						
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	8,340,924	18,623,555	-	18,623,555	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	50,533	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	30,259,557	30,431,578	-	30,431,578	61,220,239	61,220,239
REVENUES						
3400 Other Funds Ltd	38,651,014	49,055,133	-	49,055,133	61,220,239	61,220,239

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(463,322)	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	38,842,623	49,055,133	-	49,055,133	61,220,239	61,220,239
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	17,244,727	21,168,168	1,037,772	22,205,940	24,360,824	24,360,824
3160 Temporary Appointments						
3400 Other Funds Ltd	7,438	1,586	-	1,586	1,586	1,664
3170 Overtime Payments						
3400 Other Funds Ltd	7,910	352	-	352	352	369
3180 Shift Differential						
3400 Other Funds Ltd	895	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	166,452	45,844	-	45,844	45,844	48,090
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	17,427,422	21,215,950	1,037,772	22,253,722	24,408,606	24,410,947

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Administrative Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
TOTAL SALARIES & WAGES	**$17,427,422**	**$21,215,950**	**$1,037,772**	**$22,253,722**	**$24,408,606**	**$24,410,947**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,612	6,270	-	6,270	6,907	6,907
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	3,051,099	4,463,498	218,347	4,681,845	6,033,417	6,033,976
3221 Pension Obligation Bond						
3400 Other Funds Ltd	785,977	790,218	(6,347)	783,871	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,290,005	1,570,931	79,390	1,650,321	1,796,492	1,796,671
3240 Unemployment Assessments						
3400 Other Funds Ltd	28,307	-	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	53,169	81,498	4,151	85,649	93,058	93,067
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,503	3,655	-	3,655	3,323	3,323
3260 Mass Transit Tax						
3400 Other Funds Ltd	104,894	120,925	6,195	127,120	127,120	146,466
3270 Flexible Benefits						
3400 Other Funds Ltd	3,081,857	3,693,030	137,069	3,830,099	3,862,160	3,862,160

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3280 Other OPE						
3400 Other Funds Ltd	22,719	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	8,424,142	10,730,025	438,805	11,168,830	11,922,477	11,942,570
TOTAL OTHER PAYROLL EXPENSES	**$8,424,142**	**$10,730,025**	**$438,805**	**$11,168,830**	**$11,922,477**	**$11,942,570**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(1,007,618)	-	(1,007,618)	(1,007,618)	(1,220,547)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	74,306	-	74,306	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(933,312)	-	(933,312)	(1,007,618)	(1,220,547)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($933,312)**	**-**	**($933,312)**	**($1,007,618)**	**($1,220,547)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	25,851,564	31,012,663	1,476,577	32,489,240	35,323,465	35,132,970
TOTAL PERSONAL SERVICES	**$25,851,564**	**$31,012,663**	**$1,476,577**	**$32,489,240**	**$35,323,465**	**$35,132,970**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	37,342	57,647	-	57,647	57,647	60,472
4125 Out of State Travel						

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DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
3400 Other Funds Ltd	168,252	96,180	-	96,180	96,180	100,893
4150 Employee Training						
3400 Other Funds Ltd	1,137,200	555,924	-	555,924	555,924	583,164
4175 Office Expenses						
3400 Other Funds Ltd	75,732	162,262	-	162,262	75,732	79,443
4200 Telecommunications						
3400 Other Funds Ltd	475,197	1,144,852	-	1,144,852	1,144,852	1,106,540
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,593,598	2,114,928	-	2,114,928	2,114,928	2,485,749
4250 Data Processing						
3400 Other Funds Ltd	1,677,976	1,990,561	-	1,990,561	2,039,206	2,139,127
4275 Publicity and Publications						
3400 Other Funds Ltd	17,611	20,253	-	20,253	24,852	26,070
4300 Professional Services						
3400 Other Funds Ltd	448,075	2,617,257	-	2,617,257	2,617,257	2,860,662
4315 IT Professional Services						
3400 Other Funds Ltd	552,895	1,003,873	-	1,003,873	1,003,873	1,097,234
4325 Attorney General						
3400 Other Funds Ltd	100,879	137,585	-	137,585	137,585	150,381
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	161,057	111,451	-	111,451	116,642	122,358

DESCRIPTION	*2023-25 Actuals*	*2025-27 Leg Adopted Budget*	*2025-27 Emergency Boards*	*2025-27 Leg Approved Budget*	*2027-29 Base Budget*	*2027-29 Current Service Level*
4400 Dues and Subscriptions						
3400 Other Funds Ltd	201,904	236,284	-	236,284	236,284	247,862
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	3,234,590	3,829,427	-	3,829,427	3,829,427	4,017,069
4450 Fuels and Utilities						
3400 Other Funds Ltd	175	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	78,786	46,983	-	46,983	37,445	39,280
4575 Agency Program Related S and S						
3400 Other Funds Ltd	16,050	27,644	-	27,644	30,320	31,805
4650 Other Services and Supplies						
3400 Other Funds Ltd	517,941	488,845	(4,359)	484,486	484,486	508,226
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	76,577	121,800	-	121,800	121,800	103,867
4715 IT Expendable Property						
3400 Other Funds Ltd	1,575,954	970,340	-	970,340	1,005,297	1,031,819
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	12,147,791	15,734,096	(4,359)	15,729,737	15,729,737	16,792,021
TOTAL SERVICES & SUPPLIES	**$12,147,791**	**$15,734,096**	**($4,359)**	**$15,729,737**	**$15,729,737**	**$16,792,021**

CAPITAL OUTLAY

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Administrative Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
5150 Telecommunications Equipment						
3400 Other Funds Ltd	5,294	156,191	-	156,191	156,191	163,844
5550 Data Processing Software						
3400 Other Funds Ltd	730,727	155,192	-	155,192	155,192	162,796
5900 Other Capital Outlay						
3400 Other Funds Ltd	12,548	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	748,569	311,383	-	311,383	311,383	326,640
TOTAL CAPITAL OUTLAY	**$748,569**	**$311,383**	**-**	**$311,383**	**$311,383**	**$326,640**
EXPENDITURES						
3400 Other Funds Ltd	38,747,924	47,058,142	1,472,218	48,530,360	51,364,585	52,251,631
ENDING BALANCE						
3400 Other Funds Ltd	94,699	1,996,991	(1,472,218)	524,773	9,855,654	8,968,608
TOTAL ENDING BALANCE	**$94,699**	**$1,996,991**	**($1,472,218)**	**$524,773**	**$9,855,654**	**$8,968,608**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	84	89	-	89	90	90
8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	**84**	**90**	**-**	**90**	**90**	**90**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	80.95	87.10	-	87.10	87.45	87.45

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Administrative Services

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8280 FTE Reconciliation	-	0.25	-	0.25	-	-
TOTAL AUTHORIZED FTE	**80.95**	**87.35**	**-**	**87.35**	**87.45**	**87.45**

Detail Revenue and Expenditures - Request Budget - BDV002A

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Detail Revenues & Expenditures - Requested Budget — **Version: V - 01 - Agency Request Budget**
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Oregon Treasury

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	338,941	-	338,941	-	338,941
3400 Other Funds Ltd	76,300,562	-	76,300,562	-	76,300,562
All Funds	76,639,503	-	76,639,503	-	76,639,503
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3200 Other Funds Non-Ltd	4,236,770	-	4,236,770	-	4,236,770
3400 Other Funds Ltd	175,396,745	-	175,396,745	-	175,396,745
All Funds	179,633,515	-	179,633,515	-	179,633,515
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	61,220,239	-	61,220,239	-	61,220,239
TOTAL REVENUES					
3200 Other Funds Non-Ltd	4,236,770	-	4,236,770	-	4,236,770
3400 Other Funds Ltd	236,616,984	-	236,616,984	-	236,616,984
TOTAL REVENUES	**$240,853,754**	**-**	**$240,853,754**	**-**	**$240,853,754**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(61,220,239)	-	(61,220,239)	-	(61,220,239)
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	4,575,711	-	4,575,711	-	4,575,711

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Oregon Treasury

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	251,697,307	-	251,697,307	-	251,697,307
TOTAL AVAILABLE REVENUES	**$256,273,018**	**-**	**$256,273,018**	**-**	**$256,273,018**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	81,472,977	-	81,472,977	6,923,708	88,396,685
3160 Temporary Appointments					
3400 Other Funds Ltd	57,758	2,831	60,589	-	60,589
3170 Overtime Payments					
3400 Other Funds Ltd	16,006	783	16,789	-	16,789
3190 All Other Differential					
3400 Other Funds Ltd	4,881,312	239,184	5,120,496	447,633	5,568,129
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	86,428,053	242,798	86,670,851	7,371,341	94,042,192
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	19,213	-	19,213	2,533	21,746
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	21,350,027	59,320	21,409,347	1,822,198	23,231,545
3230 Social Security Taxes					
3400 Other Funds Ltd	5,669,568	18,574	5,688,142	556,170	6,244,312
3240 Unemployment Assessments					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	19,504	956	20,460	-	20,460
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	284,685	960	285,645	28,986	314,631
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	9,248	-	9,248	1,198	10,446
3260 Mass Transit Tax					
3400 Other Funds Ltd	426,436	93,590	520,026	-	520,026
3270 Flexible Benefits					
3400 Other Funds Ltd	10,740,080	-	10,740,080	1,402,080	12,142,160
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	38,518,761	173,400	38,692,161	3,813,165	42,505,326
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(3,384,352)	(949,191)	(4,333,543)	-	(4,333,543)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	121,562,462	(532,993)	121,029,469	11,184,506	132,213,975
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	148,916	7,298	156,214	32,967	189,181
4125 Out of State Travel					
3400 Other Funds Ltd	467,795	22,923	490,718	101,121	591,839
4150 Employee Training					
3400 Other Funds Ltd	1,276,521	62,549	1,339,070	246,481	1,585,551

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4175 Office Expenses					
3400 Other Funds Ltd	269,322	13,196	282,518	131,831	414,349
4200 Telecommunications					
3400 Other Funds Ltd	1,492,625	(21,270)	1,471,355	153,846	1,625,201
4225 State Gov. Service Charges					
3400 Other Funds Ltd	3,934,225	1,374,776	5,309,001	-	5,309,001
4250 Data Processing					
3400 Other Funds Ltd	2,564,263	125,650	2,689,913	2,029,550	4,719,463
4275 Publicity and Publications					
3400 Other Funds Ltd	221,223	10,839	232,062	24,050	256,112
4300 Professional Services					
3200 Other Funds Non-Ltd	2,067,842	-	2,067,842	-	2,067,842
3400 Other Funds Ltd	18,057,910	1,679,383	19,737,293	-	19,737,293
All Funds	20,125,752	1,679,383	21,805,135	-	21,805,135
4315 IT Professional Services					
3400 Other Funds Ltd	2,207,280	193,802	2,401,082	-	2,401,082
4325 Attorney General					
3200 Other Funds Non-Ltd	250,000	-	250,000	-	250,000
3400 Other Funds Ltd	2,202,584	204,841	2,407,425	-	2,407,425
All Funds	2,452,584	204,841	2,657,425	-	2,657,425
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	546,666	26,786	573,452	22,015	595,467
4400 Dues and Subscriptions					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	645,089	31,609	676,698	24,050	700,748
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	10,779,980	528,219	11,308,199	1,372,700	12,680,899
4475 Facilities Maintenance					
3400 Other Funds Ltd	37,445	1,835	39,280	-	39,280
4575 Agency Program Related S and S					
3200 Other Funds Non-Ltd	1,749,457	-	1,749,457	-	1,749,457
3400 Other Funds Ltd	6,428,498	314,998	6,743,496	-	6,743,496
All Funds	8,177,955	314,998	8,492,953	-	8,492,953
4650 Other Services and Supplies					
3400 Other Funds Ltd	827,446	40,545	867,991	23,680	891,671
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	236,402	(112,703)	123,699	176,860	300,559
4715 IT Expendable Property					
3400 Other Funds Ltd	1,125,574	(63,082)	1,062,492	168,239	1,230,731
TOTAL SERVICES & SUPPLIES					
3200 Other Funds Non-Ltd	4,067,299	-	4,067,299	-	4,067,299
3400 Other Funds Ltd	53,469,764	4,442,194	57,911,958	4,507,390	62,419,348
TOTAL SERVICES & SUPPLIES	**$57,537,063**	**$4,442,194**	**$61,979,257**	**$4,507,390**	**$66,486,647**
CAPITAL OUTLAY					
5150 Telecommunications Equipment					
3400 Other Funds Ltd	156,191	7,653	163,844	-	163,844
5550 Data Processing Software					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	155,192	7,604	162,796	-	162,796
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	311,383	15,257	326,640	-	326,640
TOTAL EXPENDITURES					
3200 Other Funds Non-Ltd	4,067,299	-	4,067,299	-	4,067,299
3400 Other Funds Ltd	175,343,609	3,924,458	179,268,067	15,691,896	194,959,963
TOTAL EXPENDITURES	**$179,410,908**	**$3,924,458**	**$183,335,366**	**$15,691,896**	**$199,027,262**
ENDING BALANCE					
3200 Other Funds Non-Ltd	508,412	-	508,412	-	508,412
3400 Other Funds Ltd	76,353,698	(3,924,458)	72,429,240	(15,691,896)	56,737,344
TOTAL ENDING BALANCE	**$76,862,110**	**($3,924,458)**	**$72,937,652**	**($15,691,896)**	**$57,245,756**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	245	-	245	37	282
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	242.45	-	242.45	31.64	274.09

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	6,600,000	-	6,600,000	-	6,600,000
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	35,193,762	-	35,193,762	-	35,193,762
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(9,571,185)	-	(9,571,185)	-	(9,571,185)
AVAILABLE REVENUES					
3400 Other Funds Ltd	32,222,577	-	32,222,577	-	32,222,577
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	8,148,312	-	8,148,312	353,307	8,501,619
3160 Temporary Appointments					
3400 Other Funds Ltd	16,834	825	17,659	-	17,659
3170 Overtime Payments					
3400 Other Funds Ltd	12,543	614	13,157	-	13,157
3190 All Other Differential					
3400 Other Funds Ltd	88,328	4,328	92,656	-	92,656

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	8,266,017	5,767	8,271,784	353,307	8,625,091
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	2,528	-	2,528	130	2,658
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	2,039,200	1,222	2,040,422	87,338	2,127,760
3230 Social Security Taxes					
3400 Other Funds Ltd	614,156	441	614,597	27,028	641,625
3240 Unemployment Assessments					
3400 Other Funds Ltd	11,703	574	12,277	-	12,277
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	31,826	20	31,846	1,413	33,259
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	1,216	-	1,216	61	1,277
3260 Mass Transit Tax					
3400 Other Funds Ltd	46,366	3,264	49,630	-	49,630
3270 Flexible Benefits					
3400 Other Funds Ltd	1,413,120	-	1,413,120	71,760	1,484,880
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	4,160,115	5,521	4,165,636	187,730	4,353,366
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	(367,911)	(45,678)	(413,589)	-	(413,589)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	12,058,221	(34,390)	12,023,831	541,037	12,564,868
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	8,756	429	9,185	1,782	10,967
4125 Out of State Travel					
3400 Other Funds Ltd	27,764	1,360	29,124	5,466	34,590
4150 Employee Training					
3400 Other Funds Ltd	117,316	5,749	123,065	13,068	136,133
4175 Office Expenses					
3400 Other Funds Ltd	40,892	2,004	42,896	7,126	50,022
4200 Telecommunications					
3400 Other Funds Ltd	44,928	2,202	47,130	8,316	55,446
4250 Data Processing					
3400 Other Funds Ltd	68,504	3,357	71,861	2,300	74,161
4275 Publicity and Publications					
3400 Other Funds Ltd	12,933	633	13,566	1,300	14,866
4300 Professional Services					
3400 Other Funds Ltd	3,993,642	371,408	4,365,050	-	4,365,050
4315 IT Professional Services					
3400 Other Funds Ltd	335,154	31,170	366,324	-	366,324
4325 Attorney General					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	201,979	18,784	220,763	-	220,763
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	29,320	1,436	30,756	1,190	31,946
4400 Dues and Subscriptions					
3400 Other Funds Ltd	107,126	5,249	112,375	1,300	113,675
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	1,473,779	72,216	1,545,995	74,200	1,620,195
4575 Agency Program Related S and S					
3400 Other Funds Ltd	5,687,702	278,697	5,966,399	-	5,966,399
4650 Other Services and Supplies					
3400 Other Funds Ltd	20,319	996	21,315	1,280	22,595
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	5,633	276	5,909	9,560	15,469
4715 IT Expendable Property					
3400 Other Funds Ltd	3,926	192	4,118	9,094	13,212
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	12,179,673	796,158	12,975,831	135,982	13,111,813
TOTAL EXPENDITURES					
3400 Other Funds Ltd	24,237,894	761,768	24,999,662	677,019	25,676,681
ENDING BALANCE					
3400 Other Funds Ltd	7,984,683	(761,768)	7,222,915	(677,019)	6,545,896
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	32	-	32	2	34

