Appendix Materials

Business Oregon
2023-25 Governor's Recommended Budget Presentation
March 2023

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History of Agency

- 1953: The Agency has its roots in the Economic Development Commission created in 1953.
- 1973: Established as a separate agency called the Economic Development Department.
- 1984: First trade office opened in Tokyo. State Lottery was established, with revenues dedicated to economic development.
- 1993: Agency reorganized by statute. Oregon Arts Commission added to department.
- 1999: Agency statutes revised and Agency becomes Oregon Economic and Community Development Department.
- 2005: Oregon Innovation Council Launched
- 2009: Agency becomes Oregon Business Development Department, set up as Business Oregon under Assumed Business Name. Infrastructure Finance Authority established.
- 2017: Development of comprehensive 5-Year Strategic Plan
- 2019: Oregon Broadband Office Established.

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Governor's Recommended Budget Summary // 2023-25

The Governor's Recommended Budget (GRB) was introduced January 31, 2023. The budget outlines specific investments, particularly regarding business expansion, infrastructure projects, support for underrepresented populations, and programs for housing needs. Much of Business Oregon's proposed budget resides in SB 5524, as well as HB 5029 (Lottery Funds), HB 5005 (General Obligation Bonds and Revenue Bonds), and HB 5030 (Lottery Bonds).

	2023-25 Governor's Recommended Budget	2021-23 Legislatively Approved Budget	2019-21 Actuals
General Funds (GF)	$31,588,862	$199,285,313	$109,940,880
GF Debt Service	$103,371,404	$74,053,211	$54,470,249
General Fund Total	**$134,960,266**	**$273,338,524**	**$164,411,129**
Lottery Funds (LF)	$303,903,653	$106,013,902	$59,931,634
LF Debt Service	$47,504,550	$42,985,875	$45,764,617
Lottery Funds Total	**$351,408,203**	**$148,999,777**	**$105,696,251**
Other Funds (OF)	$926,041,690	$1,268,010,206	$346,055,581
OF Debt Service	$0	$3,418,634	$2,735,663
OF Non-limited	$335,606,729	$318,412,339	$134,052,792
OF Non-limited DS	$13,779,447	$8,897,360	$40,685,914
Other Funds Total	**$1,275,427,866**	**$1,598,738,539**	**$523,529,950**
Federal Funds	**$138,512,869**	**$122,500,606**	**$39,928,523**
Total Funds	**$1,900,309,204**	**$2,143,577,446**	**$833,565,853**

The Governor's budget for Business Oregon is **$1.9 billion total funds**. While an 11.3% decrease from the 2021-23 Legislatively Approved Budget (LAB), that is primarily due to a phase out of one-time funding. The Governor's budget includes new program investments and additional funding for existing programs. The budget includes issuance of General Obligation and Lottery Bonds to make business and infrastructure investments to expand early childcare options. It also creates a new $200M Opportunity Fund for advanced manufacturing business expansion and recruitment, including semiconductor firms taking advantage of the federal CHIPs Act. It recapitalizes infrastructure programs, such as the SPWF fund ($75M), and provides additional funding for the Technical Assistance program serving underserved communities.

There are at least two bills Business Oregon is currently proposing to improve its customer service delivery this legislative session:

- **HB 2270** – Oregon Port Revolving Fund modernization
- **HB 3532** – Cultural Trust funding fix will be introduced as Governor's bill

The following were new additions to the GRB through the Governor's own package and agency Policy Packages:

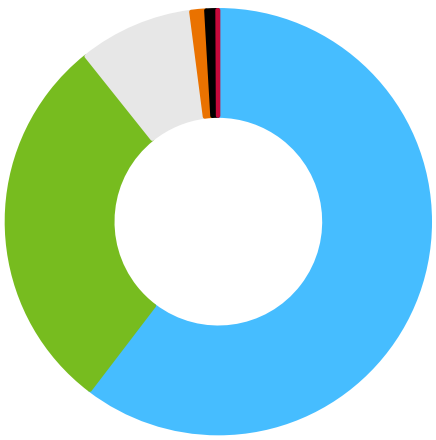
Description	Funds	Fund Source
Governor's Budget Package:	*$687,590,317*	
Inflation/Rate Adjustments	-$1,656,284	GF/LF/OF/FF/OFNL
June 2022 E-Board - SSBCI	$83,500,000	FF
Sept 2022 E-Board - Broadband	$3,838,878	FF
Carryover Projects	$290,960,347	GF/OF

Early Childcare Assistance	$110,947,376	LF/OF
Advanced Manufacturing Opportunity Fund	$200,000,000	LF
Agency Requested POPs:	*$269,682,843*	
POP 101: COBID Capacity	$1,522,882	OF
POP 102: SPWF Recapitalization	$75,952,430	OF
POP 104: Rural Opportunity Initiative	$2,000,000	LF
POP 105: Technical Asst. Program	$5,000,000	LF
POP 107: SPWF for Matching Funds	$15,724,205	OF
POP 108: Agency Staffing	$1,922,708	LF/OF/FF/OFNL
POP 109: IT Modernization	$2,442,200	LF/OF
POP 110: COBID Staffing	$444,033	GF
POP 111: Economic Equity Investment	$82,101	OF
POP 114: Cultural Trust	$403,964	GF/OF
POP 117: Seismic Recapitalization	$164,103,814	GF/OF
POP 120: Position Reclassification	$84,505	GF/LF
POP 121: Industrial Site Readiness Placeholder	$1	OF
TOTAL	***$957,273,160***	

DS: Debt Service, GF: General Funds, LF: Lottery Funds, OF: Other Funds, FF: Federal Funds, GRB: Governor's Recommended Budget, LAB: Legislatively Approved Budget, POPs: Policy Packages, FTE: Full Time Equivalent

2023-25 Governor's Recommended Budget By Use

Total budget: $1.9 Billion



- Infrastructure $1,147M / 60%
- Business, Innovation, Trade $549.2M / 29%
- Debt Service $164.6M / 9%
- Operations $21.5M / 1.1%
- Arts & Culture $16M / 0.8%
- Film & Video $1.5M / 0.1%

Published February 2023

General Funds - $135M

- Debt Service - $103.4
- Channel & Water System Improvements - $10.8
- Wildfire Assistance - $2.6
- Emerging Opportunity Investments - $13.5
- Arts Commission - $4.3
- Operations - $0.3

(in millions)

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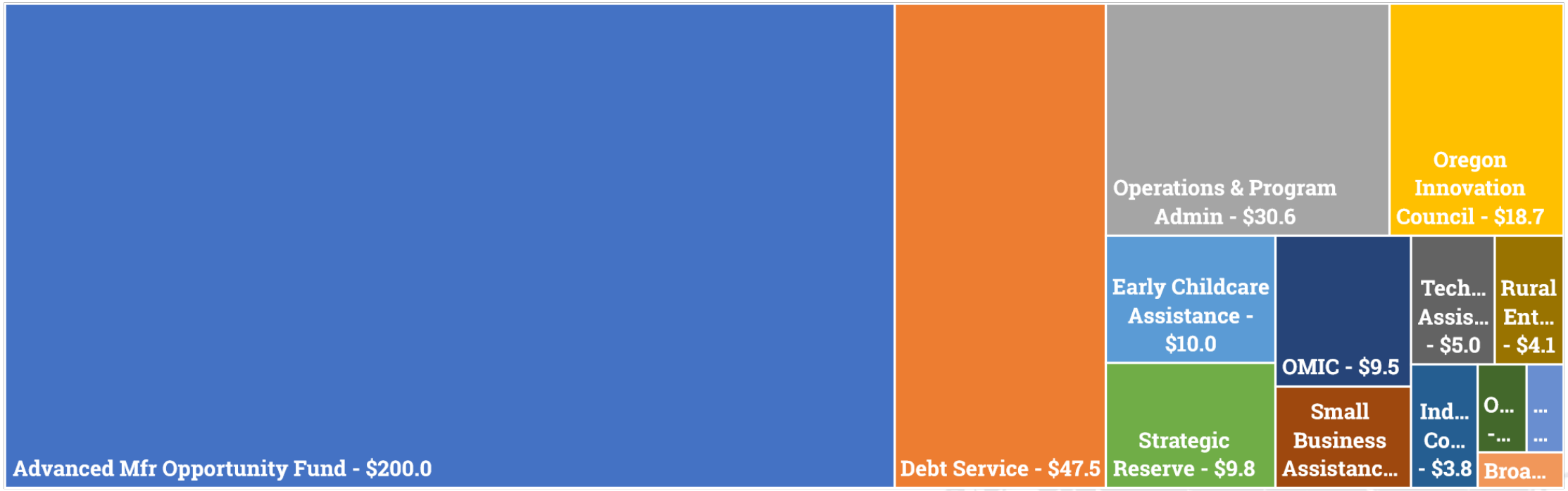
Lottery Funds - $351.4M



- Advanced Mfr Opportunity Fund - $200.0
- Oregon Innovation Council - $18.7
- OMIC - $9.5
- Rural Entrepreneurship - $4.1
- Film & Video - $1.5
- Business Retention - $0.2
- Debt Service - $47.5
- Early Childcare Assistance - $10.0
- Small Business Assistance - $6.4
- Industrial Competitveness - $3.8
- Broadband - $1.4
- Seismic Rehabilitation - $0.2
- Operations & Program Admin - $30.6
- Strategic Reserve - $9.8
- Technical Assistance - $5.0
- OMI - $2.0
- Oregon Growth Fund - $0.7

(in millions)

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Other Funds - $1.28B

- Seismic Rehabilitation - $281.5
- ARPA Projects 2021-23 - $264.1
- Early Childcare Business & Infrastructure Assistance - $100.9
- Water/Wastewater - $50.9
- Operations & Program Admin - $23.3
- Brownfields - $12.6
- Arts & Cultural Trust - $9.5
- COBID - $4.0
- University Innovation Research - $3.0
- Oregon Growth Fund - $0.3
- Special Public Works/Levee - $274.8
- Broadband - $108.2
- Safe Drinking Water - $81.1
- Business Finance - $24.7
- Debt Service - $13.8
- Economic Equity Investment - $11.6
- County Fairs Capital Improvement - $5.0
- Ports - $3.9
- Strategic Reserve Fund - $2.3

(in millions)

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Federal Funding - $138.5M

- Business Finance (SSBCI &) - $93.0
- Brownfields (EPA) - $4.8
- Arts Commission (NEA) - $2.2
- Community Development Block Grant - $33.0
- Operations & Program Admin - $3.6
- Broadband (BEAD & Digital Equity) - $1.9

(in millions)

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KPM Changes Requested

- **Delete KPM 5:**
  # and $ of federal contracts awarded to businesses receiving help from GCAP program (third party).
- **Delete KPM 6:**
  Number of new industrial sites certified as “project-ready.”
- **Add Detail to KPM 1 and 2:**
  Report on additional metrics just summarized in official KPMs.
- **Add NEW KPM:**
  Additional jobs created through property tax abatement programs.
- Add programs to methodology of KPMs 8 and 9

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MEMORANDUM

10/26/2020

TO: Steve Bender, Legislative Fiscal Office

FROM: Renee Frazier, Chief Financial Officer

CC: Linnea Wittekind, Department of Administrative Services
Leah Horner, Office of the Governor

SUBJ: Agency Key Performance Measure Modifications

Outlined below are proposed modifications for Business Oregon's annual Key Performance Measures (KPMs). Some suggestions are due to new programs the agency has been allocated by the Oregon legislature, some provide more detail to existing measures, and some are deletions of measures that are no longer representative of core agency work. We also have a proposed measure to add for programs not currently represented by any key performance measure but yet are critical to economic development in Oregon communities.

For context, current agency measures and the programs that feed into them include:

Current Key Performance Measures	Programs Applied to Measure
1. Number of jobs created	a. Business Expansion Program b. Capital Access Program c. Credit Enhancement Fund d. Entrepreneurial Development Loan Fund e. Industrial Development Revenue Bonds f. Oregon Business Development Fund g. Oregon Innovation Council i. Oregon InC - BEST ii. Oregon InC - Drive Oregon iii. Oregon InC - ONAMI iv. Oregon InC - OTRADI v. Oregon InC - OWET vi. Oregon InC - RAIN vii. Oregon InC - SOAR viii. Oregon InC - Story Board h. Small Business Expansion Loan Fund i. Small Business Programs j. Strategic Reserve Fund
2. Number of jobs retained	a. [same as KPM 1]
3. Personal income tax generated by the Department's investment in jobs	a. [same as KPM 1]
4. New export sales of assisted clients	a. STEP Export Grants b. OTPP Export Grants c. Export-Import Bank d. Softwood Export Council

5. *A.* Total dollar amount of federal contracts awarded to Oregon Businesses receiving Government Contract Assistance Program assistance.	a. GCAP
B. Number of federal contracts awarded to Oregon businesses receiving Government Contract Assistance Program assistance.	a. GCAP
6. Number of new industrial sites/acres certified "project ready."	a. Industrial Site Certification Program
7. Number of community capital projects assisted for planning (infrastructure, community and organizational).	a. Special Public Works Fund b. Water/Wastewater Fund c. Ports Funds d. Safe Drinking Water Revolving Loan Fund e. Community Development Block Grants
8. Number of community capital construction financing projects that address public health and safety issues.	a. Special Public Works Fund b. Water/Wastewater Fund c. Safe Drinking Water Revolving Loan Fund d. Community Development Block Grants e. Ports Funds f. Tide Gates
9. Number of community capital construction financing projects that assist with future economic and community development.	a. Special Public Works Fund b. Ports Funds c. Broadband d. Tide Gates
10. Customer Survey	a. Survey

The following are Business Oregon's proposed deletions, additions, and modifications.

Proposed Deletions:

1. **Delete KPM 5**.

   This is a pass-through program not run by agency staff. It is a tiny slice of Business Oregon's budget, with funding going to Organization for Economic Initiative's Government Contract Assistance Program. Business Oregon has one staff person that manages this contract in addition to other assigned work. The GCAP program helps businesses win federal contracts. While the metric was probably meant to measure public-private partnerships and return on investment, this doesn't really measure work by Business Oregon, and certainly not a measure of "key performance" of the agency. Business Oregon simply reports numbers submitted by that third party.

2. **Delete KPM 6**.

   While developing industrial property remains a responsibility of the agency, it's not a significant body of our work. More importantly, the industrial site certification program that represents this metric is no longer funded in the agency budget, and the current metric target is only 'one'.

Proposed Additions and Modifications:

1. **Add more detail** to KPM 1 and 2.

   The new version would show: (a) the traditional metric, plus (b) quality jobs, (c) accessible jobs, and (d) rural jobs. This is information that we already track for our own use. These additions would be subsets of the total number, simply adding more detail to the existing metric. For this purpose, "quality" is a job that pays more than the average wage of the county which it resides in, "accessible" is a job that does not require a four-year degree, and "rural" is a job that resides in a rural area as defined by agency statutes.

Note: Complete, accurate fiscal year employment and wage data for all counties and the state is not published until mid-October. If this addition is approved without a filing date extension, average wages for quality jobs analysis will be based on the most recent four quarters, which will be one quarter older than the data used to calculate average wages for projects. This will have a negligible effect, but we mention it nonetheless.

2. **New KPM**: Additional jobs created through property tax abatement programs.

   We would include programs that have a requirement to report jobs numbers, including Enterprise Zones and the Strategic Investment Program. These are critical drivers of economic development throughout the state. They have not been included in KPMs one and two because it is not direct agency program funding and did not fit within the established KPM methodology. Nevertheless, property tax abatement programs are administered by the agency and used by regional staff with their local partners in every corner of the state. There are several hundred businesses using these programs, with thousands of jobs impacted.

   Methodology Summary:
   1. Collect information from individual Enterprise Zone and Strategic Investment Program applications coming from county assessors through close of the fiscal year.
   2. Enter information into agency database, including business name, application date, estimated jobs to be created (for establishing KPM targets), among other information provided.
   3. Agency staff match any assumed business names with registered business names, and look up Business Identification Numbers and Reporting Unit Number (if applicable), in a list already provided to Business Oregon by Oregon Employment Department.
   4. Apply same agency methodology for KPM 1 to report jobs created through Enterprise Zone and SIP, also in line with agency job measurement Policy #112.

3. **Add programs to methodology of KPMs 8 and 9**, and include dollar amount in reporting.

   Not all programs are currently being reported in these KPMs. While the methodology allows for programs to be added, we wanted to flag the below proposed additions because of the resulting significant increase in dollars and projects.

   In recent years the legislature allocated new funding to Business Oregon through the **Seismic Rehabilitation** program. This program grants funds to school districts and emergency service providers to shore up buildings in preparation for seismic events. These projects have not been reported under any KPMs, but would now be reported in KPM 8. In FY2020, Business Oregon awarded 35 grants totaling $74.5 million.

   The **Brownfields** programs are another significant part of the agency's work. There are two Brownfields funds that award loans and grants to turn contaminated property with barriers to development into new community assets. These projects are not currently reported under any KPMS, but would be reported under KPM 9. In FY2020, Business Oregon awarded 25 Brownfields projects totaling $5.5 million.

   Business Oregon also has (or expects to have) new funding for the new **Broadband** development programs and new **Tide Gates** program. These would also be added into 7, 8 and 9, depending on the nature of each project (planning, health/safety, or economic/community development).