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State and Local Government Financial Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	32.00	-	32.00	1.63	33.63

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Public Savings Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	11,588,589	-	11,588,589	-	11,588,589
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	14,012,662	-	14,012,662	-	14,012,662
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(2,516,889)	-	(2,516,889)	-	(2,516,889)
AVAILABLE REVENUES					
3400 Other Funds Ltd	23,084,362	-	23,084,362	-	23,084,362
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	2,498,713	-	2,498,713	571,690	3,070,403
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	774	-	774	285	1,059
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	617,681	-	617,681	141,323	759,004
3230 Social Security Taxes					

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Public Savings Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	189,946	-	189,946	43,736	233,682
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	9,915	-	9,915	2,287	12,202
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	378	-	378	137	515
3260 Mass Transit Tax					
3400 Other Funds Ltd	13,445	1,548	14,993	-	14,993
3270 Flexible Benefits					
3400 Other Funds Ltd	430,560	-	430,560	158,240	588,800
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	1,262,699	1,548	1,264,247	346,008	1,610,255
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(105,522)	(19,414)	(124,936)	-	(124,936)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	3,655,890	(17,866)	3,638,024	917,698	4,555,722
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	33,338	1,634	34,972	3,564	38,536
4125 Out of State Travel					
3400 Other Funds Ltd	43,286	2,121	45,407	10,932	56,339
4150 Employee Training					
3400 Other Funds Ltd	33,462	1,639	35,101	19,703	54,804

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Public Savings Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4175 Office Expenses					
3400 Other Funds Ltd	60,726	2,975	63,701	14,252	77,953
4200 Telecommunications					
3400 Other Funds Ltd	23,663	1,160	24,823	16,632	41,455
4250 Data Processing					
3400 Other Funds Ltd	50,164	2,458	52,622	4,600	57,222
4275 Publicity and Publications					
3400 Other Funds Ltd	150,364	7,368	157,732	2,600	160,332
4300 Professional Services					
3400 Other Funds Ltd	7,171,578	666,956	7,838,534	-	7,838,534
4325 Attorney General					
3400 Other Funds Ltd	1,096,032	101,931	1,197,963	-	1,197,963
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	2,984	146	3,130	2,380	5,510
4400 Dues and Subscriptions					
3400 Other Funds Ltd	50,668	2,483	53,151	2,600	55,751
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	414,501	20,310	434,811	148,400	583,211
4575 Agency Program Related S and S					
3400 Other Funds Ltd	205,812	10,086	215,898	-	215,898
4650 Other Services and Supplies					
3400 Other Funds Ltd	136,479	6,687	143,166	2,560	145,726
4700 Expendable Prop 250 - 5000					

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Public Savings Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	1,795	88	1,883	19,120	21,003
4715 IT Expendable Property					
3400 Other Funds Ltd	943	46	989	18,188	19,177
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	9,475,795	828,088	10,303,883	265,531	10,569,414
TOTAL EXPENDITURES					
3400 Other Funds Ltd	13,131,685	810,222	13,941,907	1,183,229	15,125,136
ENDING BALANCE					
3400 Other Funds Ltd	9,952,677	(810,222)	9,142,455	(1,183,229)	7,959,226
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	9	-	9	4	13
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	9.00	-	9.00	3.39	12.39

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Investment Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	54,437,031	-	54,437,031	-	54,437,031
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	95,741,502	-	95,741,502	-	95,741,502
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(38,924,338)	-	(38,924,338)	-	(38,924,338)
AVAILABLE REVENUES					
3400 Other Funds Ltd	111,254,195	-	111,254,195	-	111,254,195
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	40,526,280	-	40,526,280	1,492,110	42,018,390
3160 Temporary Appointments					
3400 Other Funds Ltd	39,338	1,928	41,266	-	41,266
3170 Overtime Payments					
3400 Other Funds Ltd	3,085	151	3,236	-	3,236
3190 All Other Differential					
3400 Other Funds Ltd	4,741,698	232,343	4,974,041	447,633	5,421,674

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Investment Services

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	45,310,401	234,422	45,544,823	1,939,743	47,484,566
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	6,715	-	6,715	240	6,955
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	11,190,298	57,473	11,247,771	479,505	11,727,276
3230 Social Security Taxes					
3400 Other Funds Ltd	2,614,234	17,933	2,632,167	140,652	2,772,819
3240 Unemployment Assessments					
3400 Other Funds Ltd	7,801	382	8,183	-	8,183
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	126,107	930	127,037	7,260	134,297
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,230	-	3,230	113	3,343
3260 Mass Transit Tax					
3400 Other Funds Ltd	214,344	58,925	273,269	-	273,269
3270 Flexible Benefits					
3400 Other Funds Ltd	3,753,600	-	3,753,600	132,480	3,886,080
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	17,916,329	135,643	18,051,972	760,250	18,812,222
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

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Investment Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	(1,704,770)	(572,471)	(2,277,241)	-	(2,277,241)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	61,521,960	(202,406)	61,319,554	2,699,993	64,019,547
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	25,412	1,246	26,658	3,564	30,222
4125 Out of State Travel					
3400 Other Funds Ltd	274,515	13,452	287,967	10,932	298,899
4150 Employee Training					
3400 Other Funds Ltd	484,990	23,764	508,754	59,686	568,440
4175 Office Expenses					
3400 Other Funds Ltd	17,784	871	18,655	14,252	32,907
4200 Telecommunications					
3400 Other Funds Ltd	225,027	11,027	236,054	16,632	252,686
4225 State Gov. Service Charges					
3400 Other Funds Ltd	1,819,297	1,003,955	2,823,252	-	2,823,252
4250 Data Processing					
3400 Other Funds Ltd	370,865	18,173	389,038	4,600	393,638
4275 Publicity and Publications					
3400 Other Funds Ltd	12,506	612	13,118	2,600	15,718
4300 Professional Services					
3400 Other Funds Ltd	1,285,857	119,584	1,405,441	-	1,405,441
4315 IT Professional Services					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	64,795	6,026	70,821	-	70,821
4325 Attorney General					
3400 Other Funds Ltd	445,293	41,412	486,705	-	486,705
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	383,820	18,807	402,627	2,380	405,007
4400 Dues and Subscriptions					
3400 Other Funds Ltd	243,265	11,919	255,184	2,600	257,784
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	3,798,306	186,117	3,984,423	148,400	4,132,823
4575 Agency Program Related S and S					
3400 Other Funds Ltd	496,595	24,334	520,929	-	520,929
4650 Other Services and Supplies					
3400 Other Funds Ltd	37,361	1,831	39,192	2,560	41,752
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	65,352	(58,941)	6,411	19,120	25,531
4715 IT Expendable Property					
3400 Other Funds Ltd	69,818	(55,696)	14,122	18,188	32,310
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	10,120,858	1,368,493	11,489,351	305,514	11,794,865
TOTAL EXPENDITURES					
3400 Other Funds Ltd	71,642,818	1,166,087	72,808,905	3,005,507	75,814,412
ENDING BALANCE					
3400 Other Funds Ltd	39,611,377	(1,166,087)	38,445,290	(3,005,507)	35,439,783

Treasury, Oregon State | ***Agency Number: 17000***

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Investment Services

Version: V - 01 - Agency Request Budget
Cross Reference Number: 17000-030-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	85	-	85	4	89
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	85.00	-	85.00	3.01	88.01

Treasury, Oregon State | **Agency Number: 17000**

Detail Revenues & Expenditures - Requested Budget
Version: V - 01 - Agency Request Budget
2027-29 Biennium
Cross Reference Number: 17000-040-00-00-00000
Trust Property Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3200 Other Funds Non-Ltd	338,941	-	338,941	-	338,941
3400 Other Funds Ltd	3,674,942	-	3,674,942	-	3,674,942
All Funds	4,013,883	-	4,013,883	-	4,013,883
REVENUE CATEGORIES					
CHARGES FOR SERVICES					
0410 Charges for Services					
3200 Other Funds Non-Ltd	4,236,770	-	4,236,770	-	4,236,770
3400 Other Funds Ltd	30,448,819	-	30,448,819	-	30,448,819
All Funds	34,685,589	-	34,685,589	-	34,685,589
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(10,207,827)	-	(10,207,827)	-	(10,207,827)
AVAILABLE REVENUES					
3200 Other Funds Non-Ltd	4,575,711	-	4,575,711	-	4,575,711
3400 Other Funds Ltd	23,915,934	-	23,915,934	-	23,915,934
TOTAL AVAILABLE REVENUES	**$28,491,645**	**-**	**$28,491,645**	**-**	**$28,491,645**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	5,938,848	-	5,938,848	1,948,578	7,887,426

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3170 Overtime Payments					
3400 Other Funds Ltd	26	1	27	-	27
3190 All Other Differential					
3400 Other Funds Ltd	5,442	267	5,709	-	5,709
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	5,944,316	268	5,944,584	1,948,578	7,893,162
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	2,289	-	2,289	918	3,207
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	1,469,431	66	1,469,497	481,689	1,951,186
3230 Social Security Taxes					
3400 Other Funds Ltd	454,740	21	454,761	149,066	603,827
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	23,779	1	23,780	7,795	31,575
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	1,101	-	1,101	432	1,533
3260 Mass Transit Tax					
3400 Other Funds Ltd	25,161	10,507	35,668	-	35,668
3270 Flexible Benefits					
3400 Other Funds Ltd	1,280,640	-	1,280,640	507,840	1,788,480
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	3,257,141	10,595	3,267,736	1,147,740	4,415,476

Treasury, Oregon State | **Agency Number: 17000**

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Trust Property Services

Version: V - 01 - Agency Request Budget
Cross Reference Number: 17000-040-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(198,531)	(98,699)	(297,230)	-	(297,230)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	9,002,926	(87,836)	8,915,090	3,096,318	12,011,408
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	23,763	1,164	24,927	12,474	37,401
4125 Out of State Travel					
3400 Other Funds Ltd	26,050	1,277	27,327	38,262	65,589
4150 Employee Training					
3400 Other Funds Ltd	84,829	4,157	88,986	70,626	159,612
4175 Office Expenses					
3400 Other Funds Ltd	74,188	3,635	77,823	49,882	127,705
4200 Telecommunications					
3400 Other Funds Ltd	54,155	2,653	56,808	58,212	115,020
4250 Data Processing					
3400 Other Funds Ltd	35,524	1,741	37,265	16,100	53,365
4275 Publicity and Publications					
3400 Other Funds Ltd	20,568	1,008	21,576	9,100	30,676
4300 Professional Services					
3200 Other Funds Non-Ltd	2,067,842	-	2,067,842	-	2,067,842
3400 Other Funds Ltd	2,989,576	278,030	3,267,606	-	3,267,606

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
All Funds	5,057,418	278,030	5,335,448	-	5,335,448
4315 IT Professional Services					
3400 Other Funds Ltd	803,458	63,245	866,703	-	866,703
4325 Attorney General					
3200 Other Funds Non-Ltd	250,000	-	250,000	-	250,000
3400 Other Funds Ltd	321,695	29,918	351,613	-	351,613
All Funds	571,695	29,918	601,613	-	601,613
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	13,900	681	14,581	8,330	22,911
4400 Dues and Subscriptions					
3400 Other Funds Ltd	7,746	380	8,126	9,100	17,226
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	1,263,967	61,934	1,325,901	519,400	1,845,301
4575 Agency Program Related S and S					
3200 Other Funds Non-Ltd	1,749,457	-	1,749,457	-	1,749,457
3400 Other Funds Ltd	8,069	396	8,465	-	8,465
All Funds	1,757,526	396	1,757,922	-	1,757,922
4650 Other Services and Supplies					
3400 Other Funds Ltd	148,801	7,291	156,092	8,960	165,052
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	41,822	(36,193)	5,629	66,920	72,549
4715 IT Expendable Property					
3400 Other Funds Ltd	45,590	(34,146)	11,444	63,658	75,102

Treasury, Oregon State — ***Agency Number: 17000***

Detail Revenues & Expenditures - Requested Budget — **Version: V - 01 - Agency Request Budget**
2027-29 Biennium — **Cross Reference Number: 17000-040-00-00-00000**
Trust Property Services

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL SERVICES & SUPPLIES					
3200 Other Funds Non-Ltd	4,067,299	-	4,067,299	-	4,067,299
3400 Other Funds Ltd	5,963,701	387,171	6,350,872	931,024	7,281,896
TOTAL SERVICES & SUPPLIES	**$10,031,000**	**$387,171**	**$10,418,171**	**$931,024**	**$11,349,195**
TOTAL EXPENDITURES					
3200 Other Funds Non-Ltd	4,067,299	-	4,067,299	-	4,067,299
3400 Other Funds Ltd	14,966,627	299,335	15,265,962	4,027,342	19,293,304
TOTAL EXPENDITURES	**$19,033,926**	**$299,335**	**$19,333,261**	**$4,027,342**	**$23,360,603**
ENDING BALANCE					
3200 Other Funds Non-Ltd	508,412	-	508,412	-	508,412
3400 Other Funds Ltd	8,949,307	(299,335)	8,649,972	(4,027,342)	4,622,630
TOTAL ENDING BALANCE	**$9,457,719**	**($299,335)**	**$9,158,384**	**($4,027,342)**	**$5,131,042**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	29	-	29	14	43
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	29.00	-	29.00	11.52	40.52

Treasury, Oregon State | **Agency Number: 17000**

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Administrative Services

Version: V - 01 - Agency Request Budget
Cross Reference Number: 17000-070-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	61,220,239	-	61,220,239	-	61,220,239
AVAILABLE REVENUES					
3400 Other Funds Ltd	61,220,239	-	61,220,239	-	61,220,239
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	24,360,824	-	24,360,824	2,558,023	26,918,847
3160 Temporary Appointments					
3400 Other Funds Ltd	1,586	78	1,664	-	1,664
3170 Overtime Payments					
3400 Other Funds Ltd	352	17	369	-	369
3190 All Other Differential					
3400 Other Funds Ltd	45,844	2,246	48,090	-	48,090
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	24,408,606	2,341	24,410,947	2,558,023	26,968,970
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	6,907	-	6,907	960	7,867
3220 Public Employees' Retire Cont					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	6,033,417	559	6,033,976	632,343	6,666,319
3230 Social Security Taxes					
3400 Other Funds Ltd	1,796,492	179	1,796,671	195,688	1,992,359
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	93,058	9	93,067	10,231	103,298
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,323	-	3,323	455	3,778
3260 Mass Transit Tax					
3400 Other Funds Ltd	127,120	19,346	146,466	-	146,466
3270 Flexible Benefits					
3400 Other Funds Ltd	3,862,160	-	3,862,160	531,760	4,393,920
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	11,922,477	20,093	11,942,570	1,371,437	13,314,007
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(1,007,618)	(212,929)	(1,220,547)	-	(1,220,547)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	35,323,465	(190,495)	35,132,970	3,929,460	39,062,430
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	57,647	2,825	60,472	11,583	72,055
4125 Out of State Travel					
3400 Other Funds Ltd	96,180	4,713	100,893	35,529	136,422

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4150 Employee Training					
3400 Other Funds Ltd	555,924	27,240	583,164	83,398	666,562
4175 Office Expenses					
3400 Other Funds Ltd	75,732	3,711	79,443	46,319	125,762
4200 Telecommunications					
3400 Other Funds Ltd	1,144,852	(38,312)	1,106,540	54,054	1,160,594
4225 State Gov. Service Charges					
3400 Other Funds Ltd	2,114,928	370,821	2,485,749	-	2,485,749
4250 Data Processing					
3400 Other Funds Ltd	2,039,206	99,921	2,139,127	2,001,950	4,141,077
4275 Publicity and Publications					
3400 Other Funds Ltd	24,852	1,218	26,070	8,450	34,520
4300 Professional Services					
3400 Other Funds Ltd	2,617,257	243,405	2,860,662	-	2,860,662
4315 IT Professional Services					
3400 Other Funds Ltd	1,003,873	93,361	1,097,234	-	1,097,234
4325 Attorney General					
3400 Other Funds Ltd	137,585	12,796	150,381	-	150,381
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	116,642	5,716	122,358	7,735	130,093
4400 Dues and Subscriptions					
3400 Other Funds Ltd	236,284	11,578	247,862	8,450	256,312
4425 Facilities Rental and Taxes					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	3,829,427	187,642	4,017,069	482,300	4,499,369
4475 Facilities Maintenance					
3400 Other Funds Ltd	37,445	1,835	39,280	-	39,280
4575 Agency Program Related S and S					
3400 Other Funds Ltd	30,320	1,485	31,805	-	31,805
4650 Other Services and Supplies					
3400 Other Funds Ltd	484,486	23,740	508,226	8,320	516,546
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	121,800	(17,933)	103,867	62,140	166,007
4715 IT Expendable Property					
3400 Other Funds Ltd	1,005,297	26,522	1,031,819	59,111	1,090,930
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	15,729,737	1,062,284	16,792,021	2,869,339	19,661,360
CAPITAL OUTLAY					
5150 Telecommunications Equipment					
3400 Other Funds Ltd	156,191	7,653	163,844	-	163,844
5550 Data Processing Software					
3400 Other Funds Ltd	155,192	7,604	162,796	-	162,796
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	311,383	15,257	326,640	-	326,640
TOTAL EXPENDITURES					
3400 Other Funds Ltd	51,364,585	887,046	52,251,631	6,798,799	59,050,430
ENDING BALANCE					

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	9,855,654	(887,046)	8,968,608	(6,798,799)	2,169,809
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	90	-	90	13	103
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	87.45	-	87.45	12.09	99.54

Detail Revenues and Expenditures - Essential Packages - BDV004B

Treasury, Oregon State | ***Agency Number 17000***

BDV004B | **Version: V - 01 - Agency Request Budget**
2027-29 Biennium | **Cross Reference Number: 17000-000-00-00-00000**
Oregon Treasury

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		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	2,831	2,831	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	783	783	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	239,184	239,184	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	242,798	242,798	-	-		
TOTAL SALARIES & WAGES	**$242,798**	**$242,798**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	59,320	59,320	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	18,574	18,574	-	-		
3240 Unemployment Assessments						
3400 Other Funds Ltd	956	956	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	960	960	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	93,590	93,590	-	-		

Treasury, Oregon State | *Agency Number 17000*

BDV004B | Version: V - 01 - Agency Request Budget
2027-29 Biennium | Cross Reference Number: 17000-000-00-00-00000
Oregon Treasury

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		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	173,400	173,400	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$173,400**	**$173,400**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(949,191)	(949,191)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(532,993)	(532,993)	-	-		
TOTAL PERSONAL SERVICES	**($532,993)**	**($532,993)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	7,298	-	-	7,298		
4125 Out of State Travel						
3400 Other Funds Ltd	22,923	-	-	22,923		
4150 Employee Training						
3400 Other Funds Ltd	62,549	-	-	62,549		
4175 Office Expenses						
3400 Other Funds Ltd	13,196	-	-	13,196		
4200 Telecommunications						
3400 Other Funds Ltd	(21,270)	-	(90,000)	68,730		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,374,776	-	-	1,374,776		

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		
4250 Data Processing						
3400 Other Funds Ltd	125,650	-	-	125,650		
4275 Publicity and Publications						
3400 Other Funds Ltd	10,839	-	-	10,839		
4300 Professional Services						
3400 Other Funds Ltd	1,679,383	-	-	1,679,383		
4315 IT Professional Services						
3400 Other Funds Ltd	193,802	-	(10,500)	204,302		
4325 Attorney General						
3400 Other Funds Ltd	204,841	-	-	204,841		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	26,786	-	-	26,786		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	31,609	-	-	31,609		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	528,219	-	-	528,219		
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,835	-	-	1,835		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	314,998	-	-	314,998		
4650 Other Services and Supplies						
3400 Other Funds Ltd	40,545	-	-	40,545		
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		
3400 Other Funds Ltd	(112,703)	-	(118,482)	5,779		
4715 IT Expendable Property						
3400 Other Funds Ltd	(63,082)	-	(112,710)	49,628		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,442,194	-	(331,692)	4,773,886		
TOTAL SERVICES & SUPPLIES	**$4,442,194**	**-**	**($331,692)**	**$4,773,886**		
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	7,653	-	-	7,653		
5550 Data Processing Software						
3400 Other Funds Ltd	7,604	-	-	7,604		
CAPITAL OUTLAY						
3400 Other Funds Ltd	15,257	-	-	15,257		
TOTAL CAPITAL OUTLAY	**$15,257**	**-**	**-**	**$15,257**		
EXPENDITURES						
3400 Other Funds Ltd	3,924,458	(532,993)	(331,692)	4,789,143		
TOTAL EXPENDITURES	**$3,924,458**	**($532,993)**	**($331,692)**	**$4,789,143**		
ENDING BALANCE						
3400 Other Funds Ltd	(3,924,458)	532,993	331,692	(4,789,143)		
TOTAL ENDING BALANCE	**($3,924,458)**	**$532,993**	**$331,692**	**($4,789,143)**		

Treasury, Oregon State | **_Agency Number 17000_**

BDV004B | **Version: V - 01 - Agency Request Budget**
2027-29 Biennium | **Cross Reference Number: 17000-010-00-00-00000**
State and Local Government Financial Services

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	825	825	-			
3170 Overtime Payments						
3400 Other Funds Ltd	614	614	-			
3190 All Other Differential						
3400 Other Funds Ltd	4,328	4,328	-			
SALARIES & WAGES						
3400 Other Funds Ltd	5,767	5,767	-			
TOTAL SALARIES & WAGES	**$5,767**	**$5,767**	**-**			
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,222	1,222	-			
3230 Social Security Taxes						
3400 Other Funds Ltd	441	441	-			
3240 Unemployment Assessments						
3400 Other Funds Ltd	574	574	-			
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	20	20	-			
3260 Mass Transit Tax						
3400 Other Funds Ltd	3,264	3,264	-			

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,521	5,521	-			
TOTAL OTHER PAYROLL EXPENSES	**$5,521**	**$5,521**	**-**			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(45,678)	(45,678)	-			
PERSONAL SERVICES						
3400 Other Funds Ltd	(34,390)	(34,390)	-			
TOTAL PERSONAL SERVICES	**($34,390)**	**($34,390)**	**-**			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	429	-	429			
4125 Out of State Travel						
3400 Other Funds Ltd	1,360	-	1,360			
4150 Employee Training						
3400 Other Funds Ltd	5,749	-	5,749			
4175 Office Expenses						
3400 Other Funds Ltd	2,004	-	2,004			
4200 Telecommunications						
3400 Other Funds Ltd	2,202	-	2,202			
4250 Data Processing						
3400 Other Funds Ltd	3,357	-	3,357			

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
4275 Publicity and Publications						
3400 Other Funds Ltd	633	-	633			
4300 Professional Services						
3400 Other Funds Ltd	371,408	-	371,408			
4315 IT Professional Services						
3400 Other Funds Ltd	31,170	-	31,170			
4325 Attorney General						
3400 Other Funds Ltd	18,784	-	18,784			
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,436	-	1,436			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,249	-	5,249			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	72,216	-	72,216			
4575 Agency Program Related S and S						
3400 Other Funds Ltd	278,697	-	278,697			
4650 Other Services and Supplies						
3400 Other Funds Ltd	996	-	996			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	276	-	276			
4715 IT Expendable Property						
3400 Other Funds Ltd	192	-	192			
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3400 Other Funds Ltd	796,158	-	796,158			
TOTAL SERVICES & SUPPLIES	**$796,158**	**-**	**$796,158**			
EXPENDITURES						
3400 Other Funds Ltd	761,768	(34,390)	796,158			
TOTAL EXPENDITURES	**$761,768**	**($34,390)**	**$796,158**			
ENDING BALANCE						
3400 Other Funds Ltd	(761,768)	34,390	(796,158)			
TOTAL ENDING BALANCE	**($761,768)**	**$34,390**	**($796,158)**			

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3260 Mass Transit Tax						
3400 Other Funds Ltd	1,548	1,548	-			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(19,414)	(19,414)	-			
PERSONAL SERVICES						
3400 Other Funds Ltd	(17,866)	(17,866)	-			
TOTAL PERSONAL SERVICES	**($17,866)**	**($17,866)**	**-**			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	1,634	-	1,634			
4125 Out of State Travel						
3400 Other Funds Ltd	2,121	-	2,121			
4150 Employee Training						
3400 Other Funds Ltd	1,639	-	1,639			
4175 Office Expenses						
3400 Other Funds Ltd	2,975	-	2,975			
4200 Telecommunications						
3400 Other Funds Ltd	1,160	-	1,160			
4250 Data Processing						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3400 Other Funds Ltd	2,458	-	2,458			
4275 Publicity and Publications						
3400 Other Funds Ltd	7,368	-	7,368			
4300 Professional Services						
3400 Other Funds Ltd	666,956	-	666,956			
4325 Attorney General						
3400 Other Funds Ltd	101,931	-	101,931			
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	146	-	146			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,483	-	2,483			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	20,310	-	20,310			
4575 Agency Program Related S and S						
3400 Other Funds Ltd	10,086	-	10,086			
4650 Other Services and Supplies						
3400 Other Funds Ltd	6,687	-	6,687			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	88	-	88			
4715 IT Expendable Property						
3400 Other Funds Ltd	46	-	46			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	828,088	-	828,088			

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Public Savings Services

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
TOTAL SERVICES & SUPPLIES	**$828,088**	**-**	**$828,088**			
EXPENDITURES						
3400 Other Funds Ltd	810,222	(17,866)	828,088			
TOTAL EXPENDITURES	**$810,222**	**($17,866)**	**$828,088**			
ENDING BALANCE						
3400 Other Funds Ltd	(810,222)	17,866	(828,088)			
TOTAL ENDING BALANCE	**($810,222)**	**$17,866**	**($828,088)**			

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		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	1,928	1,928	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	151	151	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	232,343	232,343	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	234,422	234,422	-	-		
TOTAL SALARIES & WAGES	**$234,422**	**$234,422**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	57,473	57,473	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	17,933	17,933	-	-		
3240 Unemployment Assessments						
3400 Other Funds Ltd	382	382	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	930	930	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	58,925	58,925	-	-		

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Investment 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		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	135,643	135,643	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$135,643**	**$135,643**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(572,471)	(572,471)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(202,406)	(202,406)	-	-		
TOTAL PERSONAL SERVICES	**($202,406)**	**($202,406)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	1,246	-	-	1,246		
4125 Out of State Travel						
3400 Other Funds Ltd	13,452	-	-	13,452		
4150 Employee Training						
3400 Other Funds Ltd	23,764	-	-	23,764		
4175 Office Expenses						
3400 Other Funds Ltd	871	-	-	871		
4200 Telecommunications						
3400 Other Funds Ltd	11,027	-	-	11,027		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,003,955	-	-	1,003,955		

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Investment 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		
4250 Data Processing						
3400 Other Funds Ltd	18,173	-	-	18,173		
4275 Publicity and Publications						
3400 Other Funds Ltd	612	-	-	612		
4300 Professional Services						
3400 Other Funds Ltd	119,584	-	-	119,584		
4315 IT Professional Services						
3400 Other Funds Ltd	6,026	-	-	6,026		
4325 Attorney General						
3400 Other Funds Ltd	41,412	-	-	41,412		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	18,807	-	-	18,807		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	11,919	-	-	11,919		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	186,117	-	-	186,117		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	24,334	-	-	24,334		
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,831	-	-	1,831		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(58,941)	-	(59,241)	300		
4715 IT Expendable Property						

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Investment 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		
3400 Other Funds Ltd	(55,696)	-	(56,355)	659		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,368,493	-	(115,596)	1,484,089		
TOTAL SERVICES & SUPPLIES	**$1,368,493**	**-**	**($115,596)**	**$1,484,089**		
EXPENDITURES						
3400 Other Funds Ltd	1,166,087	(202,406)	(115,596)	1,484,089		
TOTAL EXPENDITURES	**$1,166,087**	**($202,406)**	**($115,596)**	**$1,484,089**		
ENDING BALANCE						
3400 Other Funds Ltd	(1,166,087)	202,406	115,596	(1,484,089)		
TOTAL ENDING BALANCE	**($1,166,087)**	**$202,406**	**$115,596**	**($1,484,089)**		

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Trust Property 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		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
3400 Other Funds Ltd	1	1	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	267	267	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	268	268	-	-		
TOTAL SALARIES & WAGES	**$268**	**$268**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	66	66	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	21	21	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	1	1	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	10,507	10,507	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	10,595	10,595	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$10,595**	**$10,595**	**-**	**-**		

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Trust Property 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		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(98,699)	(98,699)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(87,836)	(87,836)	-	-		
TOTAL PERSONAL SERVICES	**($87,836)**	**($87,836)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	1,164	-	-	1,164		
4125 Out of State Travel						
3400 Other Funds Ltd	1,277	-	-	1,277		
4150 Employee Training						
3400 Other Funds Ltd	4,157	-	-	4,157		
4175 Office Expenses						
3400 Other Funds Ltd	3,635	-	-	3,635		
4200 Telecommunications						
3400 Other Funds Ltd	2,653	-	-	2,653		
4250 Data Processing						
3400 Other Funds Ltd	1,741	-	-	1,741		
4275 Publicity and Publications						
3400 Other Funds Ltd	1,008	-	-	1,008		
4300 Professional Services						
3400 Other Funds Ltd	278,030	-	-	278,030		

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		
4315 IT Professional Services						
3400 Other Funds Ltd	63,245	-	(10,500)	73,745		
4325 Attorney General						
3400 Other Funds Ltd	29,918	-	-	29,918		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	681	-	-	681		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	380	-	-	380		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	61,934	-	-	61,934		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	396	-	-	396		
4650 Other Services and Supplies						
3400 Other Funds Ltd	7,291	-	-	7,291		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(36,193)	-	(36,456)	263		
4715 IT Expendable Property						
3400 Other Funds Ltd	(34,146)	-	(34,680)	534		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	387,171	-	(81,636)	468,807		
TOTAL SERVICES & SUPPLIES	**$387,171**	**-**	**($81,636)**	**$468,807**		
EXPENDITURES						
3400 Other Funds Ltd	299,335	(87,836)	(81,636)	468,807		

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Trust Property 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		
TOTAL EXPENDITURES	**$299,335**	**($87,836)**	**($81,636)**	**$468,807**		
ENDING BALANCE						
3400 Other Funds Ltd	(299,335)	87,836	81,636	(468,807)		
TOTAL ENDING BALANCE	**($299,335)**	**$87,836**	**$81,636**	**($468,807)**		

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Administrative 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		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	78	78	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	17	17	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	2,246	2,246	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	2,341	2,341	-	-		
TOTAL SALARIES & WAGES	**$2,341**	**$2,341**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	559	559	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	179	179	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	9	9	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	19,346	19,346	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	20,093	20,093	-	-		

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	**$20,093**	**$20,093**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(212,929)	(212,929)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(190,495)	(190,495)	-	-		
TOTAL PERSONAL SERVICES	**($190,495)**	**($190,495)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	2,825	-	-	2,825		
4125 Out of State Travel						
3400 Other Funds Ltd	4,713	-	-	4,713		
4150 Employee Training						
3400 Other Funds Ltd	27,240	-	-	27,240		
4175 Office Expenses						
3400 Other Funds Ltd	3,711	-	-	3,711		
4200 Telecommunications						
3400 Other Funds Ltd	(38,312)	-	(90,000)	51,688		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	370,821	-	-	370,821		
4250 Data Processing						
3400 Other Funds Ltd	99,921	-	-	99,921		