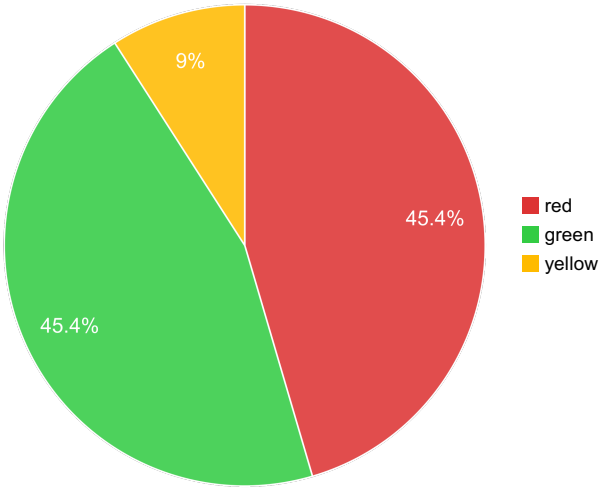
Business Oregon

Annual Performance Progress Report

Reporting Year 2021

Published: 10/1/2021 12:03:36 PM

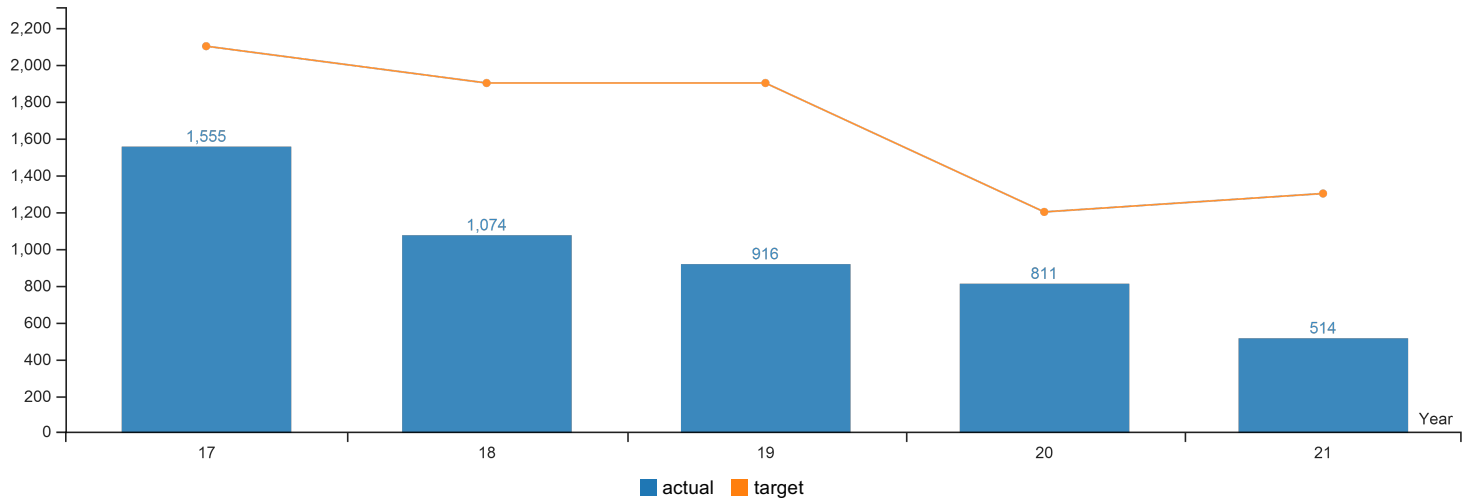
KPM #	Approved Key Performance Measures (KPMs)
1	Number of jobs created -
2	Number of jobs retained -
3	Personal income tax generated by the Department's investment in jobs -
4	New export sales of assisted clients -
5a	Total dollar amount of federal contracts awarded to Oregon Businesses receiving Government Contract Assistance Program assistance. -
5b	Number of federal contracts awarded to Oregon businesses receiving Government Contract Assistance Program assistance. -
6	Number of new industrial sites/acres certified "project ready." -
7	Number of community capital projects assisted for planning (infrastructure, community and organizational). -
8	Number of community capital construction financing projects that address public health and safety issues. -
9	Number of community capital construction financing projects that assist with future economic and community development. -
10	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	45.45%	9.09%	45.45%

KPM #1	Number of jobs created -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Total jobs created					
Actual	1,555	1,074	916	811	514
Target	2,100	1,900	1,900	1,200	1,300

How Are We Doing

Business Oregon funds supported the creation of 514 jobs in Oregon in FY 2021. This was 60 percent short of the FY 2021 target of 1,300 jobs created. The number of jobs created in FY 2021 was 297 less than jobs created in FY 2020, a decrease of 37 percent.

The 514 jobs created primarily reflect investments from the Strategic Reserve Fund, Business Expansion Program, business finance programs, and Oregon Innovation Council (Oregon InC). Current Oregon InC investments and programs included are SBIR/STTR matching grants, VertueLab, Oregon Nanoscience & Microtechnologies Institute (ONAMI), and Oregon Translational Research & Development Institute (OTRADI).

Factors Affecting Results

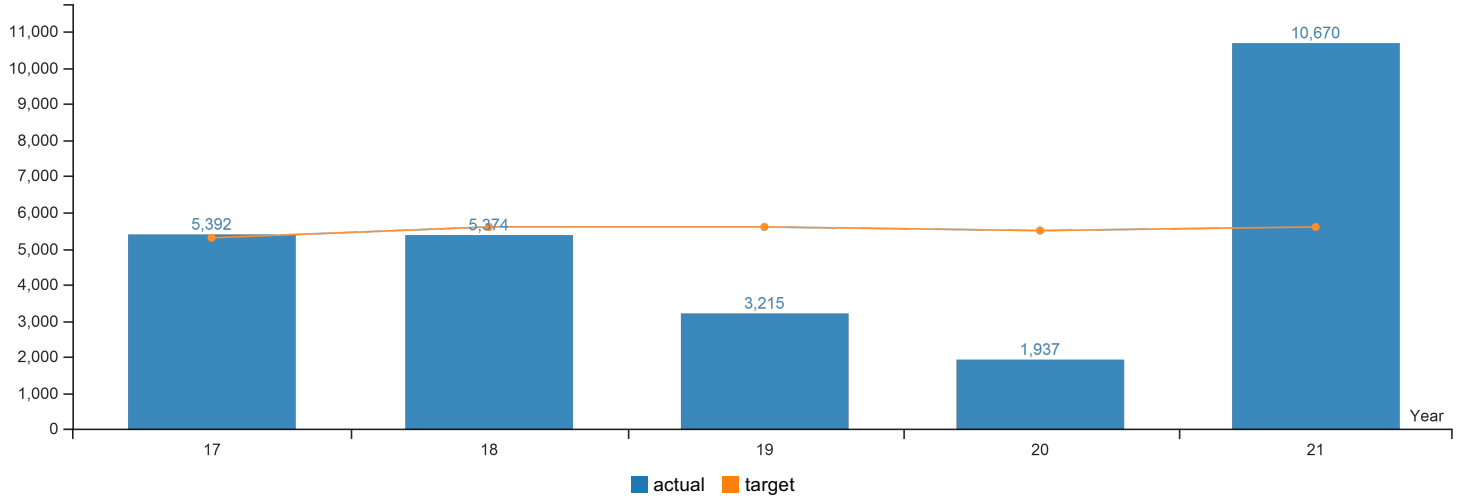
Jobs created has steadily declined since FY 2015, when jobs created was 2,214. Private sector employment in Oregon over this time increased by an annualized rate of just over 2 percent a year until 2020, as such, cyclical changes do not explain the decreasing trend in jobs created at the department during this time. Private sector employment in Oregon decreased 16 percent between February and April 2020 due to COVID-19 related shutdowns. The start of FY 2021 saw employment down 9 percent from its pre-pandemic peak. By the end of FY 2021, Oregon had recovered many of the jobs lost, but private sector employment was still down 5 percent from its pre-COVID-19 high. Part of the decrease in jobs created in FY 2021 can be attributed to cyclical job losses brought on by the COVID-19 pandemic.

The primary reason for declines in KPM 1 over the past five years, though, is reduced expenditures on direct job creation projects across all programs, followed by less jobs created per dollar spent from Strategic Reserve Fund projects. FY 2021 was no exception, with only a handful of job creation projects completed, but the COVID-19 pandemic and emergency response from the state and the

department was certainly a factor in the low amount of job creation projects, which typically dip leading into and during recessions. Recent increases of the agency's overall budget by the state of Oregon has not come from new investment in flexible job creation programs that impact this metric, but rather in infrastructure, broadband, and seismic rehabilitation programs.

KPM #2	Number of jobs retained -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Total Jobs Retained					
Actual	5,392	5,374	3,215	1,937	10,670
Target	5,300	5,600	5,600	5,500	5,600

How Are We Doing

Business Oregon funds supported the retention of 10,670 jobs in Oregon in FY 2021. This was 91 percent higher than the FY 2021 target of 5,600 jobs retained. The number of jobs retained in FY 2021 was 8,733 more than jobs retained in FY 2020, an increase of 451 percent.

The 10,670 jobs retained primarily reflect investments from the Strategic Reserve Fund, Business Expansion Program, business finance programs, Oregon Innovation Council (Oregon InC), and two emergency COVID-19 relief programs – Emergency Business Assistance Grants and Operational Cost Assistance. Current Oregon InC investments and programs included are SBIR/STTR matching grants, VertueLab, Oregon Nanoscience & Microtechnologies Institute (ONAMI), and Oregon Translational Research & Development Institute (OTRADI).

Factors Affecting Results

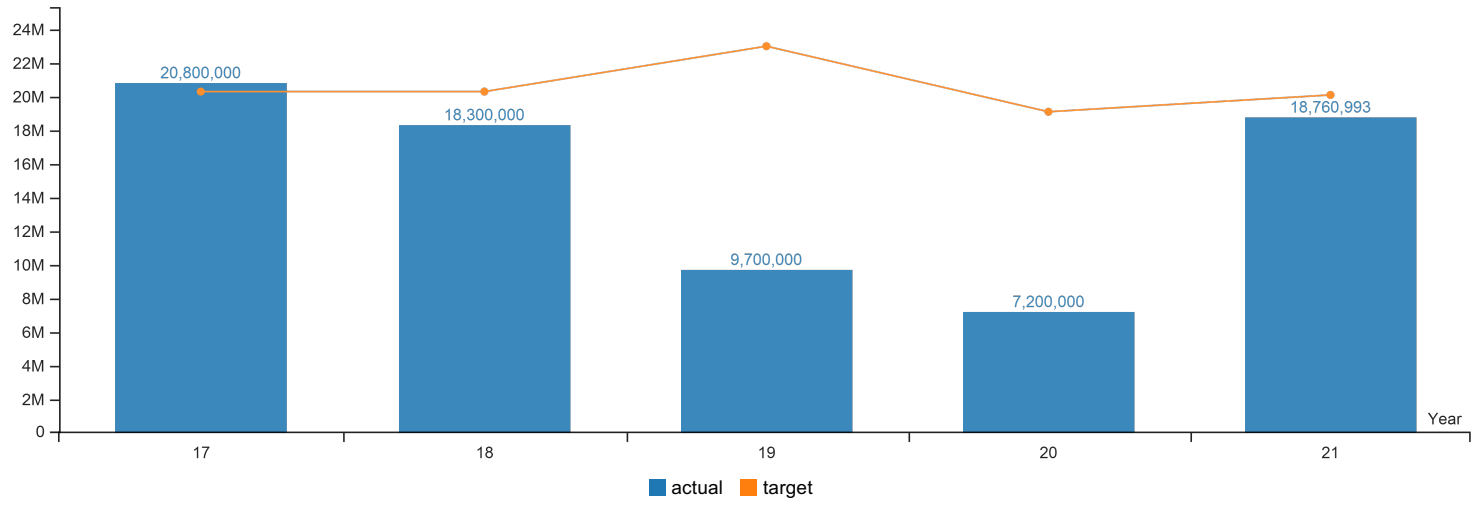
Jobs retained had been declining since FY 2015, when jobs retained was 6,677. Like KPM 1, this decrease was not the result of cyclical changes, as employment in Oregon grew at an annualized rate of over 2 percent until 2020. FY 2021 saw a dramatic increase in the number of jobs retained by the department due to two emergency COVID-19 relief programs administered in FY 2021 – Emergency Business Assistance grants and Operational Cost Assistance grants – which provided direct financial assistance to small and medium-sized businesses impacted by COVID-19 in Oregon. Of the 10,670 jobs retained in FY 2021, 9,389 jobs – 88 percent – were from these two programs.

Comparing FY 2021 to FY 2015, jobs retained is down across all department programs, after excluding the COVID-19 relief programs. Job retention decreased the most from Strategic Reserve Fund, with 800 jobs retained in FY 2021, down 4,832 jobs from FY 2015. The primary reason for declines in KPM 2 prior to FY 2021 is reduced expenditures on job retention projects across all programs, followed by less jobs retained per dollar spent from Strategic Reserve Fund projects. Recent increases of the agency's overall budget by the state of Oregon has not come from new investment in

flexible job creation programs that impact this metric, but rather in infrastructure, broadband, and seismic rehabilitation programs.

KPM #3	Personal income tax generated by the Department's investment in jobs -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
State Income Tax Revenue					
Actual	$20,800,000.00	$18,300,000.00	$9,700,000.00	$7,200,000.00	$18,760,993.00
Target	$20,300,000.00	$20,300,000.00	$23,000,000.00	$19,100,000.00	$20,100,000.00

How Are We Doing

In FY 2021, jobs created and retained by businesses funded by Business Oregon generated an estimated $18.8 million in state personal income tax revenue. This was 7 percent less than the FY 2021 target of $20.1 million. Estimated state personal income tax revenue from jobs created and retained in FY 2021 was $11.6 million higher than FY 2020, an increase of 162 percent.

The $18.8 million in state personal income tax revenue primarily reflects investments from Strategic Reserve Fund, Business Expansion Program, business finance programs, Oregon Innovation Council (Oregon InC), and two emergency COVID-19 relief programs – Emergency Business Assistance grants and Operational Cost Assistance grants.

Factors Affecting Results

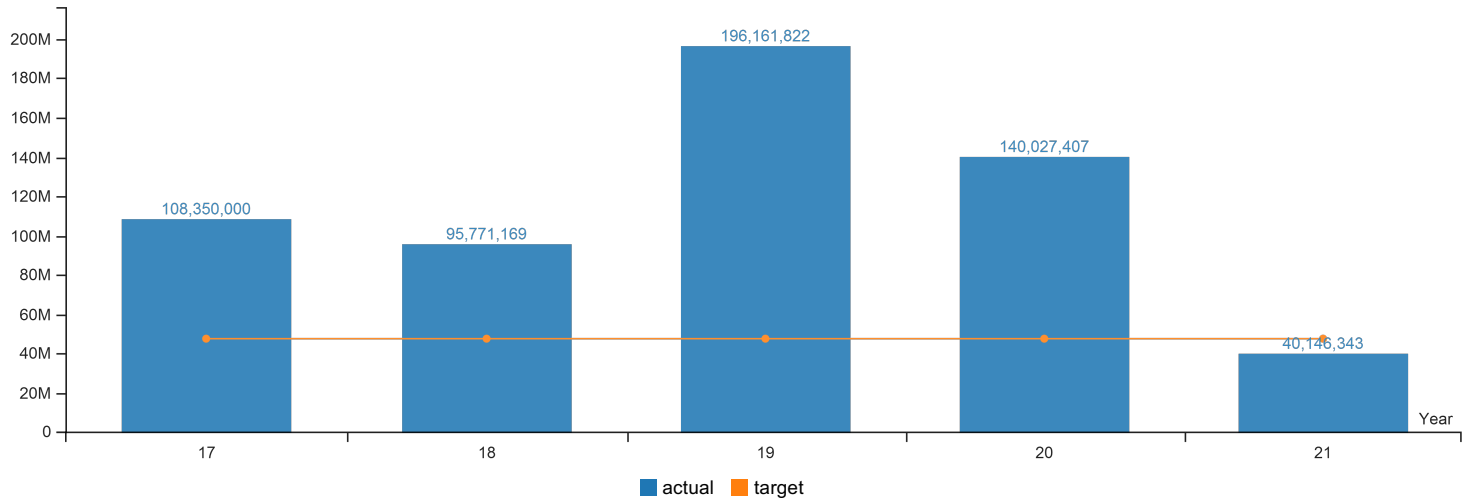
The combined jobs created and retained in FY 2021 were much higher than FY 2020, which led to higher personal income taxes generated in FY 2021. Personal income tax generated by the department had steadily declined since FY 2015, when personal income tax generated was $29.5 million. Like KPMs 1 and 2, this decrease was not the result of cyclical changes, as employment in Oregon grew at an annualized rate of over 2 percent until 2020. FY 2021 saw a dramatic increase in the number of jobs retained by the department due to two emergency COVID-19 relief programs administered in FY 2021 – Emergency Business Assistance grants and Operational Cost Assistance grants – which provided direct financial assistance to small and medium-sized businesses impacted by COVID-19 in Oregon. As a result, personal income tax generated by the department in FY 2021 increased substantially from FY 2020.

Lower personal income taxes generated by the department since FY 2015 – excluding those generated by COVID-19 relief programs – are primarily the result of lower jobs created and retained over that time. Another factor affecting results over time is lower average wages of jobs created and retained. The average wage of jobs created and retained in FY 2021 was also much lower since the COVID-19 relief programs were targeted to businesses in industries that happen to pay low wages (such as restaurants, salons, bars, etc.) especially compared to higher paying traded sectors that

are normally the focus of the department’s programs. Lower average wages have resulted in lower income tax revenue per job created and retained, despite slight increases in effective tax rates between FY 2015 and FY 2021.

KPM #4	New export sales of assisted clients -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
New export sales of assisted clients (in millions of dollars)					
Actual	$108,350,000.00	$95,771,169.00	$196,161,822.00	$140,027,407.00	$40,146,343.00
Target	$47,800,000.00	$47,800,000.00	$47,800,000.00	$47,800,000.00	$47,800,000.00

How Are We Doing

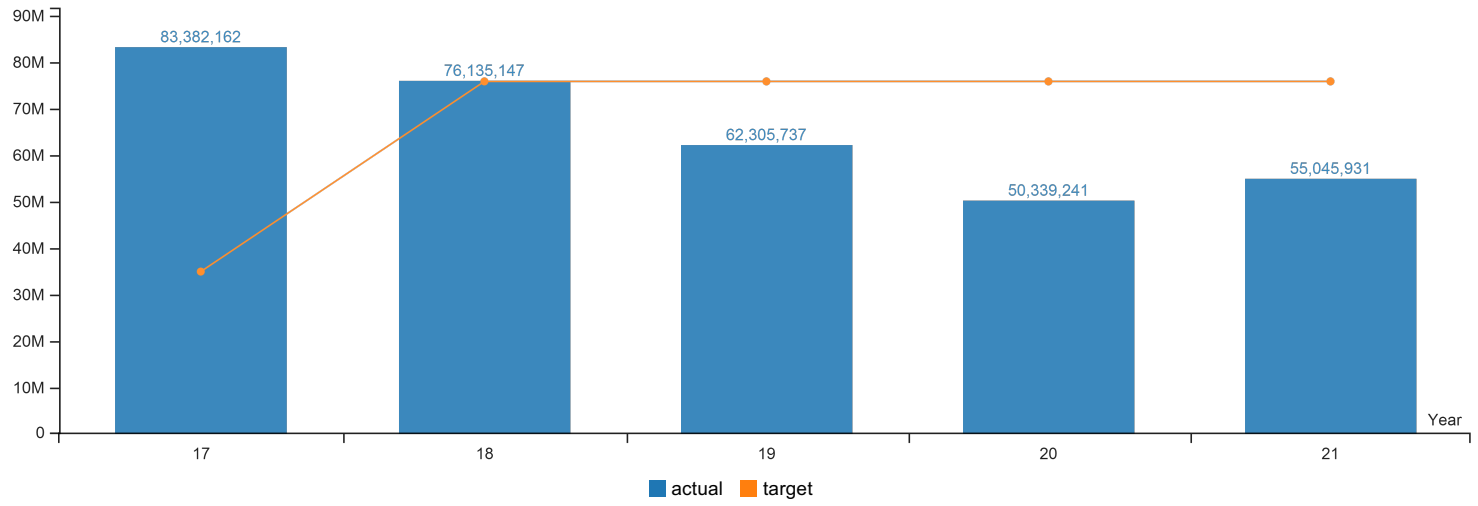
Documented new export sales for FY 2020 is $ 40,146,343, short of the KPM target. Export sales include immediate and expected sales reported by Oregon businesses supported with both technical and financial assistance from Business Oregon. Business Oregon leverages both state and federal funds to achieve export sales goals by supporting trade events and opportunities for Oregon small business exporters in target industry groups. Our federal partners include the Small Business Administration, Exlm Bank, and the Softwood Export Council. Sales revenue resulting from these partnerships are reflected in this measure. The state-funded Oregon Trade Promotion Program funds were swept early in the pandemic for other emergency uses, so there are no sales to report for this program this fiscal year.