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						
3400 Other Funds Ltd	1,218	-	-	1,218		
4300 Professional Services						
3400 Other Funds Ltd	243,405	-	-	243,405		
4315 IT Professional Services						
3400 Other Funds Ltd	93,361	-	-	93,361		
4325 Attorney General						
3400 Other Funds Ltd	12,796	-	-	12,796		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	5,716	-	-	5,716		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	11,578	-	-	11,578		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	187,642	-	-	187,642		
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,835	-	-	1,835		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,485	-	-	1,485		
4650 Other Services and Supplies						
3400 Other Funds Ltd	23,740	-	-	23,740		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	(17,933)	-	(22,785)	4,852		
4715 IT Expendable Property						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3400 Other Funds Ltd	26,522	-	(21,675)	48,197		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,062,284	-	(134,460)	1,196,744		
TOTAL SERVICES & SUPPLIES	**$1,062,284**	**-**	**($134,460)**	**$1,196,744**		
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	7,653	-	-	7,653		
5550 Data Processing Software						
3400 Other Funds Ltd	7,604	-	-	7,604		
CAPITAL OUTLAY						
3400 Other Funds Ltd	15,257	-	-	15,257		
TOTAL CAPITAL OUTLAY	**$15,257**	**-**	**-**	**$15,257**		
EXPENDITURES						
3400 Other Funds Ltd	887,046	(190,495)	(134,460)	1,212,001		
TOTAL EXPENDITURES	**$887,046**	**($190,495)**	**($134,460)**	**$1,212,001**		
ENDING BALANCE						
3400 Other Funds Ltd	(887,046)	190,495	134,460	(1,212,001)		
TOTAL ENDING BALANCE	**($887,046)**	**$190,495**	**$134,460**	**($1,212,001)**		

Detail Revenues and Expenditures - Policy Packages - BDV004B

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Oregon Treasury

Description	Total Policy Packages	Pkg: 101 Trust Property Resource Essentials Priority: 01	Pkg: 102 Upward Oregon Program Support Priority: 02	Pkg: 103 Modernize IT for Zero Trust Framework Priority: 03	Pkg: 104 Administrative Services Support Priority: 04	Pkg: 105 Statewide Banking Program Support Priority: 05
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	6,923,708	1,948,578	571,690	1,644,606	913,417	353,307
3190 All Other Differential						
3400 Other Funds Ltd	447,633	-	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	7,371,341	1,948,578	571,690	1,644,606	913,417	353,307
TOTAL SALARIES & WAGES	**$7,371,341**	**$1,948,578**	**$571,690**	**$1,644,606**	**$913,417**	**$353,307**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,533	918	285	568	392	130
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,822,198	481,689	141,323	406,545	225,798	87,338
3230 Social Security Taxes						
3400 Other Funds Ltd	556,170	149,066	43,736	125,812	69,876	27,028
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	28,986	7,795	2,287	6,578	3,653	1,413
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,198	432	137	269	186	61
3270 Flexible Benefits						
3400 Other Funds Ltd	1,402,080	507,840	158,240	314,640	217,120	71,760

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Oregon Treasury

Description	Total Policy Packages	Pkg: 101 Trust Property Resource Essentials Priority: 01	Pkg: 102 Upward Oregon Program Support Priority: 02	Pkg: 103 Modernize IT for Zero Trust Framework Priority: 03	Pkg: 104 Administrative Services Support Priority: 04	Pkg: 105 Statewide Banking Program Support Priority: 05
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,813,165	1,147,740	346,008	854,412	517,025	187,730
TOTAL OTHER PAYROLL EXPENSES	**$3,813,165**	**$1,147,740**	**$346,008**	**$854,412**	**$517,025**	**$187,730**
PERSONAL SERVICES						
3400 Other Funds Ltd	11,184,506	3,096,318	917,698	2,499,018	1,430,442	541,037
TOTAL PERSONAL SERVICES	**$11,184,506**	**$3,096,318**	**$917,698**	**$2,499,018**	**$1,430,442**	**$541,037**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	32,967	12,474	3,564	7,128	4,455	1,782
4125 Out of State Travel						
3400 Other Funds Ltd	101,121	38,262	10,932	21,864	13,665	5,466
4150 Employee Training						
3400 Other Funds Ltd	246,481	70,626	19,703	55,250	28,148	13,068
4175 Office Expenses						
3400 Other Funds Ltd	131,831	49,882	14,252	28,504	17,815	7,126
4200 Telecommunications						
3400 Other Funds Ltd	153,846	58,212	16,632	33,264	20,790	8,316
4250 Data Processing						
3400 Other Funds Ltd	2,029,550	16,100	4,600	1,996,200	5,750	2,300
4275 Publicity and Publications						
3400 Other Funds Ltd	24,050	9,100	2,600	5,200	3,250	1,300
4375 Employee Recruitment and Develop						

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Oregon Treasury

Description	Total Policy Packages	Pkg: 101 Trust Property Resource Essentials Priority: 01	Pkg: 102 Upward Oregon Program Support Priority: 02	Pkg: 103 Modernize IT for Zero Trust Framework Priority: 03	Pkg: 104 Administrative Services Support Priority: 04	Pkg: 105 Statewide Banking Program Support Priority: 05
3400 Other Funds Ltd	22,015	8,330	2,380	4,760	2,975	1,190
4400 Dues and Subscriptions						
3400 Other Funds Ltd	24,050	9,100	2,600	5,200	3,250	1,300
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,372,700	519,400	148,400	296,800	185,500	74,200
4650 Other Services and Supplies						
3400 Other Funds Ltd	23,680	8,960	2,560	5,120	3,200	1,280
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	176,860	66,920	19,120	38,240	23,900	9,560
4715 IT Expendable Property						
3400 Other Funds Ltd	168,239	63,658	18,188	36,376	22,735	9,094
SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,507,390	931,024	265,531	2,533,906	335,433	135,982
TOTAL SERVICES & SUPPLIES	**$4,507,390**	**$931,024**	**$265,531**	**$2,533,906**	**$335,433**	**$135,982**
EXPENDITURES						
3400 Other Funds Ltd	15,691,896	4,027,342	1,183,229	5,032,924	1,765,875	677,019
TOTAL EXPENDITURES	**$15,691,896**	**$4,027,342**	**$1,183,229**	**$5,032,924**	**$1,765,875**	**$677,019**
ENDING BALANCE						
3400 Other Funds Ltd	(15,691,896)	(4,027,342)	(1,183,229)	(5,032,924)	(1,765,875)	(677,019)
TOTAL ENDING BALANCE	**($15,691,896)**	**($4,027,342)**	**($1,183,229)**	**($5,032,924)**	**($1,765,875)**	**($677,019)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	37	14	4	8	5	2

Description	Total Policy Packages	Pkg: 101 Trust Property Resource Essentials Priority: 01	Pkg: 102 Upward Oregon Program Support Priority: 02	Pkg: 103 Modernize IT for Zero Trust Framework Priority: 03	Pkg: 104 Administrative Services Support Priority: 04	Pkg: 105 Statewide Banking Program Support Priority: 05
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	31.64	11.52	3.39	7.15	4.94	1.63

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Oregon Treasury

Description	Pkg: 106 Investment Portfolio Support Priority: 06					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,492,110					
3190 All Other Differential						
3400 Other Funds Ltd	447,633					
SALARIES & WAGES						
3400 Other Funds Ltd	1,939,743					
TOTAL SALARIES & WAGES	**$1,939,743**					
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	240					
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	479,505					
3230 Social Security Taxes						
3400 Other Funds Ltd	140,652					
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	7,260					
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	113					
3270 Flexible Benefits						
3400 Other Funds Ltd	132,480					

Description	Pkg: 106 Investment Portfolio Support Priority: 06					
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	760,250					
TOTAL OTHER PAYROLL EXPENSES	**$760,250**					
PERSONAL SERVICES						
3400 Other Funds Ltd	2,699,993					
TOTAL PERSONAL SERVICES	**$2,699,993**					
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,564					
4125 Out of State Travel						
3400 Other Funds Ltd	10,932					
4150 Employee Training						
3400 Other Funds Ltd	59,686					
4175 Office Expenses						
3400 Other Funds Ltd	14,252					
4200 Telecommunications						
3400 Other Funds Ltd	16,632					
4250 Data Processing						
3400 Other Funds Ltd	4,600					
4275 Publicity and Publications						
3400 Other Funds Ltd	2,600					
4375 Employee Recruitment and Develop						

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Description	Pkg: 106 Investment Portfolio Support Priority: 06					
3400 Other Funds Ltd	2,380					
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,600					
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	148,400					
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,560					
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	19,120					
4715 IT Expendable Property						
3400 Other Funds Ltd	18,188					
SERVICES & SUPPLIES						
3400 Other Funds Ltd	305,514					
TOTAL SERVICES & SUPPLIES	**$305,514**					
EXPENDITURES						
3400 Other Funds Ltd	3,005,507					
TOTAL EXPENDITURES	**$3,005,507**					
ENDING BALANCE						
3400 Other Funds Ltd	(3,005,507)					
TOTAL ENDING BALANCE	**($3,005,507)**					
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4					

Description	Pkg: 106 Investment Portfolio Support Priority: 06					
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.01					

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State and Local Government Financial Services

Description	Total Policy Packages	Pkg: 105 Statewide Banking Program Support Priority: 05				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	353,307	353,307				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	130	130				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	87,338	87,338				
3230 Social Security Taxes						
3400 Other Funds Ltd	27,028	27,028				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	1,413	1,413				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	61	61				
3270 Flexible Benefits						
3400 Other Funds Ltd	71,760	71,760				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	187,730	187,730				
TOTAL OTHER PAYROLL EXPENSES	**$187,730**	**$187,730**				
PERSONAL SERVICES						
3400 Other Funds Ltd	541,037	541,037				

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State and Local Government Financial Services

Description	Total Policy Packages	Pkg: 105 Statewide Banking Program Support Priority: 05				
TOTAL PERSONAL SERVICES	**$541,037**	**$541,037**				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	1,782	1,782				
4125 Out of State Travel						
3400 Other Funds Ltd	5,466	5,466				
4150 Employee Training						
3400 Other Funds Ltd	13,068	13,068				
4175 Office Expenses						
3400 Other Funds Ltd	7,126	7,126				
4200 Telecommunications						
3400 Other Funds Ltd	8,316	8,316				
4250 Data Processing						
3400 Other Funds Ltd	2,300	2,300				
4275 Publicity and Publications						
3400 Other Funds Ltd	1,300	1,300				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	1,190	1,190				
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,300	1,300				
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	74,200	74,200				
4650 Other Services and Supplies						

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State and Local Government Financial Services

Description	Total Policy Packages	Pkg: 105 Statewide Banking Program Support Priority: 05				
3400 Other Funds Ltd	1,280	1,280				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	9,560	9,560				
4715 IT Expendable Property						
3400 Other Funds Ltd	9,094	9,094				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	135,982	135,982				
TOTAL SERVICES & SUPPLIES	**$135,982**	**$135,982**				
EXPENDITURES						
3400 Other Funds Ltd	677,019	677,019				
TOTAL EXPENDITURES	**$677,019**	**$677,019**				
ENDING BALANCE						
3400 Other Funds Ltd	(677,019)	(677,019)				
TOTAL ENDING BALANCE	**($677,019)**	**($677,019)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	2				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.63	1.63				

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BDV004B — **Version: V - 01 - Agency Request Budget**
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Public Savings Services

Description	Total Policy Packages	Pkg: 102 Upward Oregon Program Support Priority: 02				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	571,690	571,690				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	285	285				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	141,323	141,323				
3230 Social Security Taxes						
3400 Other Funds Ltd	43,736	43,736				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	2,287	2,287				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	137	137				
3270 Flexible Benefits						
3400 Other Funds Ltd	158,240	158,240				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	346,008	346,008				
TOTAL OTHER PAYROLL EXPENSES	**$346,008**	**$346,008**				
PERSONAL SERVICES						
3400 Other Funds Ltd	917,698	917,698				

Description	Total Policy Packages	Pkg: 102 Upward Oregon Program Support Priority: 02				
TOTAL PERSONAL SERVICES	**$917,698**	**$917,698**				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,564	3,564				
4125 Out of State Travel						
3400 Other Funds Ltd	10,932	10,932				
4150 Employee Training						
3400 Other Funds Ltd	19,703	19,703				
4175 Office Expenses						
3400 Other Funds Ltd	14,252	14,252				
4200 Telecommunications						
3400 Other Funds Ltd	16,632	16,632				
4250 Data Processing						
3400 Other Funds Ltd	4,600	4,600				
4275 Publicity and Publications						
3400 Other Funds Ltd	2,600	2,600				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	2,380	2,380				
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,600	2,600				
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	148,400	148,400				
4650 Other Services and Supplies						

Description	Total Policy Packages	Pkg: 102 Upward Oregon Program Support Priority: 02				
3400 Other Funds Ltd	2,560	2,560				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	19,120	19,120				
4715 IT Expendable Property						
3400 Other Funds Ltd	18,188	18,188				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	265,531	265,531				
TOTAL SERVICES & SUPPLIES	**$265,531**	**$265,531**				
EXPENDITURES						
3400 Other Funds Ltd	1,183,229	1,183,229				
TOTAL EXPENDITURES	**$1,183,229**	**$1,183,229**				
ENDING BALANCE						
3400 Other Funds Ltd	(1,183,229)	(1,183,229)				
TOTAL ENDING BALANCE	**($1,183,229)**	**($1,183,229)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	4				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.39	3.39				

Treasury, Oregon State | **Agency Number 17000**

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Investment Services

Description	Total Policy Packages	Pkg: 106 Investment Portfolio Support Priority: 06				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,492,110	1,492,110				
3190 All Other Differential						
3400 Other Funds Ltd	447,633	447,633				
SALARIES & WAGES						
3400 Other Funds Ltd	1,939,743	1,939,743				
TOTAL SALARIES & WAGES	**$1,939,743**	**$1,939,743**				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	240	240				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	479,505	479,505				
3230 Social Security Taxes						
3400 Other Funds Ltd	140,652	140,652				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	7,260	7,260				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	113	113				
3270 Flexible Benefits						
3400 Other Funds Ltd	132,480	132,480				

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2027-29 Biennium — **Cross Reference Number: 17000-030-00-00-00000**
Investment Services

Description	Total Policy Packages	Pkg: 106 Investment Portfolio Support Priority: 06				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	760,250	760,250				
TOTAL OTHER PAYROLL EXPENSES	**$760,250**	**$760,250**				
PERSONAL SERVICES						
3400 Other Funds Ltd	2,699,993	2,699,993				
TOTAL PERSONAL SERVICES	**$2,699,993**	**$2,699,993**				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,564	3,564				
4125 Out of State Travel						
3400 Other Funds Ltd	10,932	10,932				
4150 Employee Training						
3400 Other Funds Ltd	59,686	59,686				
4175 Office Expenses						
3400 Other Funds Ltd	14,252	14,252				
4200 Telecommunications						
3400 Other Funds Ltd	16,632	16,632				
4250 Data Processing						
3400 Other Funds Ltd	4,600	4,600				
4275 Publicity and Publications						
3400 Other Funds Ltd	2,600	2,600				
4375 Employee Recruitment and Develop						

Description	Total Policy Packages	Pkg: 106 Investment Portfolio Support Priority: 06				
3400 Other Funds Ltd	2,380	2,380				
4400 Dues and Subscriptions						
3400 Other Funds Ltd	2,600	2,600				
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	148,400	148,400				
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,560	2,560				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	19,120	19,120				
4715 IT Expendable Property						
3400 Other Funds Ltd	18,188	18,188				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	305,514	305,514				
TOTAL SERVICES & SUPPLIES	**$305,514**	**$305,514**				
EXPENDITURES						
3400 Other Funds Ltd	3,005,507	3,005,507				
TOTAL EXPENDITURES	**$3,005,507**	**$3,005,507**				
ENDING BALANCE						
3400 Other Funds Ltd	(3,005,507)	(3,005,507)				
TOTAL ENDING BALANCE	**($3,005,507)**	**($3,005,507)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	4				

Description	Total Policy Packages	Pkg: 106 Investment Portfolio Support Priority: 06				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.01	3.01				

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BDV004B | **Version: V - 01 - Agency Request Budget**
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Trust Property Services

Description	Total Policy Packages	Pkg: 101 Trust Property Resource Essentials Priority: 01				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,948,578	1,948,578				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	918	918				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	481,689	481,689				
3230 Social Security Taxes						
3400 Other Funds Ltd	149,066	149,066				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	7,795	7,795				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	432	432				
3270 Flexible Benefits						
3400 Other Funds Ltd	507,840	507,840				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,147,740	1,147,740				
TOTAL OTHER PAYROLL EXPENSES	**$1,147,740**	**$1,147,740**				
PERSONAL SERVICES						
3400 Other Funds Ltd	3,096,318	3,096,318				

Treasury, Oregon State | *Agency Number 17000*

BDV004B | **Version: V - 01 - Agency Request Budget**
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Trust Property Services

Description	Total Policy Packages	Pkg: 101 Trust Property Resource Essentials Priority: 01				
TOTAL PERSONAL SERVICES	**$3,096,318**	**$3,096,318**				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	12,474	12,474				
4125 Out of State Travel						
3400 Other Funds Ltd	38,262	38,262				
4150 Employee Training						
3400 Other Funds Ltd	70,626	70,626				
4175 Office Expenses						
3400 Other Funds Ltd	49,882	49,882				
4200 Telecommunications						
3400 Other Funds Ltd	58,212	58,212				
4250 Data Processing						
3400 Other Funds Ltd	16,100	16,100				
4275 Publicity and Publications						
3400 Other Funds Ltd	9,100	9,100				
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	8,330	8,330				
4400 Dues and Subscriptions						
3400 Other Funds Ltd	9,100	9,100				
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	519,400	519,400				
4650 Other Services and Supplies						

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Trust Property Services

Description	Total Policy Packages	Pkg: 101 Trust Property Resource Essentials Priority: 01				
3400 Other Funds Ltd	8,960	8,960				
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	66,920	66,920				
4715 IT Expendable Property						
3400 Other Funds Ltd	63,658	63,658				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	931,024	931,024				
TOTAL SERVICES & SUPPLIES	**$931,024**	**$931,024**				
EXPENDITURES						
3400 Other Funds Ltd	4,027,342	4,027,342				
TOTAL EXPENDITURES	**$4,027,342**	**$4,027,342**				
ENDING BALANCE						
3400 Other Funds Ltd	(4,027,342)	(4,027,342)				
TOTAL ENDING BALANCE	**($4,027,342)**	**($4,027,342)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	14	14				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	11.52	11.52				

Treasury, Oregon State | *Agency Number 17000*

BDV004B | Version: V - 01 - Agency Request Budget
2027-29 Biennium | Cross Reference Number: 17000-070-00-00-00000
Administrative Services

Description	Total Policy Packages	Pkg: 103 Modernize IT for Zero Trust Framework Priority: 03	Pkg: 104 Administrative Services Support Priority: 04			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	2,558,023	1,644,606	913,417			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	960	568	392			
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	632,343	406,545	225,798			
3230 Social Security Taxes						
3400 Other Funds Ltd	195,688	125,812	69,876			
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	10,231	6,578	3,653			
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	455	269	186			
3270 Flexible Benefits						
3400 Other Funds Ltd	531,760	314,640	217,120			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,371,437	854,412	517,025			
TOTAL OTHER PAYROLL EXPENSES	**$1,371,437**	**$854,412**	**$517,025**			
PERSONAL SERVICES						
3400 Other Funds Ltd	3,929,460	2,499,018	1,430,442			

Description	Total Policy Packages	Pkg: 103 Modernize IT for Zero Trust Framework Priority: 03	Pkg: 104 Administrative Services Support Priority: 04			
TOTAL PERSONAL SERVICES	**$3,929,460**	**$2,499,018**	**$1,430,442**			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	11,583	7,128	4,455			
4125 Out of State Travel						
3400 Other Funds Ltd	35,529	21,864	13,665			
4150 Employee Training						
3400 Other Funds Ltd	83,398	55,250	28,148			
4175 Office Expenses						
3400 Other Funds Ltd	46,319	28,504	17,815			
4200 Telecommunications						
3400 Other Funds Ltd	54,054	33,264	20,790			
4250 Data Processing						
3400 Other Funds Ltd	2,001,950	1,996,200	5,750			
4275 Publicity and Publications						
3400 Other Funds Ltd	8,450	5,200	3,250			
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	7,735	4,760	2,975			
4400 Dues and Subscriptions						
3400 Other Funds Ltd	8,450	5,200	3,250			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	482,300	296,800	185,500			
4650 Other Services and Supplies						

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Administrative Services

Description	Total Policy Packages	Pkg: 103 Modernize IT for Zero Trust Framework Priority: 03	Pkg: 104 Administrative Services Support Priority: 04			
3400 Other Funds Ltd	8,320	5,120	3,200			
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	62,140	38,240	23,900			
4715 IT Expendable Property						
3400 Other Funds Ltd	59,111	36,376	22,735			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,869,339	2,533,906	335,433			
TOTAL SERVICES & SUPPLIES	**$2,869,339**	**$2,533,906**	**$335,433**			
EXPENDITURES						
3400 Other Funds Ltd	6,798,799	5,032,924	1,765,875			
TOTAL EXPENDITURES	**$6,798,799**	**$5,032,924**	**$1,765,875**			
ENDING BALANCE						
3400 Other Funds Ltd	(6,798,799)	(5,032,924)	(1,765,875)			
TOTAL ENDING BALANCE	**($6,798,799)**	**($5,032,924)**	**($1,765,875)**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	13	8	5			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	12.09	7.15	4.94			

Position Budget Report list by DCR at ARB - PIC100

PIC100 - Position Budget Report — ***Oregon Treasury***

2027-29 Biennium — **Cross Reference Number: 17000-000-00-00-00000**

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
Total Salary											-	-	88,396,685	-	88,396,685
Total OPE											-	-	40,130,036	-	40,130,036
Total Personal Services					**282**	**274.18**					**-**	**-**	**128,526,721**	**-**	**128,526,721**

PIC100 - Position Budget Report | *Cash Management Program*

2027-29 Biennium — **Cross Reference Number: 17000-010-10-00-00000**
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
0000009	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	5	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
0008001	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6661	SAL	-	-	159,864	-	159,864
										OPE	-	-	96,664	-	96,664
0022001	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0033002	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	12	14287	SAL	-	-	342,888	-	342,888
										OPE	-	-	156,642	-	156,642
0047001	WTS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	1.00	24	12	20076	SAL	-	-	481,824	-	481,824
										OPE	-	-	194,724	-	194,724
0102002	OAS C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	11	9733	SAL	-	-	233,592	-	233,592
										OPE	-	-	120,825	-	120,825
0102003	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	7320	SAL	-	-	175,680	-	175,680
										OPE	-	-	101,848	-	101,848
0104001	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6661	SAL	-	-	159,864	-	159,864
										OPE	-	-	96,664	-	96,664
0104004	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	9	12342	SAL	-	-	296,208	-	296,208
										OPE	-	-	141,345	-	141,345
0105005	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
0108003	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	5	10172	SAL	-	-	244,128	-	244,128
										OPE	-	-	124,278	-	124,278
1216001	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	5	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
1218002	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1300001	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1300002	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1300003	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	11	9733	SAL	-	-	233,592	-	233,592

PIC100 - Position Budget Report — *Cash Management Program*

2027-29 Biennium — **Cross Reference Number: 17000-010-10-00-00000**

Budget Preparation — **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	120,825	-	120,825
1300004	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	11	10718	SAL	-	-	257,232	-	257,232
										OPE	-	-	128,572	-	128,572
1600006	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10731	SAL	-	-	257,544	-	257,544
										OPE	-	-	128,674	-	128,674
1600007	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	11	10718	SAL	-	-	257,232	-	257,232
										OPE	-	-	128,572	-	128,572
1700005	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1700006	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	5	8446	SAL	-	-	202,704	-	202,704
										OPE	-	-	110,703	-	110,703
1700008	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1900018	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	0.88	21	5	8863	SAL	-	-	186,123	-	186,123
										OPE	-	-	99,735	-	99,735
1900019	OAS C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.75	18	5	9288	SAL	-	-	167,184	-	167,184
										OPE	-	-	87,995	-	87,995
7010001	WTS X7082 AP	BUSINESS OPERATIONS ADMINISTRATO	38X	PF	1	1.00	24	12	18200	SAL	-	-	436,800	-	436,800
										OPE	-	-	182,942	-	182,942
Total Salary											-	-	6,173,355	-	6,173,355
Total OPE											-	-	3,101,413	-	3,101,413
Total Personal Services					**25**	**24.63**					**-**	**-**	**9,274,768**	**-**	**9,274,768**

PIC100 - Position Budget Report

Debt Management Program

2027-29 Biennium — **Cross Reference Number: 17000-010-20-00-00000**

Budget Preparation — **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	GF	LF	OF	FF	AF
0013002	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	8061	SAL	-	-	193,464	-	193,464
										OPE	-	-	107,675	-	107,675
0031001	WTS X7082 AP	BUSINESS OPERATIONS ADMINISTRAT(	38X	PF	1	1.00	24	4	12342	SAL	-	-	296,208	-	296,208
										OPE	-	-	141,345	-	141,345
0033001	WTS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	1.00	24	12	20076	SAL	-	-	481,824	-	481,824
										OPE	-	-	194,724	-	194,724
0104005	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
0560001	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
0813001	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	10731	SAL	-	-	257,544	-	257,544
										OPE	-	-	128,674	-	128,674
1600001	OAS C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	11	11775	SAL	-	-	282,600	-	282,600
										OPE	-	-	136,885	-	136,885
1700009	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6657	SAL	-	-	159,768	-	159,768
										OPE	-	-	96,633	-	96,633
7008001	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	9	12342	SAL	-	-	296,208	-	296,208
										OPE	-	-	141,345	-	141,345
Total Salary											-	-	2,328,264	-	2,328,264
Total OPE											-	-	1,154,019	-	1,154,019
Total Personal Services					**9**	**9.00**					**-**	**-**	**3,482,283**	**-**	**3,482,283**

PIC100 - Position Budget Report

Oregon 529 College Savings Program

2027-29 Biennium
Cross Reference Number: 17000-020-10-00-00000
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
0118002	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.89	21.34	11	8059	SAL	-	-	171,979	-	171,979
										OPE	-	-	96,945	-	96,945
0119002	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	0.89	21.34	11	11830	SAL	-	-	252,452	-	252,452
										OPE	-	-	123,317	-	123,317
1500061	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	0.89	21.34	11	11830	SAL	-	-	252,452	-	252,452
										OPE	-	-	123,317	-	123,317
1500062	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	0.89	21.34	11	6968	SAL	-	-	148,697	-	148,697
										OPE	-	-	89,316	-	89,316
1500063	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.89	21.34	11	10718	SAL	-	-	228,722	-	228,722
										OPE	-	-	115,540	-	115,540
1900001	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	0.78	18.69	5	6657	SAL	-	-	124,419	-	124,419
										OPE	-	-	75,825	-	75,825
1900002	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.78	18.69	5	7320	SAL	-	-	136,811	-	136,811
										OPE	-	-	79,886	-	79,886
1900003	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.78	18.69	5	7320	SAL	-	-	136,811	-	136,811
										OPE	-	-	79,886	-	79,886
1900004	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.67	16.02	5	6070	SAL	-	-	97,241	-	97,241
										OPE	-	-	63,229	-	63,229
2200001	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	0.89	21.34	9	12342	SAL	-	-	263,378	-	263,378
										OPE	-	-	126,897	-	126,897
2200002	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	0.89	21.34	11	11830	SAL	-	-	252,452	-	252,452
										OPE	-	-	123,317	-	123,317
3200001	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	0.89	21.34	10	12968	SAL	-	-	276,737	-	276,737
										OPE	-	-	131,274	-	131,274
7006001	WTS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	0.89	21.34	10	18201	SAL	-	-	388,409	-	388,409
										OPE	-	-	166,589	-	166,589
Total Salary											-	-	2,730,560	-	2,730,560
Total OPE											-	-	1,395,338	-	1,395,338
Total Personal Services					**13**	**11.02**					**-**	**-**	**4,125,898**	**-**	**4,125,898**

PIC100 - Position Budget Report

Oregon 529 ABLE Program

2027-29 Biennium | **Cross Reference Number: 17000-020-20-00-00000**

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
0118002	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	0	0.03	0.6	11	8059	SAL	-	-	4,835	-	4,835
										OPE	-	-	3,429	-	3,429
0119002	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	0.03	0.6	11	11830	SAL	-	-	7,098	-	7,098
										OPE	-	-	4,171	-	4,171
1500061	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	0.03	0.6	11	11830	SAL	-	-	7,098	-	7,098
										OPE	-	-	4,171	-	4,171
1500062	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	0	0.03	0.6	11	6968	SAL	-	-	4,181	-	4,181
										OPE	-	-	3,215	-	3,215
1500063	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.03	0.6	11	10718	SAL	-	-	6,431	-	6,431
										OPE	-	-	3,953	-	3,953
1900001	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	0	0.03	0.63	5	6657	SAL	-	-	4,194	-	4,194
										OPE	-	-	3,220	-	3,220
1900002	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	0	0.03	0.63	5	7320	SAL	-	-	4,612	-	4,612
										OPE	-	-	3,356	-	3,356
1900003	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	0	0.03	0.63	5	7320	SAL	-	-	4,612	-	4,612
										OPE	-	-	3,356	-	3,356
1900004	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	0	0.02	0.54	5	6070	SAL	-	-	3,278	-	3,278
										OPE	-	-	2,919	-	2,919
2200001	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	0	0.03	0.6	9	12342	SAL	-	-	7,405	-	7,405
										OPE	-	-	4,272	-	4,272
2200002	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	0.03	0.6	11	11830	SAL	-	-	7,098	-	7,098
										OPE	-	-	4,171	-	4,171
3200001	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	0	0.03	0.6	10	12968	SAL	-	-	7,781	-	7,781
										OPE	-	-	4,394	-	4,394
7006001	WTS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	0	0.03	0.6	10	18201	SAL	-	-	10,921	-	10,921
										OPE	-	-	5,424	-	5,424
Total Salary											-	-	79,544	-	79,544
Total OPE											-	-	50,051	-	50,051
Total Personal Services					**0**	**0.38**					**-**	**-**	**129,595**	**-**	**129,595**

PIC100 - Position Budget Report

OregonSaves Program

2027-29 Biennium — **Cross Reference Number: 17000-020-30-00-00000**

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
0118002	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	0	0.09	2.06	11	8059	SAL	-	-	16,602	-	16,602
										OPE	-	-	10,975	-	10,975
0119002	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	0.09	2.06	11	11830	SAL	-	-	24,370	-	24,370
										OPE	-	-	13,520	-	13,520
1500061	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	0.09	2.06	11	11830	SAL	-	-	24,370	-	24,370
										OPE	-	-	13,520	-	13,520
1500062	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	0	0.09	2.06	11	6968	SAL	-	-	14,354	-	14,354
										OPE	-	-	10,238	-	10,238
1500063	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	0	0.09	2.06	11	10718	SAL	-	-	22,079	-	22,079
										OPE	-	-	12,770	-	12,770
1900001	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	0	0.07	1.68	5	6657	SAL	-	-	11,184	-	11,184
										OPE	-	-	7,356	-	7,356
1900002	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	0	0.07	1.68	5	7320	SAL	-	-	12,298	-	12,298
										OPE	-	-	7,720	-	7,720
1900003	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	0	0.07	1.68	5	7320	SAL	-	-	12,298	-	12,298
										OPE	-	-	7,720	-	7,720
1900004	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	0	0.06	1.44	5	6070	SAL	-	-	8,741	-	8,741
										OPE	-	-	6,555	-	6,555
2200001	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	0	0.09	2.06	9	12342	SAL	-	-	25,425	-	25,425
										OPE	-	-	13,867	-	13,867
2200002	WTN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	0	0.09	2.06	11	11830	SAL	-	-	24,370	-	24,370
										OPE	-	-	13,520	-	13,520
3200001	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	0	0.09	2.06	10	12968	SAL	-	-	26,714	-	26,714
										OPE	-	-	14,290	-	14,290
7006001	WTS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	0	0.09	2.06	10	18201	SAL	-	-	37,494	-	37,494
										OPE	-	-	17,822	-	17,822
Total Salary											-	-	260,299	-	260,299
Total OPE											-	-	149,873	-	149,873
Total Personal Services					**0**	**1.08**					**-**	**-**	**410,172**	**-**	**410,172**