Factors Affecting Results

The global pandemic continues to have huge impacts on global trade. New export sales for Oregon's small businesses have been tougher to materialize this fiscal year. Supply chain issues, inflated freight costs, stalled trade agreements, and lack of business travel for international sales trips have hindered momentum — and ultimately sales — for Oregon small businesses. Business Oregon export programs have pivoted to digital channels encouraging Oregon small businesses to further develop digital strategies, including: websites with SEO, internationalization, translation, re-design, e-commerce, social media, and video production. Business Oregon held seminars and trainings on these topics, and participation is increasing. Business Oregon's global team has been down 50% in staff most of the 2021 fiscal year, making outreach and small business recruiting more challenging. The agency will hire more employees soon and if travel resumes in 2022, both will help agency-reported export sales get back pre-pandemic levels.

KPM #5a	Total dollar amount of federal contracts awarded to Oregon Businesses receiving Government Contract Assistance Program assistance. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Total amounts of federal contracts awarded					
Actual	$83,382,162.00	$76,135,147.00	$62,305,737.00	$50,339,241.00	$55,045,931.00
Target	$35,000,000.00	$76,000,000.00	$76,000,000.00	$76,000,000.00	$76,000,000.00

How Are We Doing

The total amount of federal contracts Government Contract Assistance Program (GCAP) achieved in fiscal year 2021 was $55,045,931, lower than the KPM target, but an increase from fiscal year 2020. The GCAP program also exceeded its contractual obligations to Business Oregon of $100 million secured in federal contracts during the 2019-21 biennium (contracts secured totaled $105.3 million). Business Oregon, through its partnership with the Organization for Economic Initiative's GCAP program, assists start-ups and small firms seeking to grow their businesses through government contracting opportunities. The organization has more than 25 years of experience in working with small businesses on early stage growth issues and training them on how to seek and secure federal and state procurement opportunities.

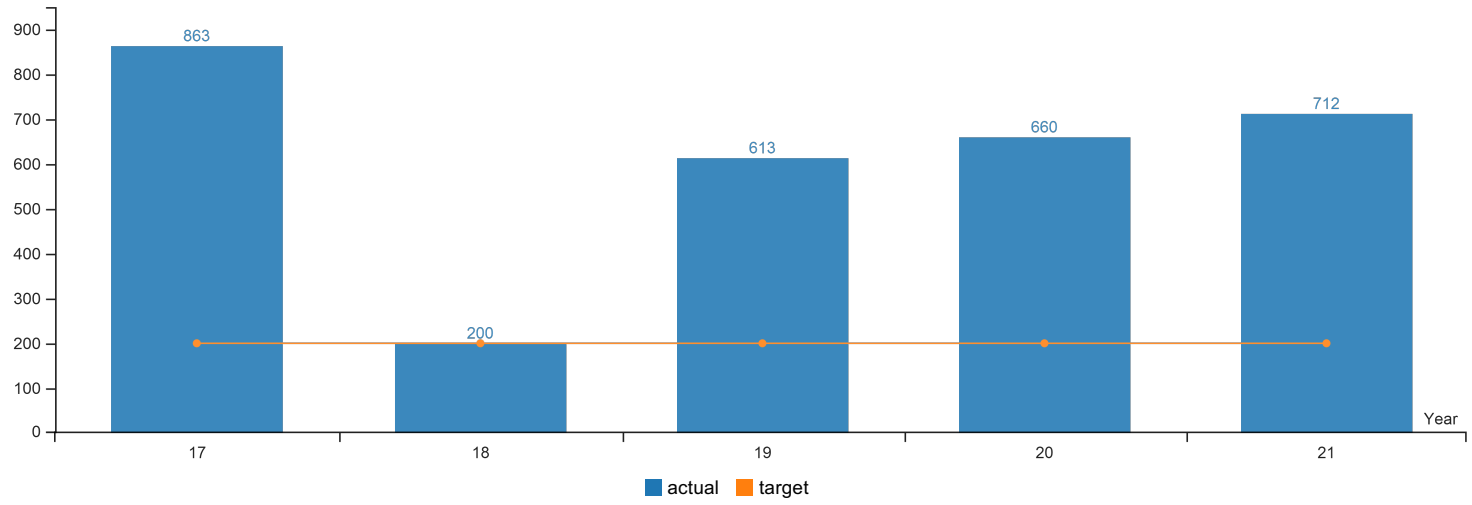
Factors Affecting Results

While the number of contracts (KPM #5b) has exceeded the target, contract values have been smaller generally. COVID-19 may have also had a negative impact on the ability for firms to perform and secure larger federal contracts.

Of note, this is a pass-through program not run by Business Oregon staff, and a tiny slice of Business Oregon's budget, with funding going to Organization for Economic Initiatives. The agency has proposed deleting this metric in future Annual Performance Reporting.

KPM #5b	Number of federal contracts awarded to Oregon businesses receiving Government Contract Assistance Program assistance. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Total Number of Federal Contracts Awarded through services provided by GCAP					
Actual	863	200	613	660	712
Target	200	200	200	200	200

How Are We Doing

Oregon small businesses using the Government Contract Assistance Program (GCAP) received 712 federal contracts in fiscal year 2021, an increase from 2020 and well above the target of 200.

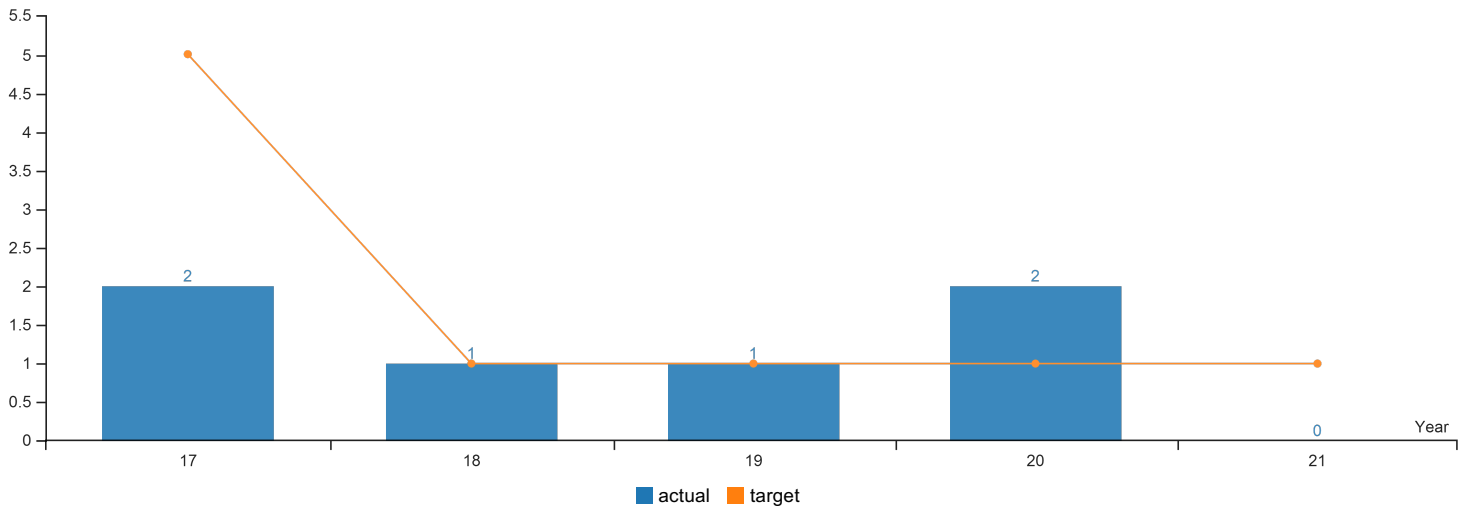
Business Oregon, through its partnership with the Organization for Economic Initiative's Government Contract Assistance Program (GCAP), assists start-ups and small firms seeking to grow their businesses through government contracting opportunities. The organization has more than 25 years of experience in working with small businesses on early-stage growth issues and training them on how to seek federal and state procurement opportunities.

Factors Affecting Results

There has been strong demand for the program, as more firms in Oregon see value in securing federal contracts. GCAP receives performance data on contracts awarded from a third party vendor which acquires and reports federal contract data. While it may not include data for every firm and may experience lag times with regards to data entry, it has in recent years been including a more accurate representation of individual contracts received than in prior years. Of note, this is a pass-through program not run by Business Oregon staff, and a tiny slice of Business Oregon's budget, with funding going to Organization for Economic Initiatives. The agency has proposed deleting this metric in future Annual Performance Reporting.

KPM #6	Number of new industrial sites/acres certified "project ready." -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Number of new industrial sites certified					
Actual	2	1	1	2	0
Target	5	1	1	1	1

How Are We Doing

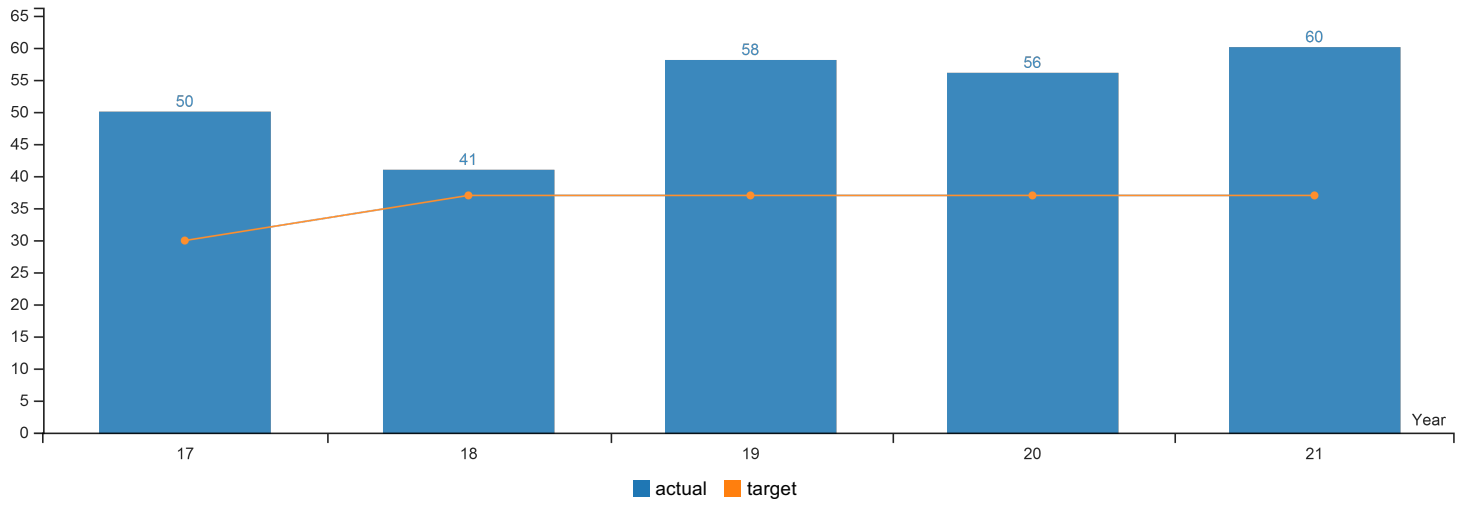
The department did not certify any industrial sites this year, though pre-certification was issued for 29 acres at the Salem Municipal Airport on April 26, 2021. Pre-Certified Shovel Ready is a designation approved when a site cannot achieve full Certified Shovel Ready status because one or more known constraints prevent the third party verifier from demonstrating that the subject site is developable within 180-days or less.

Factors Affecting Results

The industrial site certification program that represents this metric is no longer funded in the agency budget, and the current metric target is only ‘one’. The agency has proposed deleting this metric in future Annual Performance Reporting.

KPM #7	Number of community capital projects assisted for planning (infrastructure, community and organizational). -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Number of community capital projects assisted for planning					
Actual	50	41	58	56	60
Target	30	37	37	37	37

How Are We Doing

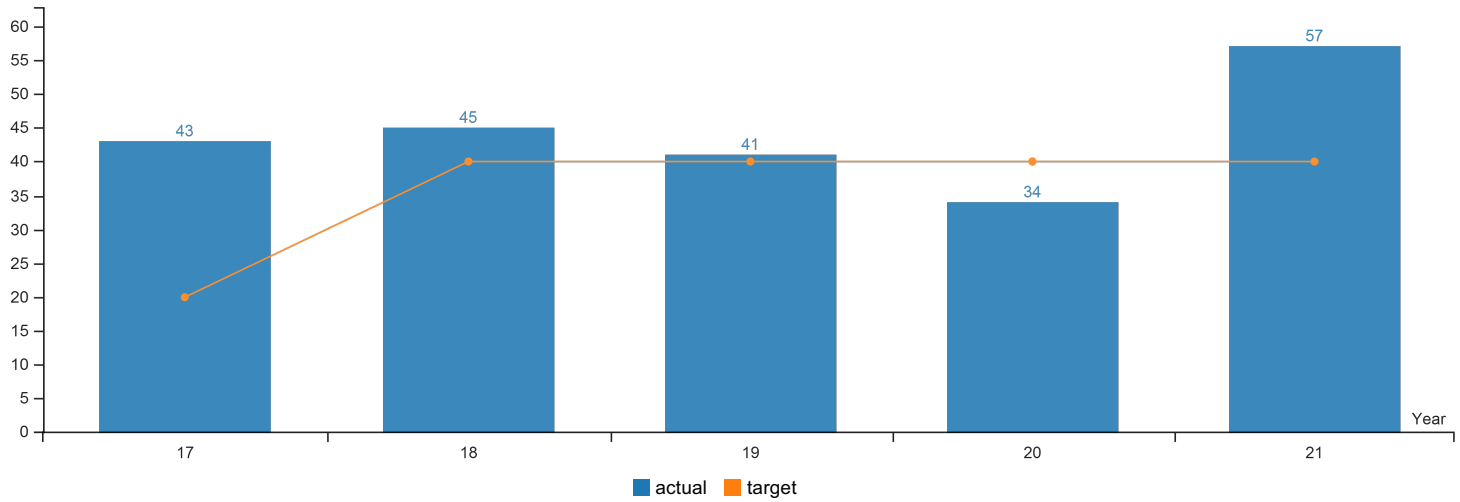
Business Oregon awarded funds for 60 planning projects, exceeding the target of 37. The 60 projects represent approximately $3.4 million in planning funds. This measure includes planning projects associated with Business Oregon's Special Public Works Fund, Water/Wastewater Fund, ports funding programs, Safe Drinking Water Revolving Loan Fund, and Community Development Block Grants. Examples of planning projects are plans for industrial lands development; water system master and resiliency planning; and capital project plans that support community infrastructure such as wastewater treatment, safe drinking water, and community facilities.

Factors Affecting Results

Communities across Oregon continue to face aging infrastructure, keeping demand for planning projects high. Many plans did not expect the level of growth communities have seen in the past 10 years, with expected future population growth putting pressure to plan accordingly now. The 2020 wildfires devastated dozens of Oregon communities, and we may see a future increase in infrastructure planning and construction as a result. Of course, demand is also dependent on economic factors. Historically, demand has increased and decreased with overall economic conditions. With economic uncertainty related to COVID-19, communities may seek to prioritize those projects that maintain essential utility services such as capital construction projects associated with health and safety objectives (KPM 8).

KPM #8	Number of community capital construction financing projects that address public health and safety issues. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Number of community capital projects that address water quality and environmental health issues					
Actual	43	45	41	34	57
Target	20	40	40	40	40

How Are We Doing

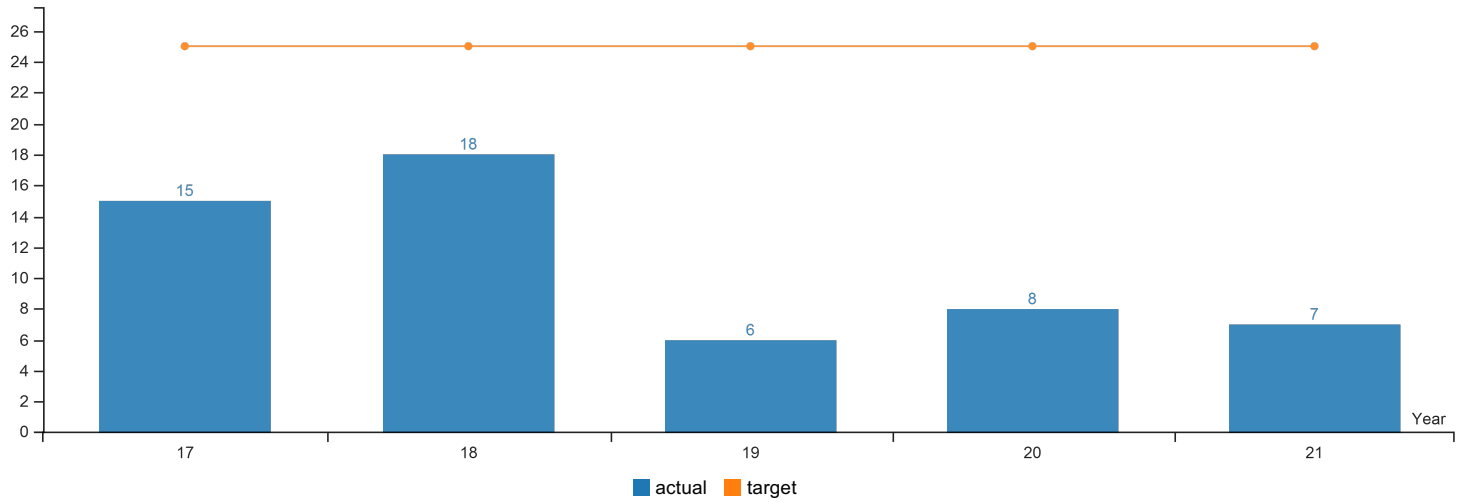
Business Oregon exceeded the target, awarding 57 projects with an investment total of approximately $36 million. With the number of planning projects exceeding targets in the last few years (KPM #7), this may have had a positive impact on the number of capital projects we see now for KPM #8.

Factors Affecting Results

The need for municipal infrastructure construction remains high, as is the demand for financing. Project costs continue to grow and state-supported low-interest financing is vital to small and rural communities that generally do not have bond ratings. Business Oregon will continue to strive to meet the demand of local communities for financial assistance. To supplement lottery bond dollars awarded by the legislature, the department has continued to use its Bond Bank authority, and had a bond issuance early 2021. While the Bond Bank is one tool for raising funds, it should not be considered the only tool. Lottery bond fund capitalization remains vital to the department’s ability to assist communities with financing projects.

KPM #9	Number of community capital construction financing projects that assist with future economic and community development. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2017	2018	2019	2020	2021
Number of community capital projects that assist with future economic and community development					
Actual	15	18	6	8	7
Target	25	25	25	25	25

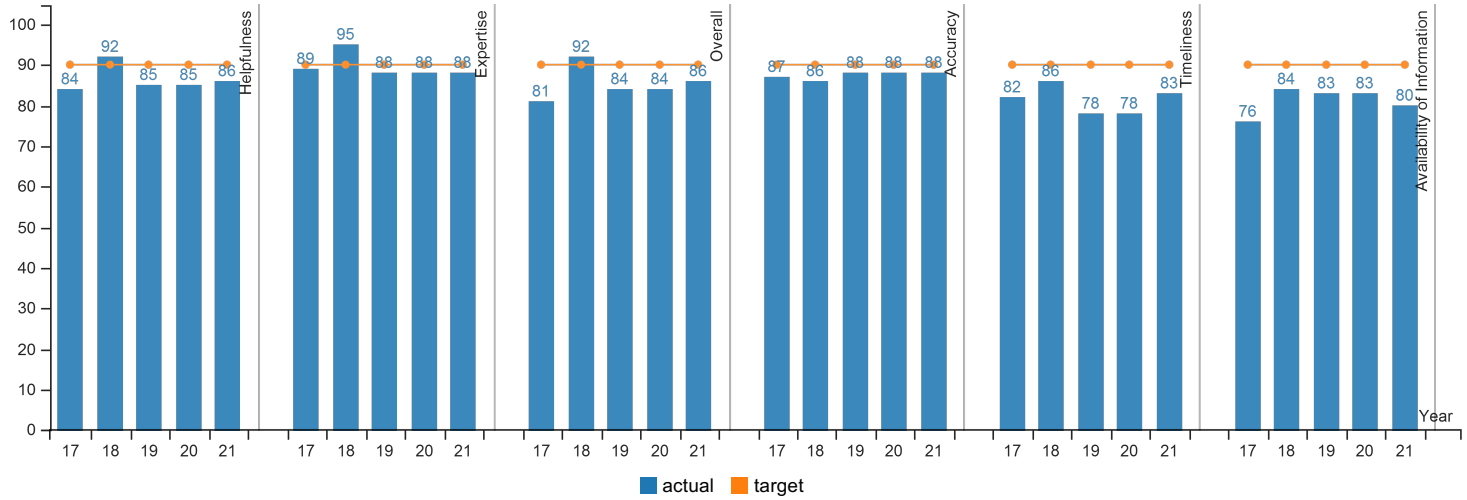
How Are We Doing

Business Oregon completed seven projects out of a target of 25, totaling approximately $27.8 million in financing. As we have seen in the last three years, communities continue to focus their efforts and limited resources on health and safety projects, primarily water and wastewater projects, and not on economic and community development projects. Our programs serve the need of communities, so our resources have also focused on these other projects. As communities struggle with the economic impacts of COVID-19 as well as wildfire damage becoming more prevalent and common, we expect continued prioritization of essential water and wastewater utility investment for at least several more years.

Factors Affecting Results

The need for municipal infrastructure construction remains high and the demand for financing will continue to rise as communities address infrastructure needs for business opportunities. Communities continue to focus their efforts on water and wastewater infrastructure, which are generally larger, high-need and high-cost projects. That said, water and wastewater projects are the basis for future economic and community development activities as the latter cannot occur without the former. Business Oregon will work with its program partners (League of Oregon Cities, Association of Counties, Ports, and Special Districts) and communities to identify opportunities to fund capital construction projects that serve both health and safety, and assist with future economic and community development. Such projects will be instrumental to economic recovery efforts as the threat and resulting economic impacts of COVID-19 subsides.

KPM #10	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2017	2018	2019	2020	2021
Helpfulness					
Actual	84%	92%	85%	85%	86%
Target	90%	90%	90%	90%	90%
Expertise					
Actual	89%	95%	88%	88%	88%
Target	90%	90%	90%	90%	90%
Overall					
Actual	81%	92%	84%	84%	86%
Target	90%	90%	90%	90%	90%
Accuracy					
Actual	87%	86%	88%	88%	88%
Target	90%	90%	90%	90%	90%
Timeliness					
Actual	82%	86%	78%	78%	83%
Target	90%	90%	90%	90%	90%
Availability of Information					
Actual	76%	84%	83%	83%	80%
Target	90%	90%	90%	90%	90%

How Are We Doing

Overall satisfaction with agency services was 86 percent in fiscal year 2021, up from the previous year but below the target of 90%. The fiscal year 2021 survey was emailed to approximately 5,300 external customers using an online survey tool. Sample lists were created largely from Salesforce (Business Oregon's customer management tool) with supplemental lists coming from some programs not currently using Salesforce. The survey list was compiled of customers interacting with Business Oregon over the past two years. It should be noted that most agency Customer Satisfaction surveys are conducted every two years (thus identical annual numbers for most years in the table above).

A total of 538 surveys were completed in April – June, 2021 for a response rate of 10 percent. In terms of the number of surveys completed and the survey response rate, these were the highest response figures ever for KPM 10. Respondents reported using the following agency programs (percentages do not add up to 100% as some customers use multiple programs):

- Business Development, Global Trade, Infrastructure, and Innovation and Entrepreneurship (55%)
- COVID-19 Pandemic Relief Assistance Programs (54%)
- Arts (39%)
- COBID (34%)

The survey included questions ranking Business Oregon on timeliness, helpfulness, expertise, availability of information, information accuracy, and overall satisfaction. Results with comparisons to recent KPM surveys are provided below (percent of customers giving Business Oregon a mark of "good" or "excellent".)

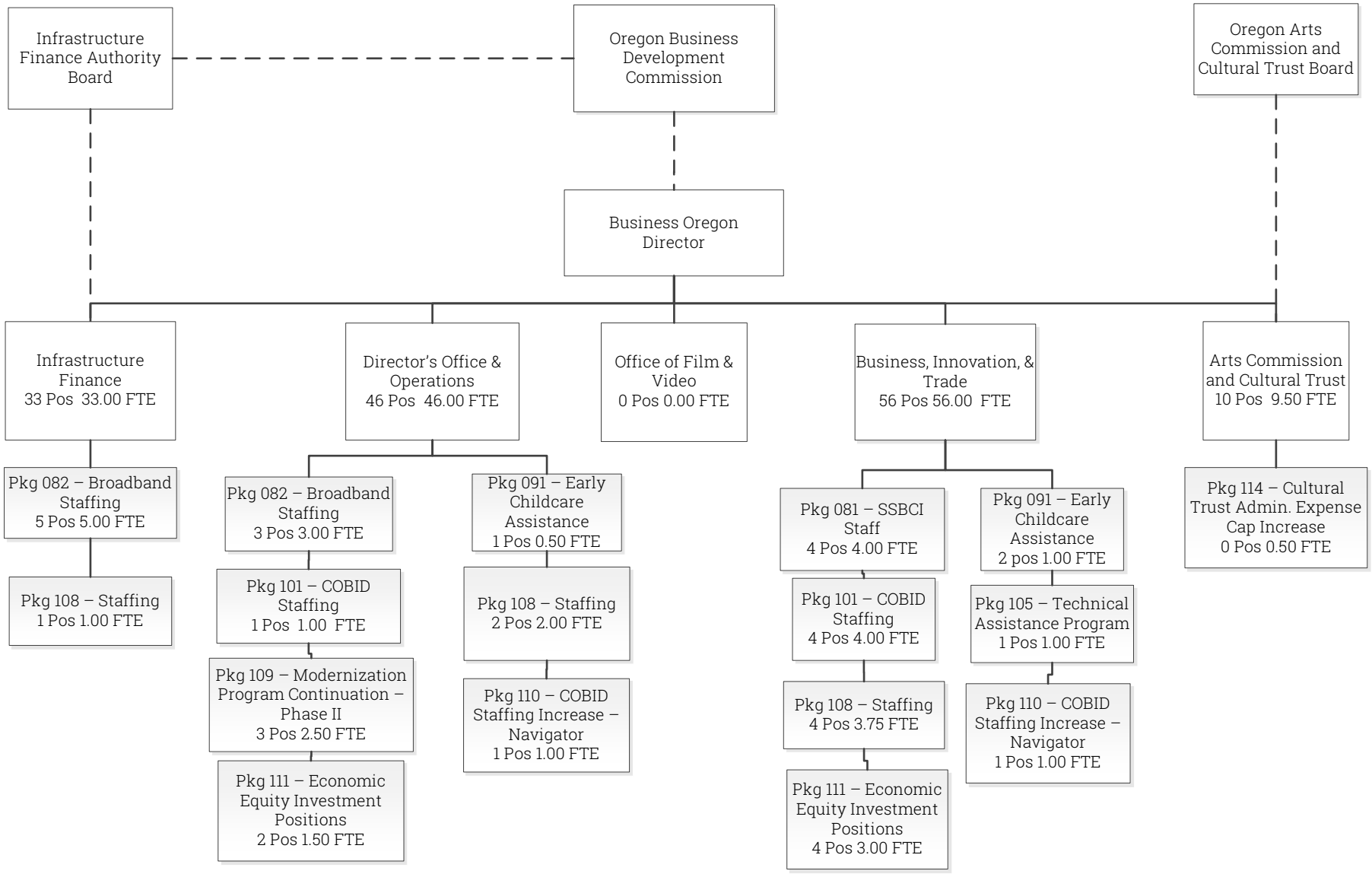
- Timeliness - 83% (vs. 78% in 2020; 82% average from 2016-2019)
- Helpfulness - 86% (vs. 85% in 2020; 86% average from 2016-2019)
- Expertise - 88% (vs. 88% in 2020; 90% average from 2016-2019)
- Availability of information - 80% (vs. 83% in 2020; 80% average from 2016-2019)
- Information accuracy - 88% (vs. 88% in 2020; 87% from 2016-2019)
- Overall satisfaction with department services - 86% (vs. 84% in 2020; 85% from 2016-2019)

Factors Affecting Results

The 2021 Customer Satisfaction survey built on the 2019 approach of mining more robust contact lists via Salesforce, which resulted in a better sample, response rate, and total number of completed surveys. The 2021 sample was bolstered by additional clients receiving COVID-19 pandemic-related assistance who also completed the survey. Additionally, Business Oregon sent more survey reminders than in past years, which likely assisted in encouraging more customers to open and complete the survey.

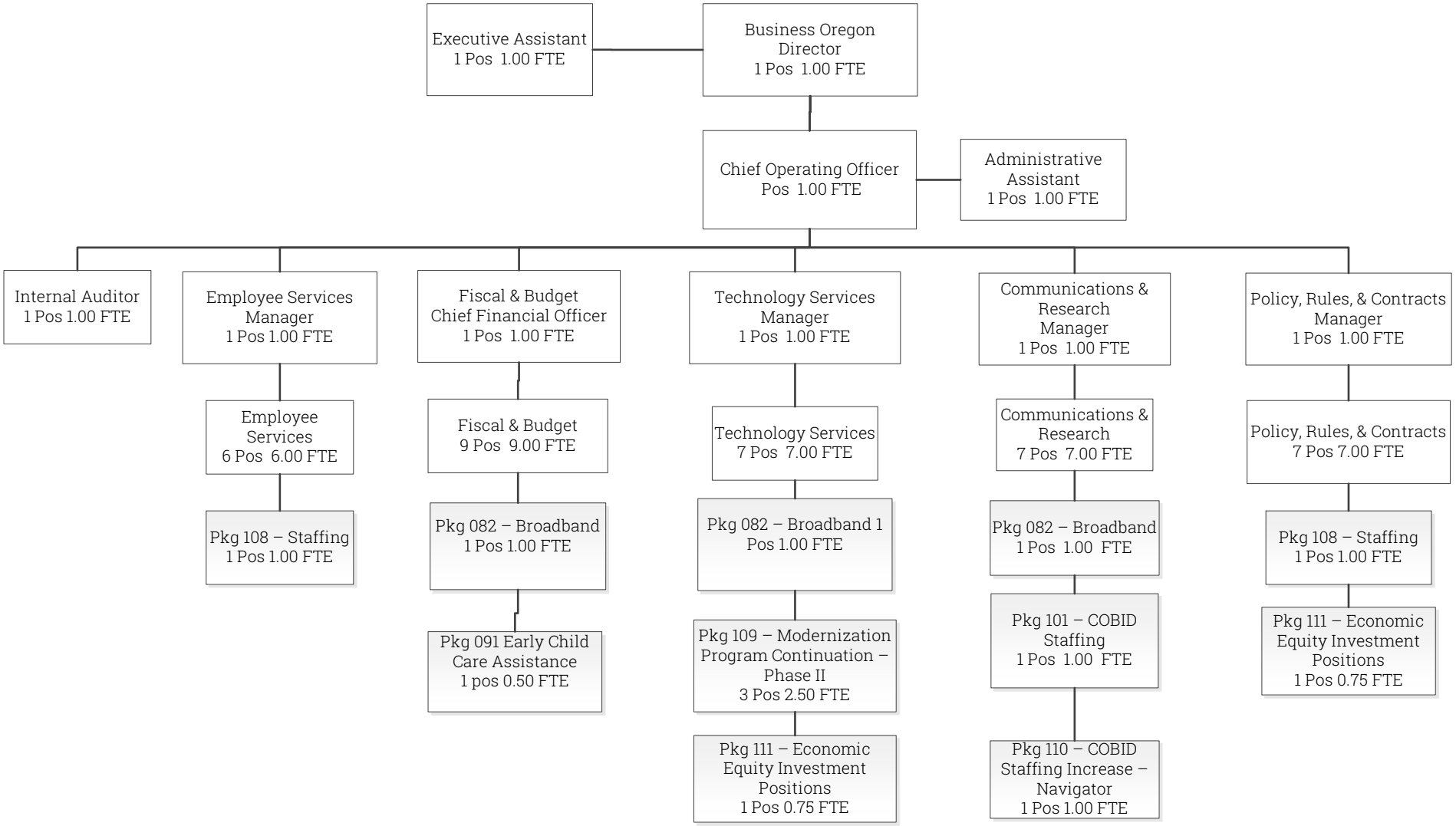
Oregon Business Development Department

Overall Structure
2023-25 Governor's Recommended Budget
CSL = 144.50 FTE
GRB = 180.25 FTE



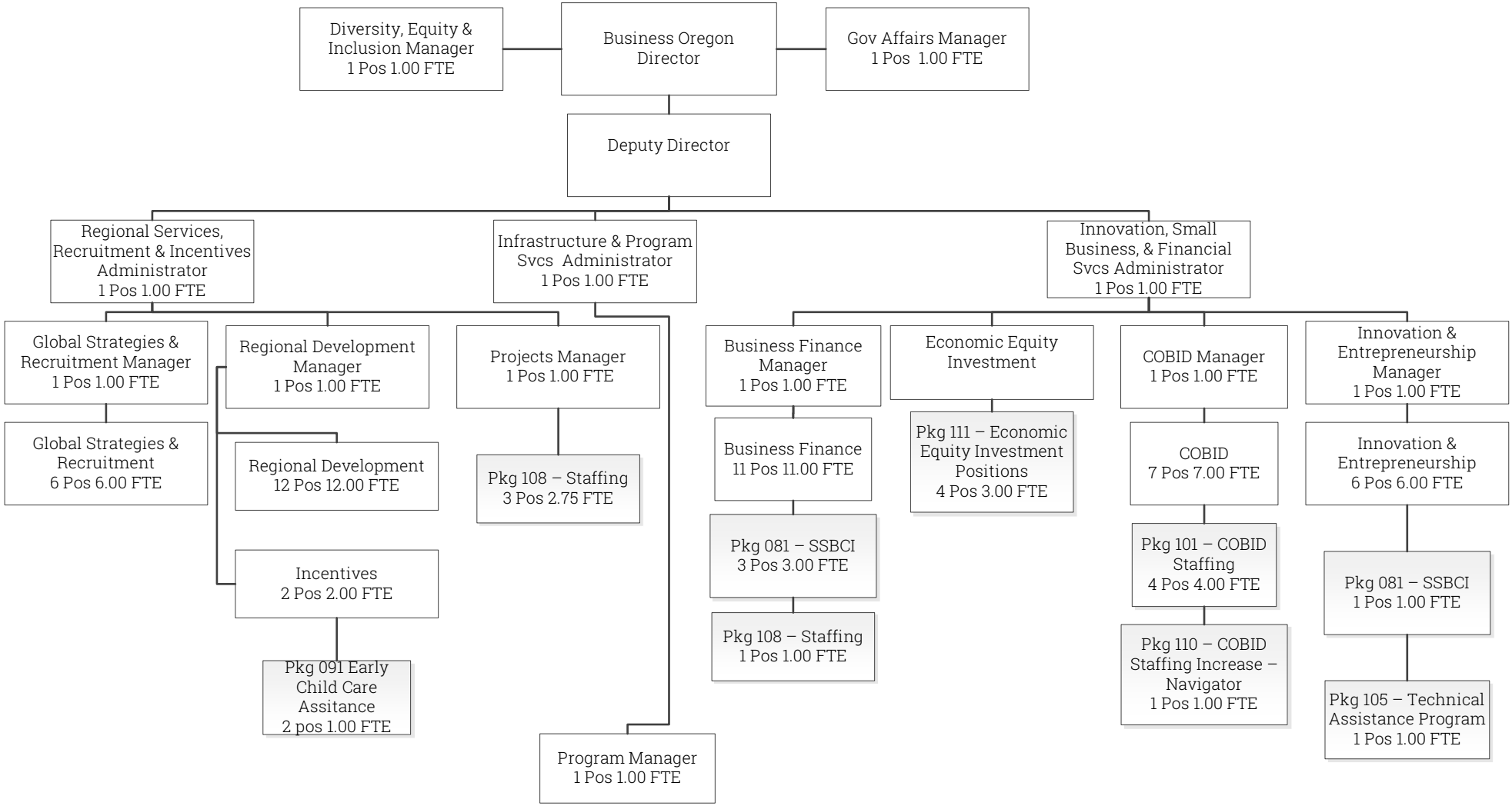
Oregon Business Development Department

Director's Office & Operations
2023-25 Governor's Recommended Budget
CSL = 46.00 FTE
GRB = 57.5 FTE