PIC100 - Position Budget Report

Investment Management Program

2027-29 Biennium — **Cross Reference Number: 17000-030-10-00-00000**

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
0022002	OAS C1222 AP	INVESTMENT ANALYST 1	27	PF	1	1.00	24	5	7320	SAL	-	-	175,680	-	175,680
										OPE	-	-	101,848	-	101,848
0023002	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
0024001	WTN X1261 AP	INVESTMENT OFFICER 1	43	PF	1	1.00	24	6	17343	SAL	-	-	416,232	-	416,232
										OPE	-	-	177,559	-	177,559
0073001	WTS X1272 AP	CHIEF INVESTMENT OFFICER 1272	61	PF	1	1.00	24	11	55633	SAL	-	-	1,335,192	-	1,335,192
										OPE	-	-	418,050	-	418,050
0074001	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
0074002	WTS X1271 AP	DIRECTOR	57	PF	1	1.00	24	11	45951	SAL	-	-	1,102,824	-	1,102,824
										OPE	-	-	357,240	-	357,240
0074003	WTS X1270 AP	SENIOR INVESTMENT OFFICER	55	PF	1	1.00	24	11	41679	SAL	-	-	1,000,296	-	1,000,296
										OPE	-	-	330,408	-	330,408
0074004	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
0075001	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	10	10731	SAL	-	-	257,544	-	257,544
										OPE	-	-	128,674	-	128,674
0075002	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	9	5510	SAL	-	-	132,240	-	132,240
										OPE	-	-	87,612	-	87,612
0102004	OAS C1222 AP	INVESTMENT ANALYST 1	27	PF	1	1.00	24	11	9733	SAL	-	-	233,592	-	233,592
										OPE	-	-	120,825	-	120,825
0105002	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
1000001	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
1000002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
1000003	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720
										OPE	-	-	55	-	55
1000004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	720	-	720

PIC100 - Position Budget Report | **Investment Management Program**

2027-29 Biennium | **Cross Reference Number: 17000-030-10-00-00000**

Budget Preparation | **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	55	-	55
1238001	WTS X1270 AP	SENIOR INVESTMENT OFFICER	55	PF	1	1.00	24	5	31101	SAL	-	-	746,424	-	746,424
										OPE	-	-	263,970	-	263,970
1239001	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	8	25599	SAL	-	-	614,376	-	614,376
										OPE	-	-	229,413	-	229,413
1242001	WTN X1262 AP	INVESTMENT OFFICER 2	45	PF	1	1.00	24	8	22126	SAL	-	-	531,024	-	531,024
										OPE	-	-	207,600	-	207,600
1242002	WTS X1271 AP	DIRECTOR	57	PF	1	1.00	24	10	43764	SAL	-	-	1,050,336	-	1,050,336
										OPE	-	-	343,504	-	343,504
1242003	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
1243001	WTN X1262 AP	INVESTMENT OFFICER 2	45	PF	1	1.00	24	2	16526	SAL	-	-	396,624	-	396,624
										OPE	-	-	172,427	-	172,427
1243003	WTS X1270 AP	SENIOR INVESTMENT OFFICER	55	PF	1	1.00	24	5	31101	SAL	-	-	746,424	-	746,424
										OPE	-	-	263,970	-	263,970
1500010	WTS X1270 AP	SENIOR INVESTMENT OFFICER	55	PF	1	1.00	24	5	31101	SAL	-	-	746,424	-	746,424
										OPE	-	-	263,970	-	263,970
1500011	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	11	13013	SAL	-	-	312,312	-	312,312
										OPE	-	-	146,622	-	146,622
1500012	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	10	12390	SAL	-	-	297,360	-	297,360
										OPE	-	-	141,721	-	141,721
1500014	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	11	5015	SAL	-	-	120,360	-	120,360
										OPE	-	-	83,719	-	83,719
1500018	WTN X1260 AP	SENIOR INVESTMENT ANALYST	38	PF	1	1.00	24	5	13887	SAL	-	-	333,288	-	333,288
										OPE	-	-	153,496	-	153,496
1500022	WTN X1261 AP	INVESTMENT OFFICER 1	43	PF	1	1.00	24	11	22235	SAL	-	-	533,640	-	533,640
										OPE	-	-	208,285	-	208,285
1500026	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1500027	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	10	10731	SAL	-	-	257,544	-	257,544
										OPE	-	-	128,674	-	128,674

PIC100 - Position Budget Report | **Investment Management Program**

2027-29 Biennium | **Cross Reference Number: 17000-030-10-00-00000**

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
1500039	WTS X1270 AP	SENIOR INVESTMENT OFFICER	55	PF	1	1.00	24	11	41679	SAL	-	-	1,000,296	-	1,000,296
										OPE	-	-	330,408	-	330,408
1500040	WTS X1271 AP	DIRECTOR	57	PF	1	1.00	24	5	34287	SAL	-	-	822,888	-	822,888
										OPE	-	-	283,981	-	283,981
1500041	WTN X1262 AP	INVESTMENT OFFICER 2	45	PF	1	1.00	24	2	16526	SAL	-	-	396,624	-	396,624
										OPE	-	-	172,427	-	172,427
1500044	WTN X1262 AP	INVESTMENT OFFICER 2	45	PF	1	1.00	24	8	22126	SAL	-	-	531,024	-	531,024
										OPE	-	-	207,600	-	207,600
1500046	WTN X1262 AP	INVESTMENT OFFICER 2	45	PF	1	1.00	24	5	19116	SAL	-	-	458,784	-	458,784
										OPE	-	-	188,694	-	188,694
1500047	WTN X1262 AP	INVESTMENT OFFICER 2	45	PF	1	1.00	24	5	19116	SAL	-	-	458,784	-	458,784
										OPE	-	-	188,694	-	188,694
1500048	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
1500049	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
1500050	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
1500051	WTN X1260 AP	SENIOR INVESTMENT ANALYST	38	PF	1	1.00	24	11	18532	SAL	-	-	444,768	-	444,768
										OPE	-	-	185,027	-	185,027
1500066	WTN X1262 AP	INVESTMENT OFFICER 2	45	PF	1	1.00	24	8	22126	SAL	-	-	531,024	-	531,024
										OPE	-	-	207,600	-	207,600
1500070	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	11	29618	SAL	-	-	710,832	-	710,832
										OPE	-	-	254,656	-	254,656
1600010	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1700011	WTN X1260 AP	SENIOR INVESTMENT ANALYST	38	PF	1	1.00	24	11	18532	SAL	-	-	444,768	-	444,768
										OPE	-	-	185,027	-	185,027
1800001	WTS X1270 AP	SENIOR INVESTMENT OFFICER	55	PF	1	1.00	24	11	41679	SAL	-	-	1,000,296	-	1,000,296
										OPE	-	-	330,408	-	330,408
1800003	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	6	23222	SAL	-	-	557,328	-	557,328

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	-	-	214,483	-	214,483
1800004	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	8	25599	SAL	-	-	614,376	-	614,376
										OPE	-	-	229,413	-	229,413
1800005	WTN X1261 AP	INVESTMENT OFFICER 1	43	PF	1	1.00	24	5	16526	SAL	-	-	396,624	-	396,624
										OPE	-	-	172,427	-	172,427
1800006	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	5	9747	SAL	-	-	233,928	-	233,928
										OPE	-	-	120,935	-	120,935
1800007	WTS X1270 AP	SENIOR INVESTMENT OFFICER	55	PF	1	1.00	24	11	41679	SAL	-	-	1,000,296	-	1,000,296
										OPE	-	-	330,408	-	330,408
1800008	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	5	22123	SAL	-	-	530,952	-	530,952
										OPE	-	-	207,581	-	207,581
1800009	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	5	22123	SAL	-	-	530,952	-	530,952
										OPE	-	-	207,581	-	207,581
1800011	WTN X1261 AP	INVESTMENT OFFICER 1	43	PF	1	1.00	24	3	14994	SAL	-	-	359,856	-	359,856
										OPE	-	-	162,201	-	162,201
1800012	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	5	9747	SAL	-	-	233,928	-	233,928
										OPE	-	-	120,935	-	120,935
1800013	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	1.00	24	5	22123	SAL	-	-	530,952	-	530,952
										OPE	-	-	207,581	-	207,581
1900020	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	0.88	21	5	22123	SAL	-	-	464,583	-	464,583
										OPE	-	-	184,678	-	184,678
1900021	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	0.75	18	5	22123	SAL	-	-	398,214	-	398,214
										OPE	-	-	161,775	-	161,775
1900022	WTN X1261 AP	INVESTMENT OFFICER 1	43	PF	1	0.75	18	5	16526	SAL	-	-	297,468	-	297,468
										OPE	-	-	130,688	-	130,688
1900023	WTN X1263 AP	INVESTMENT OFFICER 3	48	PF	1	0.63	15	5	22123	SAL	-	-	331,845	-	331,845
										OPE	-	-	136,419	-	136,419
Total Salary											-	-	30,285,894	-	30,285,894
Total OPE											-	-	11,591,680	-	11,591,680
Total Personal Services					**56**	**55.01**					**-**	**-**	**41,877,574**	**-**	**41,877,574**

PIC100 - Position Budget Report

Investment Operations Program

2027-29 Biennium

Cross Reference Number: 17000-030-20-00-00000

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
0312001	WTS X1260 AP	SENIOR INVESTMENT ANALYST	38	PF	1	1.00	24	11	18532	SAL	-	-	444,768	-	444,768
										OPE	-	-	185,027	-	185,027
1203002	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1217001	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1500001	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	11	13013	SAL	-	-	312,312	-	312,312
										OPE	-	-	146,622	-	146,622
1500002	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1500020	WTS X1271 AP	DIRECTOR	57	PF	1	1.00	24	11	45951	SAL	-	-	1,102,824	-	1,102,824
										OPE	-	-	357,240	-	357,240
1500021	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	9	10221	SAL	-	-	245,304	-	245,304
										OPE	-	-	124,663	-	124,663
1500024	OAS C1222 AP	INVESTMENT ANALYST 1	27	PF	1	1.00	24	3	6657	SAL	-	-	159,768	-	159,768
										OPE	-	-	96,633	-	96,633
1500025	OAS C1222 AP	INVESTMENT ANALYST 1	27	PF	1	1.00	24	2	6359	SAL	-	-	152,616	-	152,616
										OPE	-	-	94,289	-	94,289
1500028	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	11	13013	SAL	-	-	312,312	-	312,312
										OPE	-	-	146,622	-	146,622
1500029	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1500030	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	5	8446	SAL	-	-	202,704	-	202,704
										OPE	-	-	110,703	-	110,703
1500031	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1500032	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	7	9288	SAL	-	-	222,912	-	222,912
										OPE	-	-	117,326	-	117,326
1500052	WTS X1260 AP	SENIOR INVESTMENT ANALYST	38	PF	1	1.00	24	11	18532	SAL	-	-	444,768	-	444,768
										OPE	-	-	185,027	-	185,027
1500071	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384

PIC100 - Position Budget Report

Investment Operations Program

2027-29 Biennium

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Budget Preparation

Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	132,882	-	132,882
1500072	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1500073	OAS C1223 AP	INVESTMENT ANALYST 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1800002	WTS X1260 AP	SENIOR INVESTMENT ANALYST	38	PF	1	1.00	24	11	18532	SAL	-	-	444,768	-	444,768
										OPE	-	-	185,027	-	185,027
1800010	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	5	9747	SAL	-	-	233,928	-	233,928
										OPE	-	-	120,935	-	120,935
Total Salary											-	-	6,442,056	-	6,442,056
Total OPE											-	-	2,933,170	-	2,933,170
Total Personal Services					**20**	**20.00**					**-**	**-**	**9,375,226**	**-**	**9,375,226**

PIC100 - Position Budget Report

Investment Legal & Compliance Program

2027-29 Biennium **Cross Reference Number: 17000-030-30-00-00000**

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
0002002	WTN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	9785	SAL	-	-	234,840	-	234,840
										OPE	-	-	121,233	-	121,233
0079001	WTS X7142 AP	COMPLIANCE AND REGULATORY ADMIN	38X	PF	1	1.00	24	9	15730	SAL	-	-	377,520	-	377,520
										OPE	-	-	167,428	-	167,428
1500015	WTS X1750 AP	DEPUTY GENERAL COUNSEL	44X	PF	1	1.00	24	12	24375	SAL	-	-	585,000	-	585,000
										OPE	-	-	221,726	-	221,726
1500016	WTN X1751 AP	ASSOCIATE GENERAL COUNSEL	42X	PF	1	1.00	24	10	20068	SAL	-	-	481,632	-	481,632
										OPE	-	-	194,674	-	194,674
1500017	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	9	8446	SAL	-	-	202,704	-	202,704
										OPE	-	-	110,703	-	110,703
1500023	OAS C0110 AP	LEGAL SECRETARY	18	PF	1	1.00	24	11	6378	SAL	-	-	153,072	-	153,072
										OPE	-	-	94,438	-	94,438
1500054	WTS X1280 AP	GENERAL COUNSEL	51	PF	1	1.00	24	11	34288	SAL	-	-	822,912	-	822,912
										OPE	-	-	283,987	-	283,987
1500055	WTN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	11	12418	SAL	-	-	298,032	-	298,032
										OPE	-	-	141,942	-	141,942
1500057	WTS X7143 AP	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	3	10172	SAL	-	-	244,128	-	244,128
										OPE	-	-	124,278	-	124,278
1600008	WTN X1751 AP	ASSOCIATE GENERAL COUNSEL	42X	PF	1	1.00	24	12	22119	SAL	-	-	530,856	-	530,856
										OPE	-	-	207,556	-	207,556
1600009	WTN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	11	12418	SAL	-	-	298,032	-	298,032
										OPE	-	-	141,942	-	141,942
1700012	WTN X1751 AP	ASSOCIATE GENERAL COUNSEL	42X	PF	1	1.00	24	12	22119	SAL	-	-	530,856	-	530,856
										OPE	-	-	207,556	-	207,556
1700013	WTN X1751 AP	ASSOCIATE GENERAL COUNSEL	42X	PF	1	1.00	24	12	22119	SAL	-	-	530,856	-	530,856
										OPE	-	-	207,556	-	207,556
Total Salary											-	-	5,290,440	-	5,290,440
Total OPE											-	-	2,225,019	-	2,225,019
Total Personal Services					**13**	**13.00**					**-**	**-**	**7,515,459**	**-**	**7,515,459**

PIC100 - Position Budget Report | *Unclaimed Property Program - Treasury*

2027-29 Biennium | **Cross Reference Number: 17000-040-10-00-00000**

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
4540001	WTS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	1	0.50	12	8	16526	SAL	-	-	198,312	-	198,312
										OPE	-	-	87,126	-	87,126
4540002	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	7	8863	SAL	-	-	212,712	-	212,712
										OPE	-	-	113,982	-	113,982
4540003	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	10221	SAL	-	-	245,304	-	245,304
										OPE	-	-	124,663	-	124,663
4540004	OAS C5617 AP	INTERNAL AUDITOR 2	28	PF	1	1.00	24	8	8863	SAL	-	-	212,712	-	212,712
										OPE	-	-	113,982	-	113,982
4540005	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	8061	SAL	-	-	193,464	-	193,464
										OPE	-	-	107,675	-	107,675
4540006	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6968	SAL	-	-	167,232	-	167,232
										OPE	-	-	99,079	-	99,079
4540007	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	6	5510	SAL	-	-	132,240	-	132,240
										OPE	-	-	87,612	-	87,612
4540008	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	10	6657	SAL	-	-	159,768	-	159,768
										OPE	-	-	96,633	-	96,633
4540009	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	8	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
4540011	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	9	8863	SAL	-	-	212,712	-	212,712
										OPE	-	-	113,982	-	113,982
4540013	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9747	SAL	-	-	233,928	-	233,928
										OPE	-	-	120,935	-	120,935
4540014	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	7	5776	SAL	-	-	138,624	-	138,624
										OPE	-	-	89,704	-	89,704
4540015	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	0.50	12	10	6657	SAL	-	-	79,884	-	79,884
										OPE	-	-	48,317	-	48,317
4540016	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	7320	SAL	-	-	175,680	-	175,680
										OPE	-	-	101,848	-	101,848
4540017	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	11	13612	SAL	-	-	326,688	-	326,688
										OPE	-	-	151,333	-	151,333
4540018	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	8	8446	SAL	-	-	202,704	-	202,704