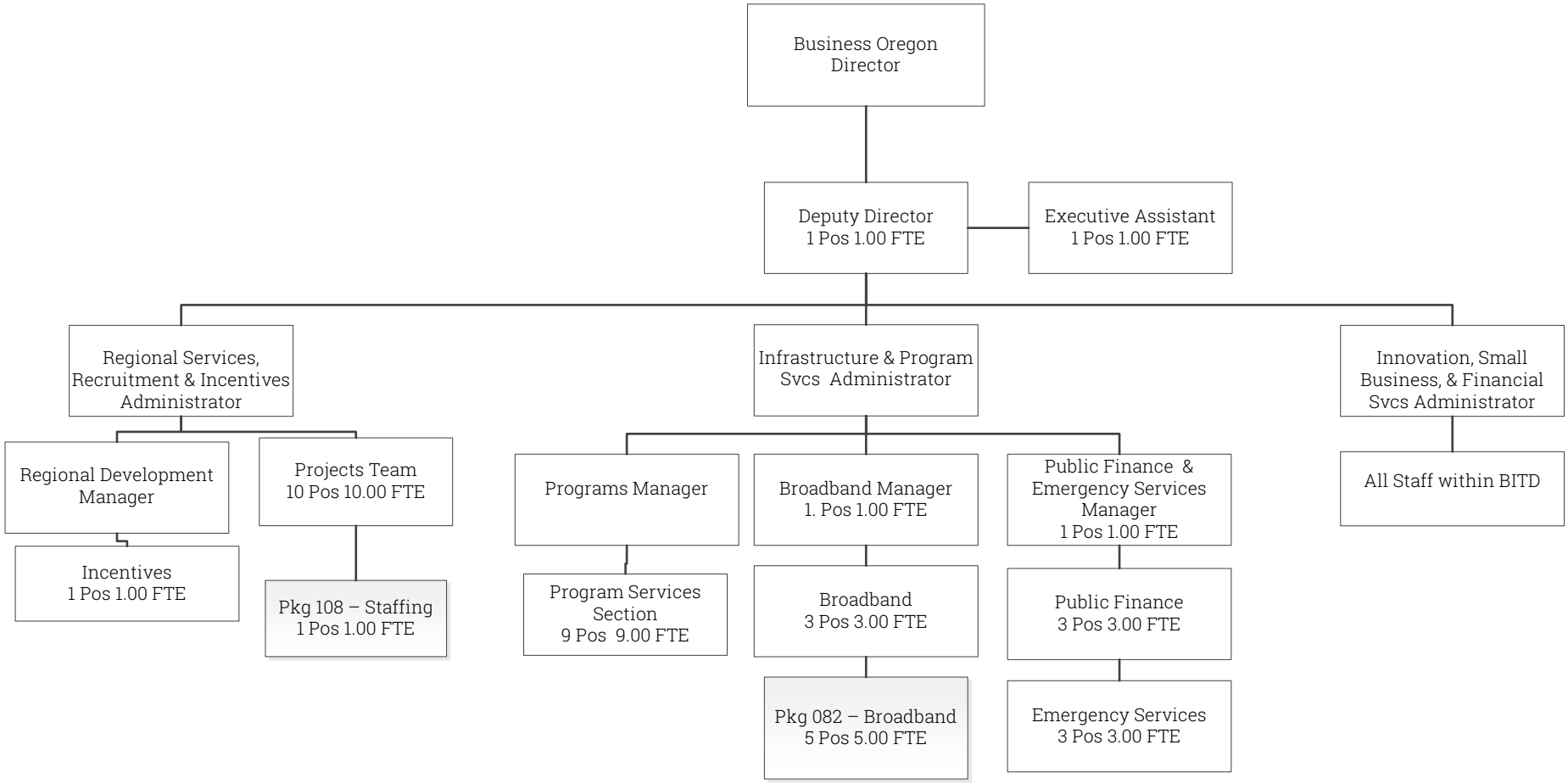
Oregon Business Development Department

Business, Innovation, and Trade
2023-25 Governor's Recommended Budget
CSL = 56.00 FTE
GRB = 73.75 FTE



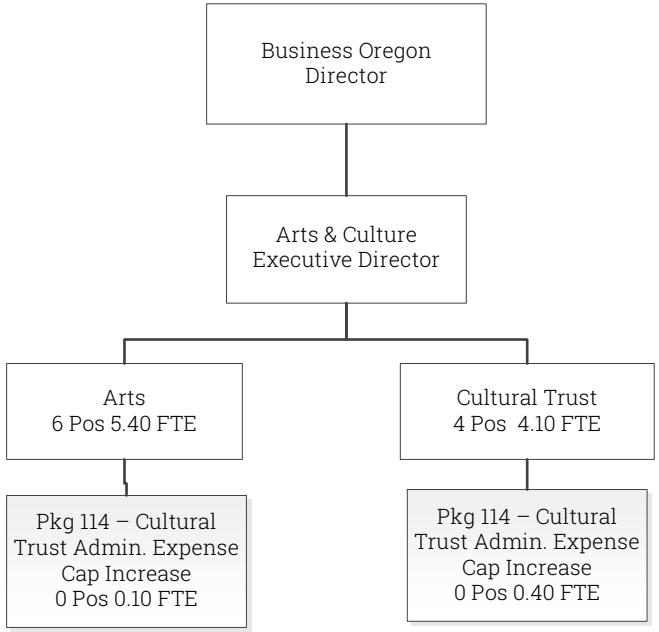
Oregon Business Development Department

Infrastructure Finance
2023-25 Governor's Recommended Budget
CSL = 33.00 FTE
GRB = 39.00 FTE



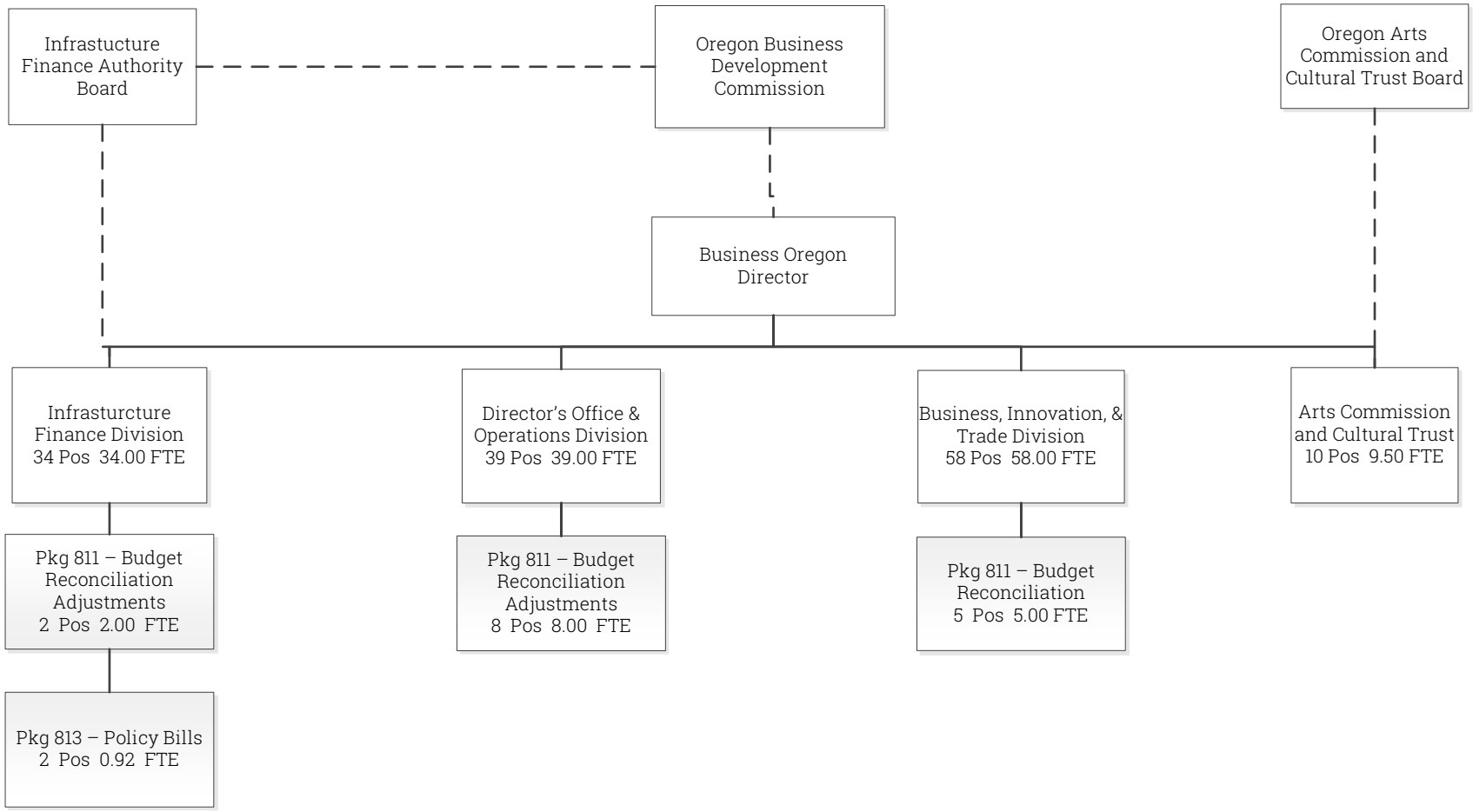
Oregon Business Development Department

Arts Commission and Cultural Trust
2023-25 Governor's Recommended Budget
CSL = 9.50 FTE
GRB = 11.00 FTE



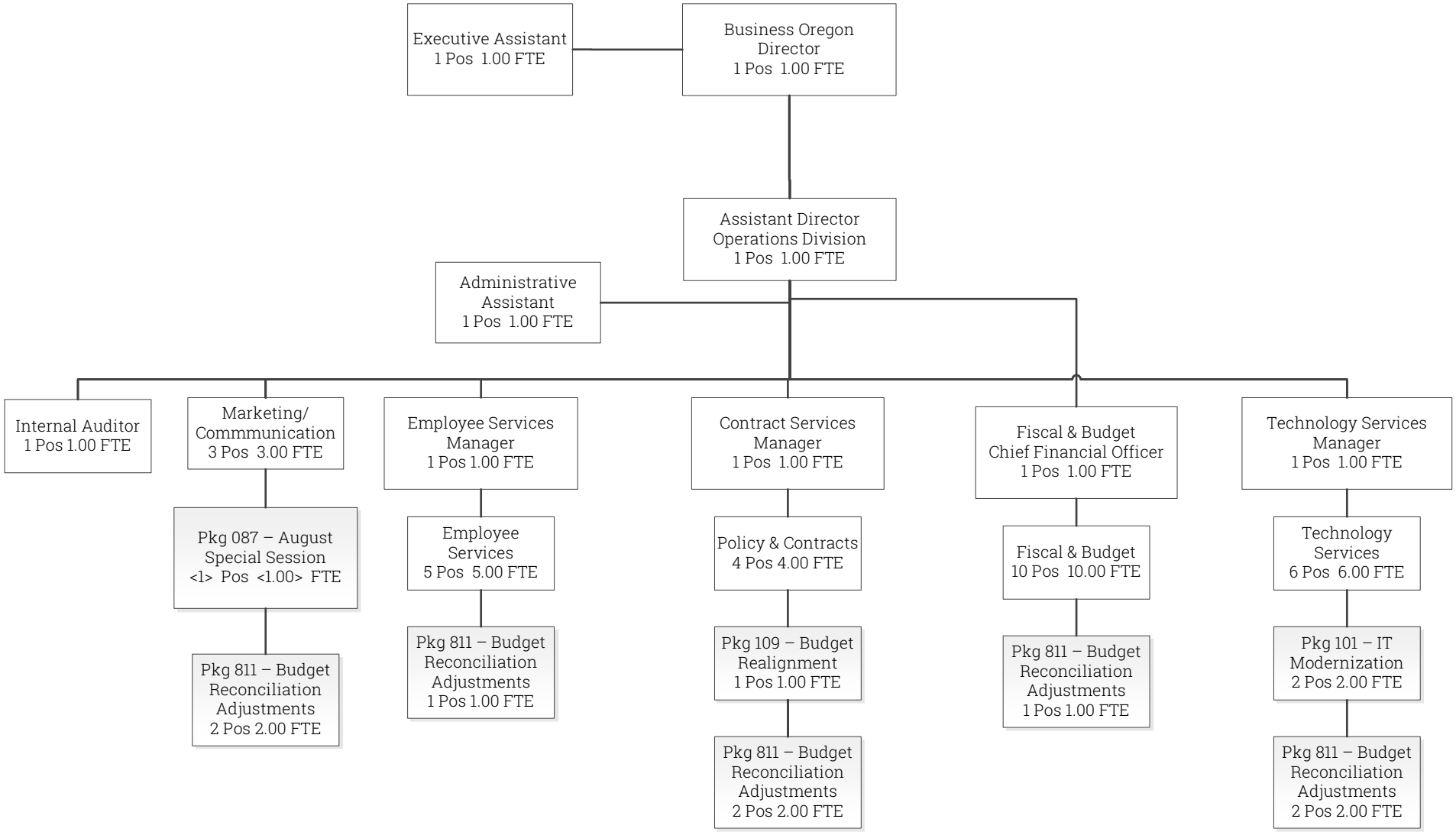
Oregon Business Development Department

Overall Structure
2021-23 Legislatively Adopted Budget
Total FTE = 156.42



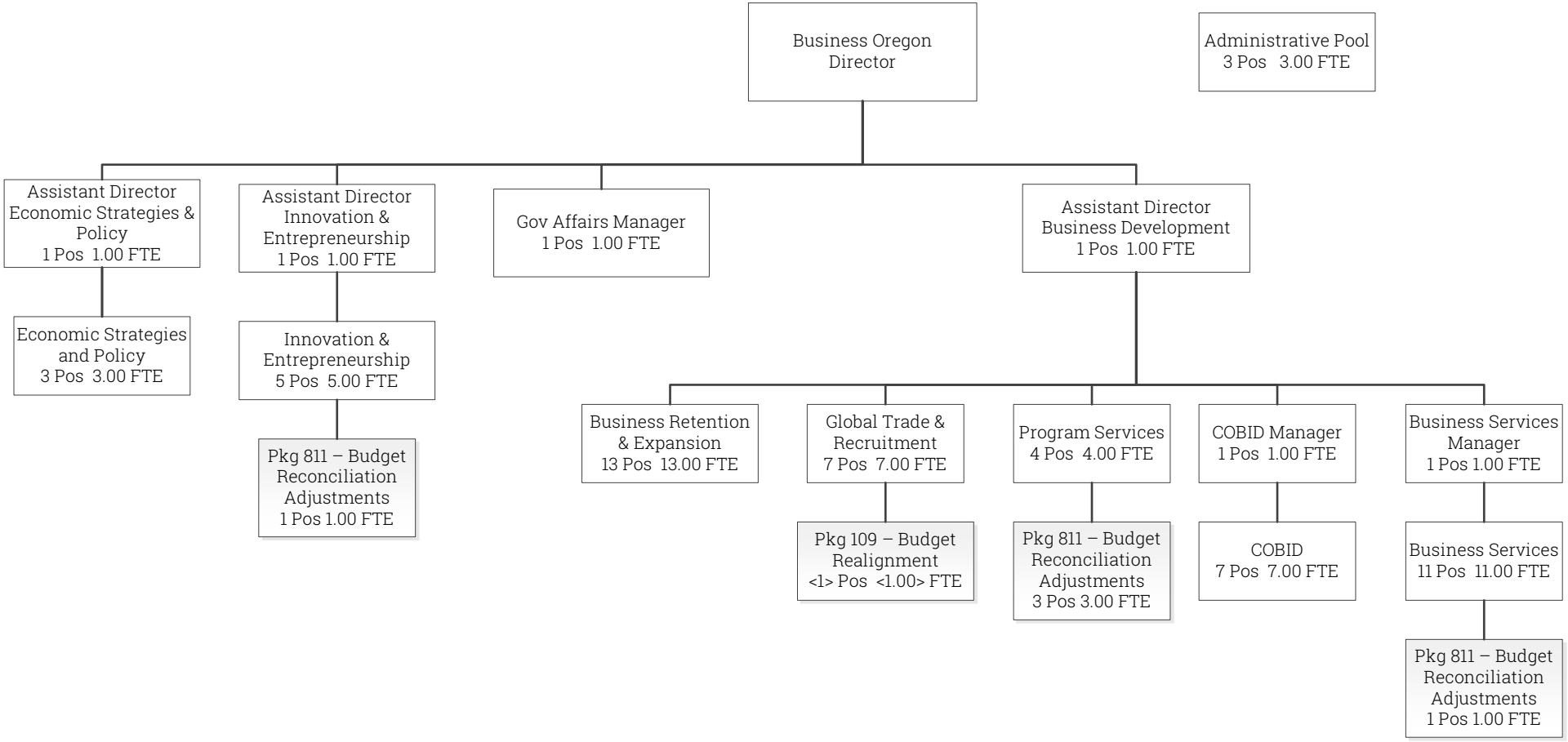
Oregon Business Development Department

Director's Office & Operations
2021-23 Legislatively Adopted Budget
Total FTE = 47.00



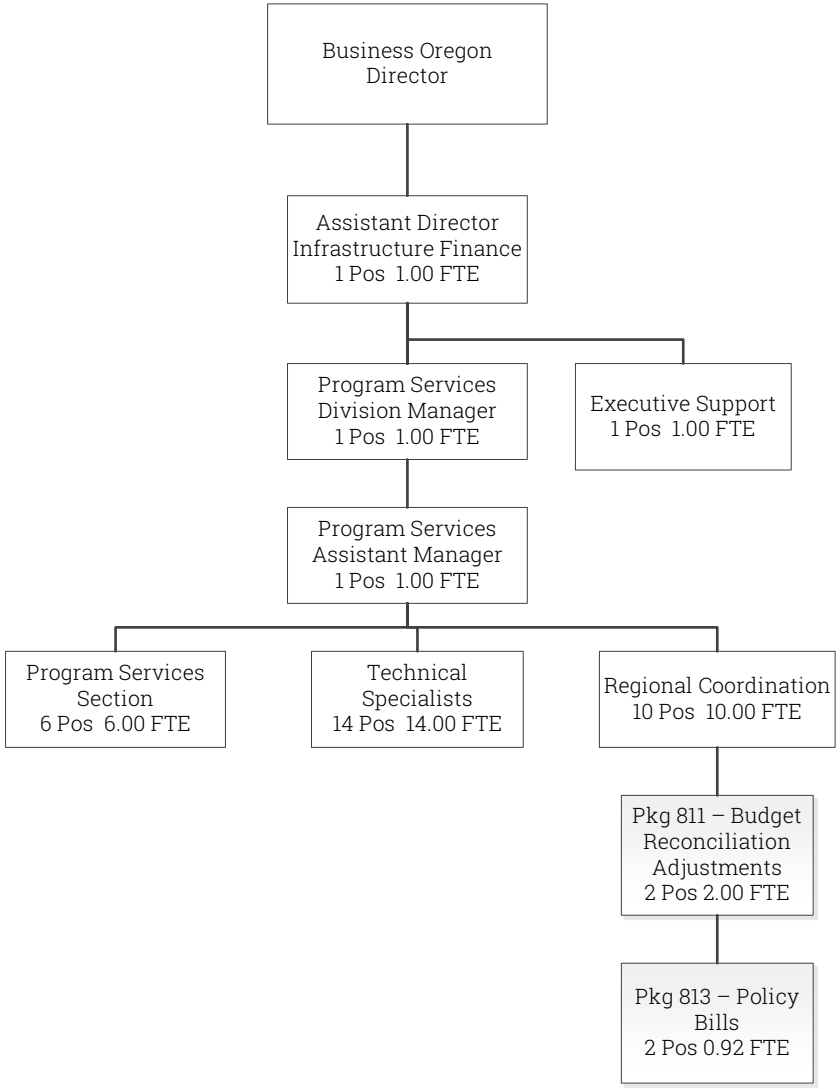
Oregon Business Development Department

Business, Innovation, and Trade
2021-23 Legislatively Adopted Budget
Total FTE = 63.00



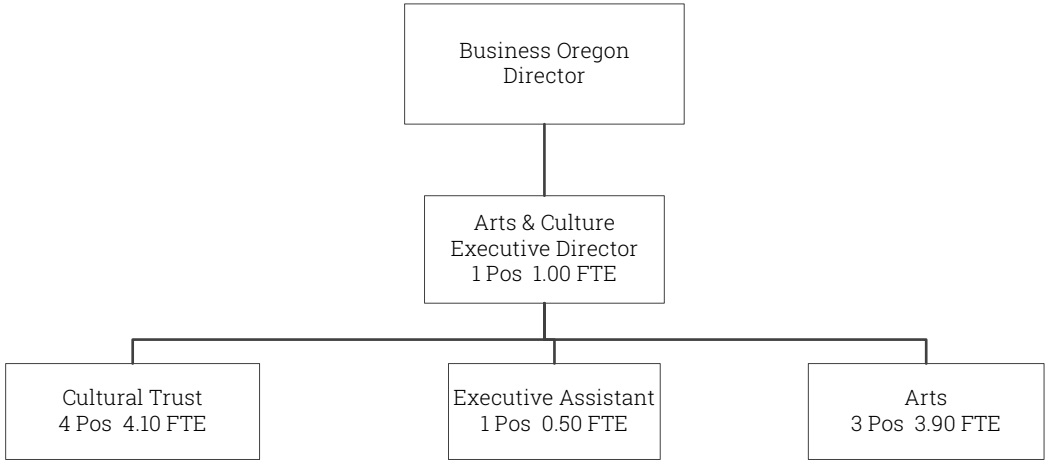
Oregon Business Development Department

Infrastructure Finance
2021-23 Legislatively Adopted Budget
Total FTE = 36.92



Oregon Business Development Department

Arts Commission and Cultural Trust
2021-23 Legislatively Adopted Budget
Total FTE = 9.50



OREGON BUSINESS DEVELOPMENT DEPARTMENT

CHRIS CUMMINGS, INTERIM DIRECTOR

775 SUMMER ST NE, SUITE 200

SALEM OR 97301-1279
(503) 986-0123

AFFIRMATIVE ACTION PLAN
2021 – 2023 Biennium

AGENCY OVERVIEW

Business Oregon (Assumed Business Name for the Oregon Business Development Department) is the economic development agency for the state of Oregon. We work with communities and businesses. We use our programs and expertise to help businesses grow, so they can in turn add jobs, diversify the economy, and increase Oregon prosperity. We work with communities to enhance and expand infrastructure and community safety with projects such as water/wastewater systems, seismic rehabilitation for schools, or rural broadband development. This also sets the stage for future business development. Our mission is to invest in Oregon's businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy, all carried out with an agency strategic plan.

The agency operates under a 5-year strategic plan, which currently has the following priorities to pursue its mission, and its vision statement of "Prosperity for All Oregonians."

1. Innovate Oregon's Economy
2. Grow Small and Middle-market Companies
3. Cultivate Rural Economic Stability
4. Advance Economic Opportunity for Underrepresented People
5. Ensure an Inclusive, Transparent, and Fiscally Healthy Agency

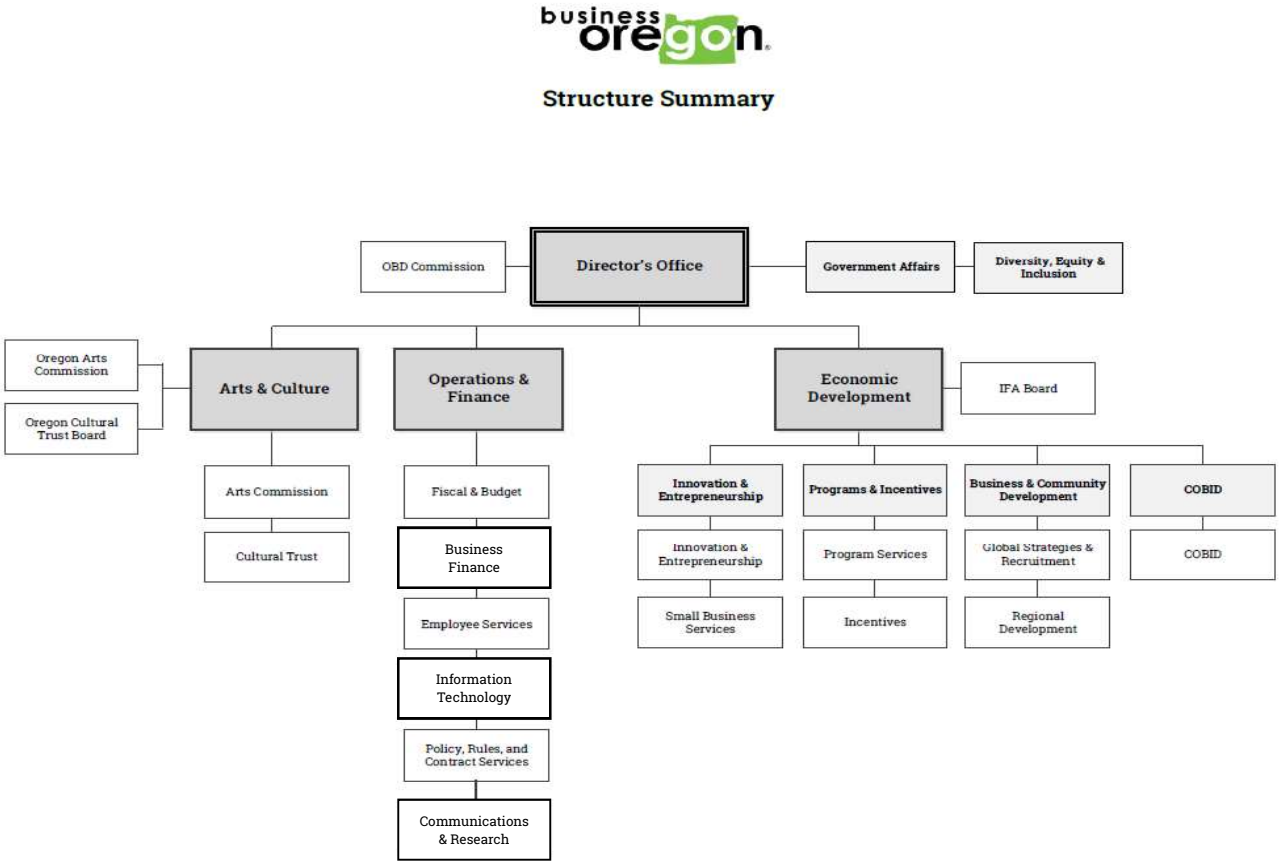
Business Oregon employs approximately 130 people to carry out its work, in partnership with many other organizations across the state, as well as the federal level. The Business Oregon Commission oversees the agency's activities to ensure a coherent, integrated approach to economic development and a continuous policy direction that can transcend changes in executive and legislative leadership.

AGENCY MISSION

Business Oregon invests in Oregon businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy.

A.	**Agency Director**:	Christopher Cummings, Interim Director 775 Summer St NE, Suite 200 Salem, OR 97301-1280 (503) 986-0158
B.	**Governor's Policy Advisor:**	Leah Horner State Capitol Building 900 Court Street NE Salem, OR 97301 (503) 378-6549
C.	**Affirmative Action Representative:**	Dana Northrup 775 Summer St NE, Suite 200 Salem, OR 97301-1280 (503) 602-0626
D.	**Diversity Equity And Inclusion Manager**	Bryant Campbell 121 SW Salmon St., Suite 205 Portland, OR 97204 503-307-2517
E.	**Lead for COBID Contracting**	Josh Hardage 775 Summer St NE, Suite 200 Salem, OR 97301 503-586-8928

ORGANIZATIONAL CHART



AFFIRMATIVE ACTION POLICIES

AFFIRMATIVE ACTION POLICY STATEMENT 2021-23

The purpose of the department's Affirmative Action Plan is to establish the department's policies of non-discrimination and equal employment opportunity. We fully support diversity and equal employment opportunity and expect each manager to know and understand the contents of the department's Affirmative Action Plan and to take active steps towards accomplishing goals. The Oregon Business Development Department (dba Business Oregon) is deliberate in our commitment and has demonstrated this by identifying Diversity, Equity and Inclusion in our agency strategic plan. Priority number 4, "Advance Economic Opportunity for Underrepresented People" allows us to address and measure economic impacts on Oregon communities. Our DEI Manager in partnership with our executive team and Employee Services section share in leadership and guidance for our plan and to meet the needs of our staff and external stakeholders. The agency's DEI work is also supported by a cross-team DEI Council composed of management and non-management staff. Business Oregon is committed to becoming an inclusive, welcoming department where a sense of belonging is cultivated through our commitment to inclusivity and in valuing each person's experiences, talents and expertise.

It is the policy of Business Oregon to provide a work environment free from unlawful discrimination on the basis of age, race, religion, sex, marital status, national origin, disability, sexual orientation, and any other protected activity or factor that an employer is prohibited by law from considering when making employment decisions. This policy applies to all matters relating to hiring, firing, transfer, promotion, benefits, compensation, and other terms and conditions of employment.

The Department's Affirmative Action Plan provides the umbrella for:(1) exploring diversity issues within Business Oregon; (2) creating an inclusive work environment that encourages each employee to reach their full potential; and (3) guiding Business Oregon to become an "Employer of Choice."

The department's Affirmative Action Plan is designed to provide a specific, well-defined program to promote and ensure equal employment opportunities for everyone. Affirmative action is a method of eliminating the effects of past and present discrimination, intended or unintended in the workplace. It requires taking aggressive and positive steps to ensure equal employment opportunity and advancement of women, people of color, native and tribal communities, people with disabilities, veterans, and other protected classes.

The department will not knowingly do business with any bidder, contractor, subcontractor, or supplier of materials who discriminates against members of any protected classes. All contractors having contracts with the department who are subject to federal Executive Order 11246 and any applicable state, federal, or local laws or regulation regarding non-discrimination in government contracts, will be advised of the department's policy of non-discrimination and of the contractor's obligations hereunder.

To achieve success, a commitment to affirmative action must be made on the part of every employee. In addition, each employee must take responsibility to ensure the workplace is welcoming and harassment-free. Each senior manager shall maintain a copy of the department's Affirmative Action Plan to read and review and make available to staff and customers. A copy of the policy should be given to all employees upon hiring and employees are encouraged to access the Plan on the department's Intranet site.

Managers are directly responsible and accountable for meeting affirmative action goals, and for supporting and complying with equal employment opportunity programs and concepts. Management personnel are evaluated for their effectiveness in achieving the agency's affirmative action objectives.

Any person with a complaint regarding unlawful discrimination should contact the Director's Office or the agency's Employee Services Manager. Either of these offices will provide the person with information regarding the procedures to follow.

Working together, the employees of Business Oregon can create an atmosphere of respect, fairness and cooperation that will demonstrate our commitment to the principle which represents the highest aspirations of our multi-cultural society.

The Governor's Affirmative Action Office and State agencies will update the parity analysis for the next Affirmative Action Plan (2023-2025).

This Affirmative Action Plan is in effect from July 1, 2021 – June 30, 2023.

Chris Cummings Digitally signed by Chris Cummings Date: 2020.11.20 16:33:54 -08'00'

Chris Cummings, Interim Director

AFFIRMATIVE ACTION POLICIES

STATE EMPLOYMENT LAWS

- ADA and Reasonable Accommodation Policy *(Statewide Policy 50.020.10)*
- Discrimination and Harassment Free Workplace - *(Statewide Policy No. 50.010.01)*
- Employee Development and Implementation of Oregon Benchmarks for Workforce Development *(Statewide Policy 50.045.01)*
- Veterans Preference in Employment (*40-055-03*)
- Equal Opportunity and Affirmative Action Rule *(105-040-0001)*
- Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion

FEDERAL EMPLOYMENT LAWS

The following link leads to a pdf with the documents listed below:
http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf

- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
- 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
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- Sexual Harassment Title VII of the Civil Rights Act of 1964

AGENCY DOCUMENTATION IN SUPPORT OF AFFIRMATIVE ACTION PLAN

- Recruitment and Selection Policy 40.010.02

- Business Oregon Respectful Workplace Policy OBDD.211
- Document and Communication Preparation for Accessibility Compliance (ADA) OBDD.206

ADDITIONAL FEDERAL DOCUMENTATION (if applicable)

Not applicable

AGENCY SPECIFIC FEDERAL REPORTING REQUIREMENTS

Not applicable

EXECUTIVE ORDER 11246 (OFCCP regulations)

- Executive Order 11246 (OFCCP regulations)

STATE AND FEDERAL AFFIRMATIVE ACTION POLICIES

State and Federal Affirmative Action Policies are accessible online to all employees and partners on the Department of Administrative Services' (DAS) website at: https://www.oregon.gov/das/Pages/policieshr.aspx

COMPLAINT OPTIONS

Business Oregon has a simplified complaint process designed to accommodate internal staff and external stakeholder and customers. Any employee, volunteer, contractor believed to have been subjected to workplace discrimination or harassment has the right to file a complaint with Business Oregon's Employee Services Office, located within the Salem office at 775 Summer Street NE, Suite 200. Salem, Oregon 97301.

Business Oregon considers each complaint serious and confidential. Business Oregon will process each claim with sensitivity and will adhere to all federal and state guidelines in processing every claim. The contact for all complaints is the agency employee services manager or their designee. All forms as well as personal one-on-one assistance is accessible and available in the employee services section.

The complaint process includes:

- Anyone who suspects they have experienced or witnessed discrimination, harassment, sexual harassment, or retaliation may contact the Employee Services Section. Business Oregon accepts all reports whether made verbally or in writing.
- Upon receipt of a complaint or concern, the employee services manager or designee will review the information and initiate an investigatory plan.

The investigation may include:

- Logging of complaint including dates, time, location and receiving any evidence or documentation at the time of submission of the complaint.
- Scheduling meetings to gather additional information.
- Determining jurisdiction of the complaint.
- Establishing facts related to the complaint.
- The agency strives to respond to and resolve matters within 60 days of report.

Business Oregon strives to achieve all timelines associated with the complaint reporting process. Any barriers or limitations impeding the agency from meeting its reporting and investigation timelines will be communicated to complainant and other parties as necessary.

ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

Director / Administrators

- Foster and promote to employees the importance of a diverse, and discrimination and harassment free workplace through issuance of policies and the department's Affirmative Action Plan and adoption of a department Diversity, Equity and Inclusion Plan and through formal and informal communications with managers and staff.
- Promote the State of Oregon as an equal employment opportunity, affirmative action employer committed to workforce diversity in speeches and conversations with the businesses and communities regarding employment with the State.
- Meet with the Employee Services Manager quarterly to review equal employment opportunity, affirmative action progress and problems, diversity in the workforce; and review and approve strategies and goals.
- Ensure managers understand they are responsible for participating in and promoting affirmation action activities and for communicating this same responsibility to their subordinate managers. Include the effectiveness of managers in promoting the department's affirmative action activities, goals and objectives in the annual performance appraisals. ORS 659.025(1) states:

  "To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, handicap or age, every state agency shall be 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".
- Director's performance review will be affected by understanding of, promotion of, and contribution to behavior regarding Affirmative Action Plan.

Managers and Supervisors

- Foster and promote to employees the importance of a diverse, and discrimination and harassment free workplace through day-to-day conversations with staff and through discussions with staff about the department's Affirmative Action Plan, activities, goals, and objectives. Ensure

assigned managers and staff understand their rights and responsibilities in achieving a welcoming work environment free from discrimination and harassment.

- Promote the State of Oregon as an equal employment opportunity, affirmative action employer committed to workforce diversity in speeches and conversations with businesses and communities regarding employment with the State.

- Ensure subordinate managers understand they are responsible for participating in and promoting affirmation action activities. Include the effectiveness of subordinate managers in promoting the department's affirmative action activities, goals, and objectives in annual performance appraisals.

- Review the department's affirmative action goals and objectives semi- annually to be aware of and consider ways to contribute toward achieving the goals and objectives of the department's affirmative action plan. Review and consider the department's affirmative action hiring goals in filling job vacancies.

- Inform applicants for vacant positions that the department is an equal employment opportunity, affirmative action employer committed to a diverse workforce. Have a copy of the Affirmative Action plan available for applicants to review on request.

- Use only merit principles to fill vacancies.
    - "The merit principle is a concept of public personnel administration which holds that an employee's selection, assignment, promotion and retention should be based upon ability to perform duties satisfactorily, rather than upon political affiliation, race, religion or other considerations extraneous to ability to perform."
      - *Developing the Municipal Organization. Published by International City of Management Association.*
    - Review position descriptions prior to recruiting to fill vacancies. Ensure all sections of the form are current and fairly represent the job's duties, responsibilities, working conditions, physical requirements, etc.
    - Develop or assist in the development of fair selection processes to fill vacancies, including use of structured interview techniques, written questions and rating criteria. Ask all applicants the same questions and administer the process identically for each applicant.

- Attend equal employment opportunity, affirmative action and diversity-related training in order to be informed of current issues.

- Display the Director's Affirmative Action Policy Statement on bulletin boards at each office location.