PIC100 - Position Budget Report | **Unclaimed Property Program - Treasury**

2027-29 Biennium | **Cross Reference Number: 17000-040-10-00-00000**

Budget Preparation | **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	110,703	-	110,703
4540019	OAS C5208 AP	CLAIMS REPRESENTATIVE 2	24	PF	1	1.00	24	5	6359	SAL	-	-	152,616	-	152,616
										OPE	-	-	94,289	-	94,289
4540020	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	5	7320	SAL	-	-	175,680	-	175,680
										OPE	-	-	101,848	-	101,848
4540021	OAS C5617 AP	INTERNAL AUDITOR 2	28	PF	1	1.00	24	9	9288	SAL	-	-	222,912	-	222,912
										OPE	-	-	117,326	-	117,326
4540022	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	6657	SAL	-	-	159,768	-	159,768
										OPE	-	-	96,633	-	96,633
4540023	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	6	7681	SAL	-	-	184,344	-	184,344
										OPE	-	-	104,686	-	104,686
4540024	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	5	7320	SAL	-	-	153,720	-	153,720
										OPE	-	-	89,118	-	89,118
4540025	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.88	21	5	7320	SAL	-	-	153,720	-	153,720
										OPE	-	-	89,118	-	89,118
4540026	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	0.88	21	5	5270	SAL	-	-	110,670	-	110,670
										OPE	-	-	75,010	-	75,010
4540027	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.75	18	5	7320	SAL	-	-	131,760	-	131,760
										OPE	-	-	76,386	-	76,386
4540029	WTN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	0.75	18	5	9695	SAL	-	-	174,510	-	174,510
										OPE	-	-	90,395	-	90,395
4540034	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.75	18	5	6070	SAL	-	-	109,260	-	109,260
										OPE	-	-	69,012	-	69,012
4540043	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	0.75	18	8	7681	SAL	-	-	138,258	-	138,258
										OPE	-	-	78,515	-	78,515
4540045	OAS C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	0.75	18	5	5270	SAL	-	-	94,860	-	94,860
										OPE	-	-	64,293	-	64,293
4540046	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	0.75	18	5	8061	SAL	-	-	145,098	-	145,098
										OPE	-	-	80,756	-	80,756
4540047	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.75	18	5	6070	SAL	-	-	109,260	-	109,260
										OPE	-	-	69,012	-	69,012

PIC100 - Position Budget Report | **Unclaimed Property Program - Treasury**

2027-29 Biennium | **Cross Reference Number: 17000-040-10-00-00000**

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
4540048	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	0.75	18	5	6070	SAL	-	-	109,260	-	109,260
										OPE	-	-	69,012	-	69,012
4540049	OAS C0861 AP	PROGRAM ANALYST 2	27	PF	1	0.75	18	5	7320	SAL	-	-	131,760	-	131,760
										OPE	-	-	76,386	-	76,386
4540060	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	11	13612	SAL	-	-	326,688	-	326,688
										OPE	-	-	151,333	-	151,333
4540070	OAS C0860 AP	PROGRAM ANALYST 1	23	LF	1	1.00	24	5	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
4540071	OAS C0860 AP	PROGRAM ANALYST 1	23	LF	1	1.00	24	5	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
Total Salary											-	-	6,113,148	-	6,113,148
Total OPE											-	-	3,436,753	-	3,436,753
Total Personal Services					**36**	**32.39**					**-**	**-**	**9,549,901**	**-**	**9,549,901**

PIC100 - Position Budget Report

Estates and Escheated Property Program

2027-29 Biennium — **Cross Reference Number: 17000-040-30-00-00000**

Budget Preparation — **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	GF	LF	OF	FF	AF
4540001	WTS X7081 AP	BUSINESS OPERATIONS ADMINISTRAT(	40X	PF	0	0.50	12	8	16526	SAL	-	-	198,312	-	198,312
										OPE	-	-	87,126	-	87,126
4540010	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
4540012	OAS C1524 AP	PARALEGAL	26	PF	1	1.00	24	10	8863	SAL	-	-	212,712	-	212,712
										OPE	-	-	113,982	-	113,982
4540015	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	0	0.50	12	10	6657	SAL	-	-	79,884	-	79,884
										OPE	-	-	48,317	-	48,317
4540030	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	9	9747	SAL	-	-	233,928	-	233,928
										OPE	-	-	120,935	-	120,935
4540031	OAS C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	11	10718	SAL	-	-	257,232	-	257,232
										OPE	-	-	128,572	-	128,572
4540032	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
4540033	WTS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	0.88	21	5	10172	SAL	-	-	213,612	-	213,612
										OPE	-	-	108,743	-	108,743
4540043	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	0	0.25	6	8	7681	SAL	-	-	46,086	-	46,086
										OPE	-	-	26,171	-	26,171
4540044	OAS C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
Total Salary											-	-	1,774,278	-	1,774,278
Total OPE											-	-	941,181	-	941,181
Total Personal Services					**7**	**8.13**					**-**	**-**	**2,715,459**	**-**	**2,715,459**

Salary/OPE columns: GF, LF, OF, FF, AF

PIC100 - Position Budget Report | **Shared Services Program**

2027-29 Biennium | **Cross Reference Number: 17000-070-10-00-00000**

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
0001702	WTA Z7582 HP	AGENCY HEAD 2	47X	PF	1	1.00	24	11	28675	SAL	-	-	688,200	-	688,200
										OPE	-	-	248,733	-	248,733
0002001	OAS C0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	8	6070	SAL	-	-	145,680	-	145,680
										OPE	-	-	92,017	-	92,017
0002003	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	11	5015	SAL	-	-	120,360	-	120,360
										OPE	-	-	83,719	-	83,719
0002004	OAS C0103 AP	OFFICE SPECIALIST 1	13	PF	1	1.00	24	11	5015	SAL	-	-	120,360	-	120,360
										OPE	-	-	83,719	-	83,719
0013001	WTN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	11	12916	SAL	-	-	309,984	-	309,984
										OPE	-	-	145,859	-	145,859
0023001	WTS X7082 AP	BUSINESS OPERATIONS ADMINISTRAT(	38X	PF	1	1.00	24	12	18200	SAL	-	-	436,800	-	436,800
										OPE	-	-	182,942	-	182,942
0101001	WTS X7154 AP	CONSTRUCTION AND FACILITY MAINTEI	33X	PF	1	1.00	24	12	14287	SAL	-	-	342,888	-	342,888
										OPE	-	-	156,642	-	156,642
0101002	WTS X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	11	7069	SAL	-	-	169,656	-	169,656
										OPE	-	-	99,874	-	99,874
0102001	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
0104002	WTN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	11	11754	SAL	-	-	282,096	-	282,096
										OPE	-	-	136,719	-	136,719
0104003	WTN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	11	12343	SAL	-	-	296,232	-	296,232
										OPE	-	-	141,353	-	141,353
0105004	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
0108004	WTS X7082 AP	BUSINESS OPERATIONS ADMINISTRAT(	38X	PF	1	1.00	24	12	18200	SAL	-	-	436,800	-	436,800
										OPE	-	-	182,942	-	182,942
0334001	WTN Z0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	11	12916	SAL	-	-	309,984	-	309,984
										OPE	-	-	145,859	-	145,859
1202001	OAS C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	10	10221	SAL	-	-	245,304	-	245,304
										OPE	-	-	124,663	-	124,663
1218001	WTN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	11	10184	SAL	-	-	244,416	-	244,416

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	-	-	124,373	-	124,373
1300028	OAS C0855 AP	PROJECT MANAGER 2	30	PF	1	1.00	24	9	10221	SAL	-	-	245,304	-	245,304
										OPE	-	-	124,663	-	124,663
1400001	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	11	11266	SAL	-	-	270,384	-	270,384
										OPE	-	-	132,882	-	132,882
1400002	WTS X7074 AP	BUDGET AND FISCAL MANAGER 2	33X	PF	1	1.00	24	12	14287	SAL	-	-	342,888	-	342,888
										OPE	-	-	156,642	-	156,642
1500006	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	11	9733	SAL	-	-	233,592	-	233,592
										OPE	-	-	120,825	-	120,825
1500007	WTS X7342 AP	HUMAN RESOURCES ADMINISTRATOR '	38X	PF	1	1.00	24	12	18200	SAL	-	-	436,800	-	436,800
										OPE	-	-	182,942	-	182,942
1500008	WTS X7083 AP	BUSINESS OPERATIONS MANAGER 3	35X	PF	1	1.00	24	8	12968	SAL	-	-	311,232	-	311,232
										OPE	-	-	146,268	-	146,268
1500019	WTN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	10	12325	SAL	-	-	295,800	-	295,800
										OPE	-	-	141,211	-	141,211
1500036	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	1.00	24	11	12378	SAL	-	-	297,072	-	297,072
										OPE	-	-	141,627	-	141,627
1500038	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	10731	SAL	-	-	257,544	-	257,544
										OPE	-	-	128,674	-	128,674
1500056	WTN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	11	11754	SAL	-	-	282,096	-	282,096
										OPE	-	-	136,719	-	136,719
1500067	WTS X7080 AP	BUSINESS OPERATIONS ADMINISTRAT(	42X	PF	1	1.00	24	12	22119	SAL	-	-	530,856	-	530,856
										OPE	-	-	207,556	-	207,556
1500068	WTN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	11	12343	SAL	-	-	296,232	-	296,232
										OPE	-	-	141,353	-	141,353
1500069	OAS C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	11	9733	SAL	-	-	233,592	-	233,592
										OPE	-	-	120,825	-	120,825
1500080	WTS X7075 AP	BUDGET AND FISCAL MANAGER 1	31X	PF	1	1.00	24	12	12957	SAL	-	-	310,968	-	310,968
										OPE	-	-	146,181	-	146,181
1500081	OAS C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	4	8061	SAL	-	-	193,464	-	193,464
										OPE	-	-	107,675	-	107,675

PIC100 - Position Budget Report

Shared Services Program

2027-29 Biennium — **Cross Reference Number: 17000-070-10-00-00000**

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
1500082	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6661	SAL	-	-	159,864	-	159,864
										OPE	-	-	96,664	-	96,664
1600013	OAS C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PP	1	0.50	12	11	8849	SAL	-	-	106,188	-	106,188
										OPE	-	-	56,937	-	56,937
1700101	WTN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	5	8798	SAL	-	-	211,152	-	211,152
										OPE	-	-	113,472	-	113,472
1700102	OAS C1224 AP	INVESTMENT ANALYST 3	33	PF	1	1.00	24	11	13013	SAL	-	-	312,312	-	312,312
										OPE	-	-	146,622	-	146,622
1800014	WTN X1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	11	12343	SAL	-	-	296,232	-	296,232
										OPE	-	-	141,353	-	141,353
1800015	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6661	SAL	-	-	159,864	-	159,864
										OPE	-	-	96,664	-	96,664
1800101	OAS C0436 AP	PROCUREMENT & CONTRACT SPECIAL	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
1900013	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	5	9229	SAL	-	-	193,809	-	193,809
										OPE	-	-	102,254	-	102,254
1900014	WTN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.75	18	5	9317	SAL	-	-	167,706	-	167,706
										OPE	-	-	88,166	-	88,166
1900015	OAS C1339 AP	LEARNING & DEVELOPMENT SPECIALIS	28	PF	1	0.75	18	5	7681	SAL	-	-	138,258	-	138,258
										OPE	-	-	78,515	-	78,515
1900016	WTN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	0.88	21	5	7598	SAL	-	-	159,558	-	159,558
										OPE	-	-	91,030	-	91,030
1900017	OAS C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.63	15	5	5270	SAL	-	-	79,050	-	79,050
										OPE	-	-	53,578	-	53,578
4540062	OAS C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	9288	SAL	-	-	222,912	-	222,912
										OPE	-	-	117,326	-	117,326
4540063	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	11	8059	SAL	-	-	193,416	-	193,416
										OPE	-	-	107,659	-	107,659
4540065	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7681	SAL	-	-	184,344	-	184,344
										OPE	-	-	104,686	-	104,686
4540066	OAS C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	8	6982	SAL	-	-	167,568	-	167,568

PIC100 - Position Budget Report

Shared Services Program

2027-29 Biennium

Cross Reference Number: 17000-070-10-00-00000

Budget Preparation

Agency Request Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	99,189	-	99,189
4540067	OAS C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	7	5510	SAL	-	-	132,240	-	132,240
										OPE	-	-	87,612	-	87,612
4540068	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PP	1	0.50	12	10	5776	SAL	-	-	69,312	-	69,312
										OPE	-	-	44,852	-	44,852
Total Salary											-	-	12,374,553	-	12,374,553
Total OPE											-	-	6,085,459	-	6,085,459
Total Personal Services					**49**	**46.89**					**-**	**-**	**18,460,012**	**-**	**18,460,012**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0108001	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	5	6918	SAL	-	-	166,032	-	166,032
										OPE	-	-	98,685	-	98,685
0108002	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	11	13769	SAL	-	-	330,456	-	330,456
										OPE	-	-	152,568	-	152,568
0332001	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	10409	SAL	-	-	249,816	-	249,816
										OPE	-	-	126,142	-	126,142
0332002	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	11	10902	SAL	-	-	261,648	-	261,648
										OPE	-	-	130,019	-	130,019
0333001	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	11	10170	SAL	-	-	244,080	-	244,080
										OPE	-	-	124,262	-	124,262
0371001	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PP	1	0.50	12	11	10902	SAL	-	-	130,824	-	130,824
										OPE	-	-	65,010	-	65,010
0371002	WTS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	12	16502	SAL	-	-	396,048	-	396,048
										OPE	-	-	172,277	-	172,277
0377001	WTS X7442 IP	CHIEF INFORMATION ADMINISTRATOR '	38X	PF	1	1.00	24	12	22124	SAL	-	-	530,976	-	530,976
										OPE	-	-	207,587	-	207,587
0391001	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	11	13769	SAL	-	-	330,456	-	330,456
										OPE	-	-	152,568	-	152,568
0391003	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	8	8866	SAL	-	-	212,784	-	212,784
										OPE	-	-	114,006	-	114,006
0396001	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	8	10503	SAL	-	-	252,072	-	252,072
										OPE	-	-	126,881	-	126,881
0705001	WTS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	12	16502	SAL	-	-	396,048	-	396,048
										OPE	-	-	172,277	-	172,277
1300005	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	9	9938	SAL	-	-	238,512	-	238,512
										OPE	-	-	122,437	-	122,437
1300006	WTS X7885 IP	INFORMATION TECHNOLOGY MANAGEF	31	PF	1	1.00	24	11	14276	SAL	-	-	342,624	-	342,624
										OPE	-	-	156,555	-	156,555
1402001	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12053	SAL	-	-	289,272	-	289,272
										OPE	-	-	139,071	-	139,071
1409001	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12053	SAL	-	-	289,272	-	289,272