- Hold managers and staff accountable for discriminating or harassing behaviors. Act in a responsible manner when made aware of any department employee engaging in any type of harassment.

- Manager's and supervisor's performance review will be affected by understanding of, promotion of, contribution to, and behavior regarding Affirmative Action Plan.

Affirmative Action Representative (i.e. HR Manager, DEI Manager and HR Analysts)

- Develop the department's Affirmative Action Plan with direction from the Director and input from senior managers. Identify specific job classifications that are underutilized by women, people of color or people with disabilities. Establish goals, target dates and assign responsibility. Have hard copies and/or electronic copies of the department's Affirmative Action Policy Statement and Plan available for review by all managers and employees. Make hard or electronic copies available to applicants for employment on request.

- Implement the strategies and action statements outlined in the Plan. Discuss results in the representative's performance evaluation.

- Review workforce representation quarterly to determine effectiveness of strategies and make adjustments to the Plan as necessary. Review workforce representation and progress in meeting the Affirmative Action plan goals and objectives with managers at least annually. Discuss with managers their responsibility to promote a diverse workforce and a welcoming work environment and help attain the goals and objectives of the Affirmative Action Plan. Maintain open-communication with management about plan.

- Discuss the State of Oregon/department Affirmative Action Plan and related policies in New Employee Orientation, including a basic overview of appropriate state and federal laws and regulations; the role of the department in providing equal employment opportunity; the employee's responsibility to refrain from discriminating or harassing behavior; and the location of hard and electronic copies of the Affirmative Action Plan.

- Train managers on non-discriminatory selection and hiring procedures.

- Contact recruiting sources such as a minority websites, community agencies, community and business leaders for the recruitment of people of color, people with disabilities and women. Send copies of recruiting announcements to the Department of Administrative Services – Chief Human Resource Office, Commission for the Blind, Oregon Disabilities Commission, Employment Department and other organizations assisting with affirmative action recruitment efforts. Emphasize the department's support of equal employment opportunity, affirmative action and a diverse workforce.

- Ensure all advertisements and recruiting announcements contain the statement "The Oregon Business Development Department is an Equal Opportunity, Affirmative Action Employer".

- Encourage managers to provide career development opportunities through job rotation or under-filling vacancies.

- Inform all employees of department recruiting announcements and ensure employees know about career development opportunities and how to meet qualifications for promotional or career opportunities through experience and education.

- Assure interview panels represent a diverse workforce.

- Include department employees who are women, people of color and people with disabilities when recruiting at job fairs, conventions, college campuses, etc.

- Periodically solicit comments and address complaints from managers and staff about how Employee Services can assist in meeting their obligations under the Affirmative Action Plan and/or related policies.

- Conduct Exit Interviews. Conduct an investigation and take appropriate action if it appears discrimination or harassment was a factor in employee separation.

- Evaluate revised and new policies for possible adverse impact on the department's commitment to affirmative action and equal employment opportunity.

- Serve as a liaison between the department and the state and federal agencies that protect civil rights.

- Affirmative Action Representative's performance review will be affected by understanding of, promotion of, contribution to, and behavior regarding Affirmative Action Plan.

2019-2021 Affirmative Action Plan Progress Report

1. **Create mechanism to identify and address agency DEI needs and barriers.**
   In pursuit of identifying DEI needs and barriers, Business Oregon invested financial resources in procuring an external vendor to administer a 2020 Employee survey with specific questions related to Diversity, Equity and Inclusion. The vendor provided the agency with a variety of appropriate questions regarding the agency's past, present, and future DEI activities and standings. Staff and management at all levels along with the agency's DEI Council were engaged in identifying appropriate questions for this survey. The vendor provided a private platform for staff to take the survey to ensure confidentiality and maximize participation. The survey outcomes were calculated and analyzed by the vendor, who also provided an assessment as well as a final report for all staff to review and discuss. Results were presented in a two-part all staff meeting and the executive team plans a follow-up discussion at the one-year mark to report on progress so far.

   The survey and outcomes are attached in Appendix A.

2. **Identify and roll out DEI trainings**
   Business Oregon engaged with Brava Point, DEI consultants to assist in facilitation of our annual DEI Council retreat. Brava Point in partnership with the DEI Manager facilitated a full day retreat during which DEI Council members and every Executive Team Member attended and fully engaged with group and individual exercises. This resulted in adopting a yearlong management and DEI council reading and discussion exercises. Brava Point also provided exec team with a memo full of recommendations for additional DEI engagement with staff. The memo included organizations with whom we could partner, and additional resources including podcasts, books, and articles.

   Business Oregon adopted Rhodes Perry's *Belonging at Work* for our yearlong reading and discussion trainings. Although this training was originally set up for in person engagement, the onset of telework facilitated us to a virtual learning environment. The second part of this training included delivery of these discussion modules involving individual staff, however we were unable to make this happen in the virtual environment due to workload, scheduling limitations and a lack of resources being that we were unable to purchase a sufficient number of books for staff to utilize. We have developed a schedule that will allow us to bring this these discussion modules to staff by the end of this plan.

   The *Belonging at Work* Reading Schedule is attached in Appendix B.

a. Individual development plans

Employee Services developed an agency-wide Individual Development Plan (IDP). Employee Services met with teams to train staff on how to access the plan and complete the IDP elements for submission to their manager. Managers were encouraged to engage their staff and assist with completion of an IDP. All managers were trained in facilitating an appropriate Individual Development Plan discussion.

Business Oregon took an organizational approach to employee development in offering supervisors and members of the DEI Council DEI basics training through Hanamura Consulting. Steve Hanamura conducted several all-day trainings designed to set a common foundation for all staff as well as align staff's approach to Diversity, Equity and Inclusion.

Additionally, all Business Oregon staff participated in three all-agency trainings in late 2018 through early 2019. Those trainings were 1) Respectful Workplace Foundational Training; 2) Emotional Intelligence & Flexing Your Workstyle; and 3) Building Trust & Enhancing Team Cohesion.

Telework and the virtual work environment has created barriers to our typical approach for DEI trainings. We have adopted the Harvard Implicit Association Tests as a training tool to engage staff in the area of implicit bias. We have created a one year schedule where one module (test) per month is designated for all staff to take. DEI Council members and managers are assigned to sponsor each test and provide resources to support staff in understanding the test topic. Each month the agency sponsors also facilitate a group discussion regarding the test and staff are invited to attend and share their experience and discovery moments during the month related to the test. These tests and discussions have fostered a sense of community and have opened dialogue within our agency at much higher levels than anticipated.

b. Succession planning

Business Oregon has conducted several key action items to move succession planning forward for the agency. In 2018, the Employee Services Manager invited DAS-CHRO to come and talk with the Executive Team about succession planning. Then, in 2019, Executive Team met with the Employee Services Manager to identify critical positions within the agency and discuss options about how to plan

for retirements and turnover in those critical positions. The first step was to build cross-functional teams and strengthen employees' knowledge and skillsets in those critical position areas. During 2019-20 the agency increased job rotations opportunities and offered more job rotation opportunities than any point before 2018. Hiring managers offered these job rotations to increase the knowledge and skills of current employees. In the past two years job rotations have been offered in the Programs & Incentives Section, Employee Services Section, Innovation and Entrepreneurship Section, Operations & Finance Division, Regional Development Section, Communications and Research Section, and many other hiring managers considered job rotations prior to initiating an external recruitment. The Assistant Director of Economic Development in also currently in a job rotation to serve as the agency's Director. In addition to job rotations, the agency chose to underfill several positions in order to build the skills and knowledge of lower level staff.

Additionally, the agency has identified teams that did not have junior level positions within the team and strategized on how to get a junior level position incorporated. This will aid in succession planning and opening up opportunities for individuals who are newer to the work to start learning the role.

The agency focused on creating desk manuals for critical positions and other positions throughout the sections. These desk manuals will aid in transitioning work to new hires and aid in documenting crucial processes.

Finally, the agency has embarked in a new employee series called "Fireside Chats" that provide employees the opportunity to learn about other jobs in different sections of the agency. These short sessions can focus on specific projects specifically or can be a high-level description of the employee's role. These are organized by Employee Services but are led by the employee.

c. Employee development (1 on 1, mentoring, EAP)

All supervisory managers at Business Oregon are required to schedule and perform regular 1 on 1 meetings with their staff. The majority of managers are successful in fulfilling these 1 on 1 meetings. 1 on 1's have received positive staff feedback and have contributed to employee morale and staff engagement.

We have and continue to pursue options for formal and informal mentoring and although we have not adopted a specific program, we have encouraged staff to seek opportunities for mentorship and growth both internally and externally.

Business Oregon has significantly increased engagement with Employee Assistance Program (EAP) resources. The agency's employee services section regularly promotes trainings and discussion groups offered by EAP. At the onset of 2020 grief counsellors were brought onsite to the Salem and Portland office

locations for staff to attend group grief sessions or individual sessions to address the loss of a staff member. EAP was brought to Business Oregon on a quarterly basis for in-person or webinar trainings on topics such as time management, beating the winter blues, and stress management. Additionally, throughout 2020 and the onset of the Covid19 pandemic, Business Oregon has continually shared EAP resources with all staff. Periodic reminders have been sent to staff and the agency employee services staff have directed co-workers to EAP resources in support of personal and professional needs. We are ensuring that all Business Oregon staff have access to and time available to engage with EAP and utilize the services and resources available to them.

d. Agency sponsorship of the statewide Diversity Conference

Business Oregon continues to support the State of Oregon Diversity Conference and the agency's DEI Manager maintains an active role on the conference planning committee. Business Oregon experienced record attendance for the 2019 state conference with 29 staff registering and attending one or more sessions. Business Oregon also significantly increased its financial contribution towards the statewide conference. With the onset of the pandemic and state employees mandated to telework, Business Oregon staff were strongly encouraged and supported to attend the 2020 virtual conference. In light of the recent activities related to social justice, staff were excited and grateful for the flexibility in this year's conference and overwhelmingly expressed delight in the virtual environment.

3. Identify community partnerships and outreach

Due to budgetary limitations in 2020, Business Oregon was unable to partner with some of the organizations we typically have supported and partnered with in increasing the visibility of our agency. Business Oregon became a member of the Government Alliance on Race and Equity (GARE). Several staff along with the Employee Services Manager and DEI Manager were scheduled to attend the 2020 GARE annual conference; however, due to the Covid19 pandemic the conference was cancelled. Business Oregon will be utilizing GARE and its resources significantly in the future to assist with training, data resourcing and organizational support. The agency partnered with Portland area high schools as an educational resource, sharing data and presenting economic development DEI information during DEI events. Business Oregon also partnered with Prosper Portland providing financial support of the first ever Digital Marketing program targeted toward underrepresented business owners of color. Business Oregon provided a Strategic Reserve Fund grant to provide 75 businesses technical support to build internet marketplace platforms.

In response to our new telework environment, Business Oregon embarked on a new community engagement model assembling representatives from several culturally specific chambers and community organizations in a weekly information and resource-sharing dialogue. The Director and DEI Manager host each weekly meeting along with a rotating member of our leadership team and other invited staff and strategic partners. These weekly meetings have resulted in meaningful collaborations on new projects and assisted us in building internal resources and partnerships.

The DEI Manager has been named to one of the Mac subcommittees under the leadership of Serena Stoudamire, DAS Chief Cultural Change Officer, to assist with supporting the needs of the Black/African American community. This support has included state and partner meetings as well as community leadership engagements and events.

4. **Improve processes and build mechanisms to collect and report AA and DEI data.**
   In an attempt to provide meaningful and useful data about who uses our grant and loan programs, Business Oregon staff and DEI Council members created an agency demographic data collection form that applicants complete when seeking business financing. This form was developed with input from the Governor's office, agency staff, community stakeholders and Department of Justice. This new form launched in January 2020 with our Business Finance Section.

5. **Develop a communication plan to increase data sharing and understanding.**
   In order to increase our information outreach efforts, we translated all of our COVID-19 related grant programs into multiple languages. Using the most prevalent languages spoken in Oregon (English, Spanish, Russian, Vietnamese, Mandarin, Cantonese, and Somali), we translated advertisements, FAQs, and application forms for wide distribution. We also posted announcements of these funding opportunities on multiple platforms: our website, twitter, and LinkedIn, and we hosted webinars and town hall meetings in order answer any questions from stakeholders. We also partnered with culturally-specific Chambers of Commerce to distribute information about funding opportunities. The director has held weekly all staff meetings (virtually) since March 2020 to provide up-to-date information to the entire agency; meetings conclude with a few minutes of open mic in order to encourage engagement and feedback. The director and assistant director also meet with new staff to brief them on the agency mission, agency culture, and how to get involved.

6. **Educate managers on AA in recruitment efforts and create a mechanism to trigger a look at EEO**

We continue to reinforce Affirmative Action with agency managers during recruitments. Our employee services staff provide guidance and resources for hiring managers at every step of the recruitment and selection process. We help managers identify recruitment language that is inclusive, have diverse interview panels, and critically think about the diversity of their team and identify opportunities to improve in our affirmative action goals. With the implementation of Workday and more recently the development of the manager's Workday dashboard, supervisors now have data readily available to evaluate prior to starting a recruitment.

7. **Increase manager awareness and accountability for agency AA Plan**
   The DEI Manager presented Business Oregon's last Affirmative Action Plan and the State of Oregon's Affirmative Action Plan to all management staff and executive members. The purpose was to help build awareness around our current plan and other agencies affirmative action accomplishments.

DEMOGRAPHIC ANALYSIS

Supervisors

Agency Supervisors by Racial Categories & Gender

Racial Category	Female	Male	All	Pct.
American Indian/Alaska Native	0	0	0	0.00%
Asian	1	0	1	5.88%
Black/African American	0	1	1	5.88%
Hispanic	0	0	0	0.00%
Native Hawaiian/Other Pacific Islander	0	0	0	0.00%
Two Or More Races	0	0	0	0.00%
White	8	7	15	88.24%
Totals	**9**	**8**	**17**	

Supervisors by Reported Disability & Veteran's Status, and Racial Categories

	Female			Male		
Racial Category	**Disability Reported**	**Veteran**	**All**	**Disability Reported**	**Veteran**	**All**
American Indian/Alaska Native	0	0	0	0	0	0
Asian	0	0	0	0	0	0
Black/African American	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0
Native Hawaiian/Other Pacific Islander	0	0	0	0	0	0
Two Or More Races	0	0	0	0	0	0
White	0	0	0	0	0	0
Totals	**0**	**0**	**0**	**0**	**0**	**0**

Exclude anyone who is not identified as belonging to a racial category

Workforce Tables

Business Oregon
Affirmative Action Analysis as of June 30, 2020
Racial Representation by Job Classification

Job Categories		American Indian or Alaska Native		Asian		Black or African American		Hispanic or Latino		Native Hawaiian or Other Pacific Islanders		Two or more races		White		Do not wish to answer	
	Total Emp	Actual*	%	Actual*	%	Actual*	%	Actual*	%	Actual*	%	Actual*	%	Actual*	%	Actual*	%
Administrative Support	13		0.0%		0.0%	1	7.7%		0.0%		0.0%		0.0%	12	92.3%		0.0%
Officials and Administrators	18		0.0%	1	5.6%	1	5.6%		0.0%		0.0%		0.0%	15	83.3%	1	5.6%
Professionals	93	1	1.1%	4	4.3%		0.0%	9	9.7%		0.0%	1	1.1%	76	81.7%	2	2.2%
Totals	124	1		5		2		9		0		1		103		3	
Agency Total Percentages Per Category		1%		4.03%		1.61%		7.26%		0.00%		0.81%		83.06%		2.42%	

*Affirmative Action Statistics are voluntary and may not accurately reflect the actual diversity of the agency.
**Business Oregon only has positions in the Administrative Support, Officials and Administrators, and Professionals job categories

Promotions

Supervisor Promotions

Agency Supervisor Promotions by Racial Categories & Gender							
	Female			Male			All
Racial Categories	Reported Disability	Veterans	Agency Workforce	Reported Disability	Veterans	Agency Workforce	Agency Workforce
American Indian/Alaska Native	0	0	0	0	0	0	0
Asian	0	0	1	0	0	0	1
Black/African American	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0
Native Hawaiian/Other Pacific Islander	0	0	0	0	0	0	0
Two Or More Races	0	0	0	0	0	0	0
White	0	0	2	0	0	2	4
Agency Totals	**0**	**0**	**3**	**0**	**0**	**2**	**5**

Non-Supervisor Promotions

Agency Non-Supervisor Promotions by Racial Categories & Gender							
	Female			Male			All
Racial Categories	Reported Disability	Veterans	Agency Workforce	Reported Disability	Veterans	Agency Workforce	Agency Workforce
American Indian/Alaska Native			0			0	0
Asian			0			0	0
Black/African American			0			0	0
Hispanic			0			2	2
Native Hawaiian/Other Pacific Islander			0			0	0
Two Or More Races			0			0	0
White			12			5	17
Agency Totals	**0**	**0**	**12**	**0**	**0**	**7**	**19**

2021-2023 Affirmative Action Strategies and Goals

1) **Issue:** A lack of racial/ethnic diversity within Business Oregon's workforce.

2) **Goal:** Increase Business Oregon's workforce racial/ethnic diversity.

3) **Outcome:** A more diverse workforce will represent a wider range of experiences, skills and perspectives leading to closer representing and better serving the growing diverse business communities of Oregon.

4) **Measures:** Know the current racial make up the department by classification/ team/program.
   - Track vacancies and pre and post recruitment.
   - Establish strategy for targeting diverse populations for each recruitment.
   - Monitor and report recruitment outcomes to executive staff

5) **Implementation:** Responsibility for attaining this goal: ES Manager, ES Recruiter, DEI Manager and Hiring Managers.

   Executive staff maintain awareness of all recruitments and discuss actions and activities with ES Manager. Executive staff use professional resources to network recruitments.

   Hiring managers engage provide partner with employee services recruiter in the development of announcement, screening process, assembling selection committee and selection process.

   Affirmative Action Representative reviews announcement and position description prior to recruitments going live.

   Equity Leader assists with reviewing announcement language and interview questions. Offers suggestion, ideas and recommendations for sharing with culturally specific organizations and community leaders. Equity Leader may serve on interview panels and assist with leading panel discussions.

1) **Issue**: Lack of accountability mechanism for building an inclusive and diverse welcoming organization.

2) **Goal:** Produce a policy and programs that supports recruitment, retention, advancement and a sense of belonging.

3) **Outcome:** An organizational culture where the identities, talents and experiences are celebrated and the professional goals of employees are supported.

4) **Measures:** Build a recruitment process that is free of bias and discrimination.
   - Clear retention goals, practices, actions and activities.
   - Career paths where current and future staff can experience growth or advance.

5) **Implementation:** Responsibility for attaining this goal: Executive Staff, ES Manager, Hiring Managers, DEI Manager, DEI Council.