PIC100 - Position Budget Report

Information Technology Program

2027-29 Biennium **Cross Reference Number: 17000-070-20-00-00000**

Budget Preparation **Agency Request Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	139,071	-	139,071
1423001	OAS C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	9	8316	SAL	-	-	199,584	-	199,584
										OPE	-	-	109,680	-	109,680
1424001	WTS X7884 IP	INFORMATION TECHNOLOGY MANAGEI	33X	PF	1	1.00	24	12	16502	SAL	-	-	396,048	-	396,048
										OPE	-	-	172,277	-	172,277
1425001	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	8	11992	SAL	-	-	287,808	-	287,808
										OPE	-	-	138,591	-	138,591
1484001	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12053	SAL	-	-	289,272	-	289,272
										OPE	-	-	139,071	-	139,071
1500003	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12053	SAL	-	-	289,272	-	289,272
										OPE	-	-	139,071	-	139,071
1500004	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	11513	SAL	-	-	276,312	-	276,312
										OPE	-	-	134,824	-	134,824
1500005	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	11	10170	SAL	-	-	244,080	-	244,080
										OPE	-	-	124,262	-	124,262
1500013	OAS C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	11	6054	SAL	-	-	145,296	-	145,296
										OPE	-	-	91,890	-	91,890
1500033	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	10409	SAL	-	-	249,816	-	249,816
										OPE	-	-	126,142	-	126,142
1500034	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	10409	SAL	-	-	249,816	-	249,816
										OPE	-	-	126,142	-	126,142
1500035	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	5	9152	SAL	-	-	219,648	-	219,648
										OPE	-	-	116,256	-	116,256
1500058	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	11513	SAL	-	-	276,312	-	276,312
										OPE	-	-	134,824	-	134,824
1500059	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	5	10441	SAL	-	-	250,584	-	250,584
										OPE	-	-	126,393	-	126,393
1600011	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	11	13769	SAL	-	-	330,456	-	330,456
										OPE	-	-	152,568	-	152,568
1700001	WTS X7443 IP	CHIEF INFORMATION MANAGER 3	35X	PF	1	1.00	24	12	18200	SAL	-	-	436,800	-	436,800
										OPE	-	-	182,942	-	182,942

PIC100 - Position Budget Report | Information Technology Program

2027-29 Biennium | **Cross Reference Number: 17000-070-20-00-00000**

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
1700002	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	8	11992	SAL	-	-	287,808	-	287,808
										OPE	-	-	138,591	-	138,591
1700010	OAS C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	7	6991	SAL	-	-	167,784	-	167,784
										OPE	-	-	99,259	-	99,259
1800016	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	7	11452	SAL	-	-	274,848	-	274,848
										OPE	-	-	134,344	-	134,344
1800017	WTS X7884 IP	INFORMATION TECHNOLOGY MANAGEF	33X	PF	1	1.00	24	8	13612	SAL	-	-	326,688	-	326,688
										OPE	-	-	151,333	-	151,333
1900005	OAS C0856 AP	PROJECT MANAGER 3	32	PF	1	0.88	21	5	9288	SAL	-	-	195,048	-	195,048
										OPE	-	-	102,660	-	102,660
1900006	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	5	8265	SAL	-	-	173,565	-	173,565
										OPE	-	-	95,620	-	95,620
1900007	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	0.88	21	5	10441	SAL	-	-	219,261	-	219,261
										OPE	-	-	110,594	-	110,594
1900008	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	5	10441	SAL	-	-	250,584	-	250,584
										OPE	-	-	126,393	-	126,393
1900009	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	0.88	21	5	10441	SAL	-	-	219,261	-	219,261
										OPE	-	-	110,594	-	110,594
1900010	OAS C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	0.88	21	5	8265	SAL	-	-	173,565	-	173,565
										OPE	-	-	95,620	-	95,620
1900011	OAS C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	5	9152	SAL	-	-	219,648	-	219,648
										OPE	-	-	116,256	-	116,256
1900012	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	0.75	18	5	10441	SAL	-	-	187,938	-	187,938
										OPE	-	-	94,795	-	94,795
4540080	OAS C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	13150	SAL	-	-	315,600	-	315,600
										OPE	-	-	147,698	-	147,698
4540082	OAS C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	8	8866	SAL	-	-	212,784	-	212,784
										OPE	-	-	114,006	-	114,006
Total Salary											-	-	12,026,406	-	12,026,406
Total OPE											-	-	5,852,112	-	5,852,112

PIC100 - Position Budget Report

Information Technology Program

2027-29 Biennium — **Cross Reference Number: 17000-070-20-00-00000**

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
Total Personal Services					45	43.65					-	-	17,878,518	-	17,878,518

PIC100 - Position Budget Report | *State Treasurer Staff*

2027-29 Biennium | **Cross Reference Number: 17000-070-30-00-00000**

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
0001700	MOE Y1700 AB	TREASURER	0	PF	1	1.00	24	1	6416	SAL	-	-	153,984	-	153,984
										OPE	-	-	94,738	-	94,738
0009001	WTN Z0108 AP	ADMINISTRATIVE SPECIALIST 2	19	PF	1	1.00	24	2	4689	SAL	-	-	112,536	-	112,536
										OPE	-	-	81,155	-	81,155
0010001	WTS X7854 AP	GOVERNMENT RELATIONS MANAGER 2	33X	PF	1	1.00	24	12	14287	SAL	-	-	342,888	-	342,888
										OPE	-	-	156,642	-	156,642
0023003	WTS X7086 AP	BUSINESS OPERATIONS SUPERVISOR :	28X	PF	1	1.00	24	4	7598	SAL	-	-	182,352	-	182,352
										OPE	-	-	104,033	-	104,033
0027001	WTS X7852 AP	GOVERNMENT RELATIONS ADMINISTR/	38X	PF	1	1.00	24	12	18200	SAL	-	-	436,800	-	436,800
										OPE	-	-	182,942	-	182,942
0201001	WTN Z0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	6	8382	SAL	-	-	201,168	-	201,168
										OPE	-	-	110,200	-	110,200
1500065	WTS X7854 AP	GOVERNMENT RELATIONS MANAGER 2	33X	PF	1	1.00	24	12	14287	SAL	-	-	342,888	-	342,888
										OPE	-	-	156,642	-	156,642
1600012	WTN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	11	12418	SAL	-	-	298,032	-	298,032
										OPE	-	-	141,942	-	141,942
1800018	WTEN Z7311 AF	GOVERNMENT AFFAIRS ADMINISTRATO	40X	PF	1	1.00	24	11	18635	SAL	-	-	447,240	-	447,240
										OPE	-	-	185,674	-	185,674
Total Salary											-	-	2,517,888	-	2,517,888
Total OPE											-	-	1,213,968	-	1,213,968
Total Personal Services					**9**	**9.00**					**-**	**-**	**3,731,856**	**-**	**3,731,856**

Net Package Fiscal Impact Report at ARB - POS116

POS116 - Net Package Fiscal Impact Report ***State and Local Government Financial Services***

2027-29 Biennium **Cross Reference Number: 17000-010-00-00-00000**

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
1900018	1451988		OAS C0863 A P	PROGRAM ANALYST 4	31	PF	21	5	8,863	186,123	99,735	285,858	1	0.88
1900019	1451989		OAS C0873 A P	OPERATIONS & POLICY ANALYST 4	32	PF	18	5	9,288	167,184	87,995	255,179	1	0.75
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**353,307**	**187,730**	**541,037**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**353,307**	**187,730**	**541,037**	**2**	**1.63**

POS116 - Net Package Fiscal Impact Report

Public Savings Services

2027-29 Biennium | **Cross Reference Number: 17000-020-00-00-00000**

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
1900001	1451971		OAS C0864 A P	PUBLIC AFFAIRS SPECIALIST 1	25	PF	21	5	6,657	139,797	86,401	226,198	1	0.88
1900002	1451972		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	5	7,320	153,721	90,962	244,683	1	0.88
1900003	1451973		OAS C0861 A P	PROGRAM ANALYST 2	27	PF	21	5	7,320	153,721	90,962	244,683	1	0.88
1900004	1451974		OAS C0860 A P	PROGRAM ANALYST 1	23	PF	18	5	6,070	109,260	72,703	181,963	1	0.75
2200001	1260380	41203	WTS X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF		9	12,342	13,943	4,571	18,514	0	0.00
3200001	1260360	33962	WTS X7084 A P	BUSINESS OPERATIONS MANAGEI	33X	PF		10	12,968	1,248	409	1,657	0	0.00
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**571,690**	**346,008**	**917,698**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**571,690**	**346,008**	**917,698**	**4**	**3.39**

POS116 - Net Package Fiscal Impact Report — Investment Services

2027-29 Biennium — **Cross Reference Number: 17000-030-00-00-00000**

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
1900020	1451990		WTN X1263 A P	INVESTMENT OFFICER 3	48	PF	21	5	22,123	464,583	184,678	649,261	1	0.88
1900021	1451991		WTN X1263 A P	INVESTMENT OFFICER 3	48	PF	18	5	22,123	398,214	161,775	559,989	1	0.75
1900022	1451992		WTN X1261 A P	INVESTMENT OFFICER 1	43	PF	18	5	16,526	297,468	130,688	428,156	1	0.75
1900023	1451993		WTN X1263 A P	INVESTMENT OFFICER 3	48	PF	15	5	22,123	331,845	136,419	468,264	1	0.63
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**1,492,110**	**613,560**	**2,105,670**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**1,492,110**	**613,560**	**2,105,670**	**4**	**3.01**

POS116 - Net Package Fiscal Impact Report — *Trust Property Services*

2027-29 Biennium — **Cross Reference Number: 17000-040-00-00-00000**

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
4540001	1386315	125408	WTS	X7081	A	P	BUSINESS OPERATIONS ADMINIST	40X	PF		8	16,526	18,672	6,118	24,790	0	0.00
4540010	1387115	125423	OAS	C0108	A	P	ADMINISTRATIVE SPECIALIST 2	20	PF		8	6,070	384	127	511	0	0.00
4540013	1387916	125516	OAS	C0862	A	P	PROGRAM ANALYST 3	29	PF		9	9,747	336	110	446	0	0.00
4540024	1451994		OAS	C0861	A	P	PROGRAM ANALYST 2	27	PF	21	5	7,320	153,720	89,118	242,838	1	0.88
4540025	1451995		OAS	C0861	A	P	PROGRAM ANALYST 2	27	PF	21	5	7,320	153,720	89,118	242,838	1	0.88
4540026	1451996		OAS	C0324	A	P	PUBLIC SERVICE REPRESENTATIV	20	PF	21	5	5,270	110,670	75,010	185,680	1	0.88
4540027	1451997		OAS	C0861	A	P	PROGRAM ANALYST 2	27	PF	18	5	7,320	131,760	76,386	208,146	1	0.75
4540029	1451998		WTN	X5618	A	P	INTERNAL AUDITOR 3	31	PF	18	5	9,695	174,510	90,395	264,905	1	0.75
4540030	1387232	125422	OAS	C0862	A	P	PROGRAM ANALYST 3	29	PF		9	9,747	336	110	446	0	0.00
4540033	1451999		WTS	X7084	A	P	BUSINESS OPERATIONS MANAGEI	33X	PF	21	5	10,172	213,612	108,743	322,355	1	0.88
4540034	1452000		OAS	C0860	A	P	PROGRAM ANALYST 1	23	PF	18	5	6,070	109,260	69,012	178,272	1	0.75
4540045	1452001		OAS	C0324	A	P	PUBLIC SERVICE REPRESENTATIV	20	PF	18	5	5,270	94,860	64,293	159,153	1	0.75
4540046	1452002		OAS	C0862	A	P	PROGRAM ANALYST 3	29	PF	18	5	8,061	145,098	80,756	225,854	1	0.75
4540047	1452003		OAS	C0860	A	P	PROGRAM ANALYST 1	23	PF	18	5	6,070	109,260	69,012	178,272	1	0.75
4540048	1452004		OAS	C0860	A	P	PROGRAM ANALYST 1	23	PF	18	5	6,070	109,260	69,012	178,272	1	0.75
4540049	1452005		OAS	C0861	A	P	PROGRAM ANALYST 2	27	PF	18	5	7,320	131,760	76,386	208,146	1	0.75
4540070	1452006		OAS	C0860	A	P	PROGRAM ANALYST 1	23	LF	24	5	6,070	145,680	92,017	237,697	1	1.00
4540071	1452007		OAS	C0860	A	P	PROGRAM ANALYST 1	23	LF	24	5	6,070	145,680	92,017	237,697	1	1.00
							General Funds						**0**	**0**	**0**		
							Lottery Funds						**0**	**0**	**0**		
							Other Funds						**1,948,578**	**1,147,740**	**3,096,318**		
							Federal Funds						**0**	**0**	**0**		
							Total Funds						**1,948,578**	**1,147,740**	**3,096,318**	**14**	**11.52**

POS116 - Net Package Fiscal Impact Report — *Administrative Services*

2027-29 Biennium — **Cross Reference Number: 17000-070-00-00-00000**

Agency Request Budget — **Package Number: 103**

Position Number	Auth No	Workday Id	Classification			Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1500033	1293110	67437	OAS	C1486 I	P	INFORMATION SYSTEMS SPECIALI	29	PF		10	10,409	5,736	1,880	7,616	0	0.00
1900005	1451975		OAS	C0856 A	P	PROJECT MANAGER 3	32	PF	21	5	9,288	195,048	102,660	297,708	1	0.88
1900006	1451976		OAS	C1486 I	P	INFORMATION SYSTEMS SPECIALI	29	PF	21	5	8,265	173,565	95,620	269,185	1	0.88
1900007	1451977		OAS	C1488 I	P	INFORMATION SYSTEMS SPECIALI	34	PF	21	5	10,441	219,261	110,594	329,855	1	0.88
1900008	1451978		OAS	C1488 I	P	INFORMATION SYSTEMS SPECIALI	34	PF	24	5	10,441	250,584	126,393	376,977	1	1.00
1900009	1451979		OAS	C1488 I	P	INFORMATION SYSTEMS SPECIALI	34	PF	21	5	10,441	219,261	110,594	329,855	1	0.88
1900010	1451980		OAS	C1486 I	P	INFORMATION SYSTEMS SPECIALI	29	PF	21	5	8,265	173,565	95,620	269,185	1	0.88
1900011	1451981		OAS	C1487 I	P	INFORMATION SYSTEMS SPECIALI	31	PF	24	5	9,152	219,648	116,256	335,904	1	1.00
1900012	1451982		OAS	C1488 I	P	INFORMATION SYSTEMS SPECIALI	34	PF	18	5	10,441	187,938	94,795	282,733	1	0.75
						General Funds						**0**	**0**	**0**		
						Lottery Funds						**0**	**0**	**0**		
						Other Funds						**1,644,606**	**854,412**	**2,499,018**		
						Federal Funds						**0**	**0**	**0**		
						Total Funds						**1,644,606**	**854,412**	**2,499,018**	**8**	**7.15**

POS116 - Net Package Fiscal Impact Report — Administrative Services

2027-29 Biennium — **Cross Reference Number: 17000-070-00-00-00000**

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
2004	1295580	4189	OAS	C0103	A	P	OFFICE SPECIALIST 1	13	PF	24	11	5,015	60,180	41,859	102,039	0	0.50
1500081	1394746	119893	OAS	C0872	A	P	OPERATIONS & POLICY ANALYST :	30	PF		4	8,061	48	16	64	0	0.00
1800101	1448371	184861	OAS	C0436	A	P	PROCUREMENT & CONTRACT SPE	23	PF	24	11	8,059	107,104	59,082	166,186	0	0.55
1900013	1451983		MMN	X0872	A	P	OPERATIONS & POLICY ANALYST :	30	PF	21	5	9,229	193,809	102,254	296,063	1	0.88
1900014	1451984		WTN	X0873	A	P	OPERATIONS & POLICY ANALYST 4	32	PF	18	5	9,317	167,706	88,166	255,872	1	0.75
1900015	1451985		OAS	C1339	A	P	LEARNING & DEVELOPMENT SPEC	28	PF	18	5	7,681	138,258	78,515	216,773	1	0.75
1900016	1451986		WTN	X1321	A	P	HUMAN RESOURCE ANALYST 2	26	PF	21	5	7,598	159,558	91,030	250,588	1	0.88
1900017	1451987		OAS	C0108	A	P	ADMINISTRATIVE SPECIALIST 2	20	PF	15	5	5,270	79,050	53,578	132,628	1	0.63
4540066	1387297	126053	OAS	C1216	A	P	ACCOUNTANT 1	23	PF		8	6,982	7,704	2,525	10,229	0	0.00
							General Funds						**0**	**0**	**0**		
							Lottery Funds						**0**	**0**	**0**		
							Other Funds						**913,417**	**517,025**	**1,430,442**		
							Federal Funds						**0**	**0**	**0**		
							Total Funds						**913,417**	**517,025**	**1,430,442**	**5**	**4.94**

Special Reports

Net Package Fiscal Impact Report at CSL - POS116

POS116 - Net Package Fiscal Impact Report

2027-29 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**