   Executive staff will lead management team in culture change discussions and demonstrating value add to the organization. Agency wide Communication and support of changes. Sponsorship of activities related to the goal and providing resources to support the goal.

   Employee Services Manager will a leader in goal vision discussions. Utilize employee services staff in areas related specifically to human resource responsibilities. Support managers with actions and activities related to the goal. Commit to scheduling trainings associated with execution of the goal.

   Hiring Managers will review vacancies in consideration of reclassification or restructuring duties that would support the goal. Discuss vacant position duties with their team for change ideas to consider and discuss the pros, cons and impact of change ideas.

   DEI Manager will lead DEI council in discussions related to the goal. Partner with employee services manager in design and execution of programs related to the goal. Provide culturally specific resources and examples of industry best practices that support the goal. Collect input and feedback from DEI council and teams which impact or are related to the goal. Assist with the creation of tools for measuring goal milestones and success.

   DEI Council will assist DEI Manager in communicating proposed goal, actions and activities with staff on each team. Solicit and Collect staff feedback related to actions and activities related to the goal.

2021-2023 Affirmative Action Strategies

1. **Recruitment**
    - Target diverse populations
    - Network specific culturally diverse organizations
    - Neutral and inclusive language in job postings
    - Skills and experience based screening
    - Work location options
    - Remote/Telework option

2. **Hiring**
    - Alternative interviewing options
    - Diverse interview panels
    - Relevant questions
    - In person and virtual options
    - Skills based exercises/demonstrations

3. **Onboarding**
    - Welcoming environment
    - Welcome desk kit
    - Roles for staff and management
    - Standard policies and training
    - Feedback and follow ups

4. **Retention**
    - Weekly check in for the first month
    - Monthly check in (month 2-6)
    - Stay interview and feedback opportunity

5. **Advancement**
    - Shadow Opportunities
    - Rotation opportunities
    - Limited duration opportunities
    - Individual Development Plans
    - Informational interview
    - Training/Development
    - Cross agency opportunities

6. **Belonging**
    - Agency committees/clubs
    - Cultural engagement

- Recognition
- Teambuilding

MANAGEMENT

Leadership Evaluation

ORS 659A.012 requires agencies *to achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a consideration of the manager's or supervisor's performance.*

In accordance with ORS 659A.012 all management personnel have an annual performance evaluation completed in Workday which includes an Enterprise Competency section. This section includes the competency "Intentional Engagement – the ability to consider and appreciate multiple perspectives, backgrounds, and values, integrating them throughout the organization, creating opportunities to achieve organizational goals."

Succession Plan

Business Oregon does not have an official succession plan, however we have brought DAS CHRO onsite to discuss succession planning and have made many major strides towards implementing succession planning into our practices. These efforts are discussed in this document on page 16 and 17.

CONTRACTING

Contracting with Minority-Owned Businesses

COBID Contract Awards 2019

2019					
Award Type	**Actual Spend**	**Actual COBID Spend**	**Actual COBID Percent**	**Predicted COBID Spend**	**Predicted COBID Percent**
Construction	0	0	0	0	0
Personal Services	1892597	220606	11.65		
Totals	**1892597**	**220606**	**11.65**	**0**	**0**

COBID Contract Awards 2020

2020					
Award Type	**Actual Spend**	**Actual COBID Spend**	**Actual COBID Percent**	**Predicted COBID Spend**	**Predicted COBID Percent**
Construction	0	0	0	0	0
Personal Services	1080093	25400	2.35		
Totals	**1080093**	**25400**	**2.35**	**0**	**0**

COBID Contract Awards Comparison 2019-2020

	2019	**2020**	**2019-2020**
Award Type	**Actual COBID Spend**	**Actual COBID Spend**	**Pct. Change**
Construction	0	0	0.00%
Personal Services	1892597	25400	9.30%
Totals	1892597	25400	9.30%

Demographics of COBID Firms with Contract Awards and Payment (2019)

	2019 Firm Ownership		
Racial Categories	**Male**	**Female**	**All**
Black	0	0	0
Hispanic	0	0	0
Native American	0	0	0
Asian Pacific American	0	0	0
Subcontinent Asian Americans	1		1
Totals	**1**	**0**	**1**

Demographics of COBID Firms with Contract Awards and Payment (2020)

	2020 Firm Ownership		
Racial Categories	**Male**	**Female**	**All**
Black	0	0	0
Hispanic	0	0	0
Native American	0	0	0
Asian Pacific American	0	0	0
Subcontinent Asian Americans	0	0	0
Totals	**0**	**0**	**0**

Community Engagement Plan

Business Oregon houses the states Certification Office for Business Inclusion and Diversity (COBID). This team certifies Oregon minority-owned, women-owned, and service-disabled veteran-owned businesses, and emerging small business to help them gain access to government contract opportunities. The team works to level the playing field and foster an environment where every small business in Oregon can compete fairly, regardless of owner ethnicity, gender, disability, or size of the business. Although the agency has not adopted an official Community Engagement Plan, the COBID team is regularly engaged in engagement and networking events, meetings and partnerships. These engagement opportunities are directly targeted to introduce this program to the Oregon business communities with emphasis on those from underrepresented and communities of color including Oregon's tribal communities. This team is tasked with showcasing the benefits of certification as well as providing technical assistance to anyone interested in pursuing certification. In partnering with culturally specific chambers, trade organizations, associations and support organizations, the COBID teams community engagements well exceed 100 events annually.

In partnership with the Governor's office and Secretary of State Office, the COBID team is a lead agency for staffing and supporting the annual Governor's Marketplace events held around the state.

Business Oregon's Business and Public Finance team is also engaged in community engagement activity. In the daily management of the agency's finance programs, this team has the opportunity to work with businesses from every community of the state. With business owners in pursuit of business capital, many are unaware of the opportunity to certify and potentially access government contract opportunities. This team also works directly with county and regional economic development organizations in distribution of grant and loans which gives them a unique opportunity to showcase COBID certification.

Community engagement is a regular activity at Business Oregon and the shared responsibility of each of our staff who have business involvement.

Appendix

Appendix A Employee Survey

- **i) Employee Survey FAQs**
- **ii) Employee Survey DEI Questions**
- **iii) Employee Survey DEI Findings Report**

Appendix B Belonging At Work Reading Schedule

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, Oregon Business Development Department (OBDD) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2023-25 biennium.

The agency actual supervisory ratio as of August 29, 2022 is 1:8

The Agency actual supervisory ratio is calculated using the following calculation;

20 = 15 + 6 - (1)

(Total supervisors) (Employee in a supervisory role) (Vacancies that if filled would perform a supervisory role) (Agency head)

163 = 130 + 33

(Total non-supervisors) (Employee in a non-supervisory role) (Vacancies that if filled would perform a non- supervisory role)

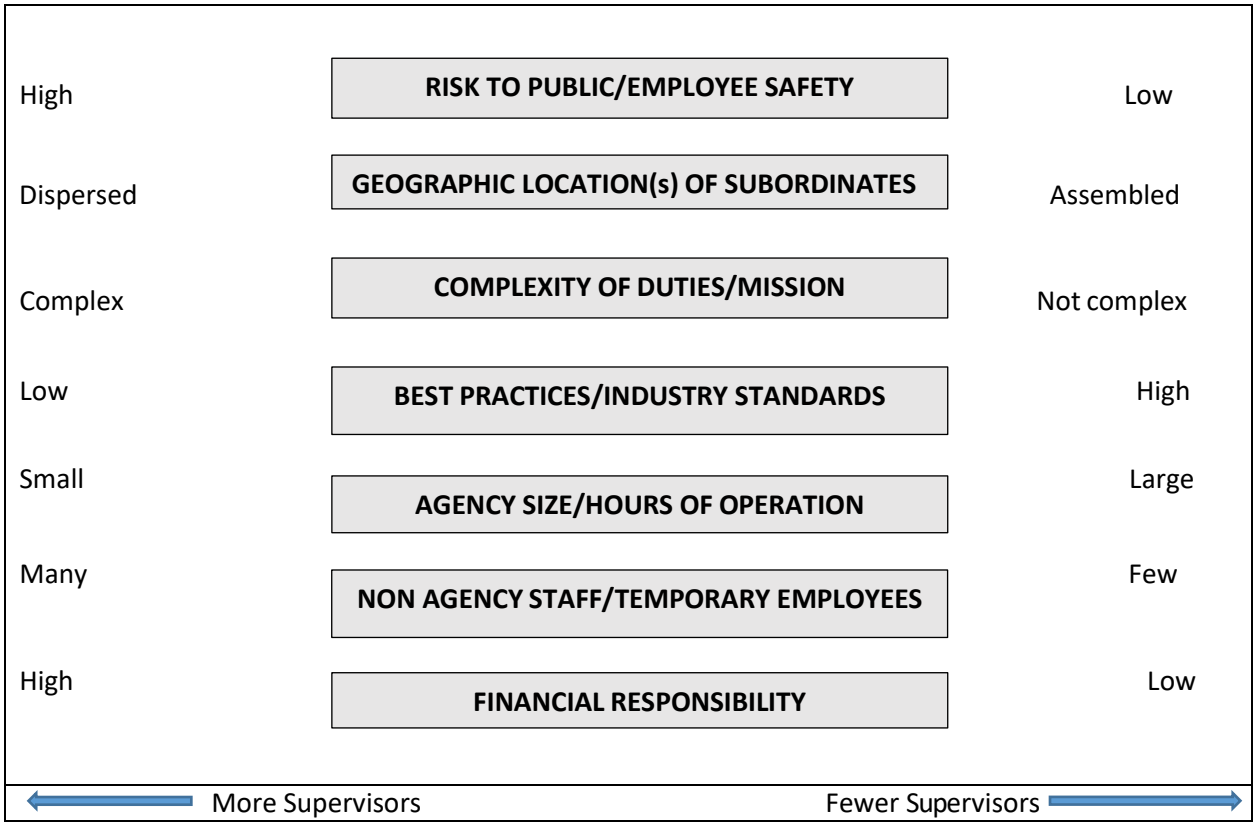
The agency has a current actual supervisory ratio of-

1: 8.15 = 163 / 20

(Actual span of control) (Total non - Supervisors) (Total Supervisors)

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.

arrow Span Wide Span



Ratio Adjustment Factors

1. **Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? No.**

2. **Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Yes.**

   Business Oregon provides economic development services across the state. Rural and urban communities often need different approaches and solutions to best serve their needs. Due to this factor, Business Oregon has three main offices (Salem, Portland, and Pendleton) and has an additional eleven regional offices throughout the state. Additionally, we have contractors internationally to conduct international trade business and recruitment missions. Since the location is spread out, we have the need to create separate supervisory positions for our regional and international employees.

3. **Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Yes**

   In evaluating the factors, we have determined two of them impact the necessary and appropriate ratio of supervisory to non-supervisory staff at OBDD. These are complexity of the duties/mission and financial responsibility. The diverse programming in the Oregon Business Development Department requires some unique circumstances.

   The Certification Office of Business Inclusion & Diversity (COBID) has seven employees with one supervisory position to total 8.00 FTE. This is a separate program area, which requires their own specialized classification of employee as well as supervisor for those employees.

   The Arts and Cultural program unit of the Department has a total of ten positions, which includes an Executive Director and 9.5 FTE. The duties/mission of the two programs are distinct and require their own supervisor.

   Another example is the Diversity, Equity & Inclusion Manager position, currently the incumbent is on a PEM E position classified as supervisory; however, they do not actually supervise employees.

4. **Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? No**

5. **Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? No**

6. **Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? No**

7. Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Yes

OBDD has a large variety of programming including lottery bonding programs, loan programs, business incentive programs, seismic rehabilitation grant program, Arts and Cultural Trust, a large portfolio of infrastructure loan/grant programs, totaling just under $2 billion dollars. Each of the programs require specific expertise creating the need for supervisors with similar expertise. There are many complex financial constraints and reporting to adhere to which requires an Accounting Manager to focus on the daily operations of the Accounting and Payroll functions of the agency.

As well the Chief Financial Officer must be focused on not only the overall financial health of the agency but also making accounting, payroll, budget and other political and management decisions. Within the Operations division in the fiscal and budget unit there are six accounting FTE for the Accounting Manager to manage. As well within the entire fiscal and budget unit there are twelve staff total including the administrative position for the CFO to manage which includes the Accounting Manager. The complexities of the financial mechanics of the agency require this structure.

Within the Employee Services area of Operations there are seven positions including the Human Resources Manager. This manager supervises six other positions, but because there is a requirement to have an HR Manager to support the entire agency this also has an effect on the supervisory ratio.

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1: __8__.

Unions Requiring Notification_____N/A_____

Date unions notified_____N/A_____

Submitted by: _Dana Northrup _____ **Date:___August 29, 2022 ___**

Signature Line Dana Northrup **Date** August 29, 2022

Signature Line _____ **Date _____**

Signature Line _____ **Date _____**

Signature Line _____ **Date _____**

Program Prioritization for 2023-25

Agency Name: Oregon Business Development Department (Business Oregon)

2023-25 Biennium — **Agency Number: 12300**

Agency-Wide

Program/Division Priorities for 2023-25 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**
Agency	**Prog/ Div**																				
1	1	OBDD	BITD, IFA	Operations costs	1, 2, 3, 4, 5, 6, 7, 8	6		14,953,596	16,963,988		2,875,387		$ 34,792,971			N	Y	S			Additional staff requested in policy package 108
1	2	OBDD	Operations	Operations costs	N/A	6		13,215,144	3,658,074		260,865		$ 17,134,083			N	Y	S			Additional staff requested in policy packages 108, 109, 112, 119
2	2	OBDD	IF Program	Infrastructure Financing Programs	7, 8, 9	2		1,490,610	122,602,961	310,060,930	33,020,234		$ 467,174,735			N	Y	S			Recapitalization of SPWF policy package 102
3	2	OBDD	SRF	Strategic Reserve Fund	1, 2, 3, 5	6		9,757,452	2,339,063				$ 12,096,515			N	Y	S			
4	3	OBDD	ICF	Industry Competitiveness Fund	4	6		3,817,723					$ 3,817,723			N	Y	S			
5	4	OBDD	BFS	Business Finance Programs	1, 2, 3, 5, 10	6		178,840	11,840,048	12,976,050	9,484,453		$ 34,479,391			N	Y	S			Increased GCAP funding request in policy package 118
6	5	OBDD	Oregon InC	Oregon Innovation Council	N/A	6		18,747,404					$ 18,747,404			N	N	S			Request increased funding and staff in policy package 103
7	17	OBDD	ROI	Rural Entrepreneurship Capacity	1, 3, 5	6		2,084,000					$ 2,084,000			N	N	S			Request increased funding in policy package 104
8	8	OBDD	COBID	Certification Office of Business Inclusion & Diversity	10	6			2,859,466				$ 2,859,466			N	N	S			Two policy packages to increase staffing, policy package 101 and 110
9	6	OBDD	OGF	Oregon Growth Fund (OGF)	5	6		683,818	326,042				$ 1,009,860			N	N	S			
10	5	OBDD	BITD-Comm Outreach	Equitable Economic Recovery	1, 2, 5	6			11,575,000				$ 11,575,000			N	N	S			Request reauthorization of LD staff in policy package 111
11	9	OBDD	Sm Bus	Small Business Assistance Programs	5	6		6,361,432					$ 6,361,432			N	Y	S			
12	10	OBDD	OMI/OMIC	Oregon Metals Initiative (OMI)	N/A	6		11,491,140					$ 11,491,140			N	Y	S			
13	1	OBDD	OAC	Arts Commission	10	11	4,352,292				2,208,982		$ 6,561,274			N	Y	S			Increase base funding staffing in policy package 113
14	2	OBDD	OCT	Cultural Trust	10	11			9,075,663				$ 9,075,663			N	N	S			Increase admin funding staffing in policy package 114
15	1	OBDD	F&V	Film & Video Office	N/A	11		1,479,463					$ 1,479,463			N	N	S			
16	3	OBDD	IF Program	Seismic	7, 8, 9	2		156,022	130,000,000				$ 130,156,022			N	Y	S			Recapitalization of Seismic policy package 117
17	4	OBDD	IF Program	Brownfields	8	6				12,580,434	3,161,465		$ 15,741,899			N	Y	S			
18	5	OBDD	IF Program	Industrial Lands	6	6							$ -			N	N	S			
19	12	OBDD	Unallocated	Unallocated/Miscellaneous Business, Innovation & Trade Program Funds	N/A	6			1,391,416				$ 1,391,416			N	N	S			
20	13	OBDD	UIRF	University Innovation Research Fund (URIF)	5	6			3,000,000				$ 3,000,000			N	N	S			
N/A	N/A	OBDD	IF DS	Infrastructure Financing Debt Service	7, 8, 9	2				13,779,447			$ 13,779,447			N	N	D			
N/A	N/A	OBDD	LB DS	Lottery Bond Debt Service - Bonds primarily issued for infrastructure programs	7, 8, 9	2		47,504,550					$ 47,504,550			N	N	D			
N/A	N/A	OBDD	GOB DS	General Obligation Bond Debt Service - Bonds primarily issued for Seismic Rehabilitation Program	7, 8, 9	2	90,722,590						$ 90,722,590			N	N	D			
													$ -								
													$ -								
							95,074,882	131,921,194	315,631,721	349,396,861	51,011,386	-	943,036,044	-	-						

6. Performance Measures

1 # jobs created
2 # jobs retained
3 Income tax generated
4 New export sales
5 Survivability of small businesses
6 # of individual lands sites certified
7 # of capital planning projects awarded
8 # of capital construction projects for public health & safety
9 # of capital construction projects for economic/community development
10 Customer Service

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

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

Document criteria used to prioritize activities:

Program Prioritization for 2023-25

Agency Name: Oregon Business Development Department (Business Oregon)

2023-25 Biennium **Agency Number: 12300**

Agency-Wide

Program/Division Priorities for 2023-25 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
Agency	Prog/ Div																				

The agency executive team determined that retaining agency staff necessary to administer programs in support of the agency mission is our first priority. The remainder of agency programs were prioritized based on return of investment (# of jobs retained/created, personal income tax revenue to the General Fund, and leveraged funding opportunities).

Oregon Business Development Department (OBDD)

2023 - 2025 Biennium

Detail of Reductions to 2023-25 Current Service Level Budget - 15% GF/LF Reduction Scenario Requested by LFO

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		**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**
Dept	**Prgm/ Div**														
1	1	123	600-01	Arts Commission - Reduce Special Payments to artists	400,000						$ 400,000	0	0.00	No	The first $400,000 reduces program awards for Oregon's Arts Organizations and Artists – number of reductions by program; Operating Support Grants (330 awards), Arts Build Community (133 awards), Arts Learning (61 awards) Career Opportunity (177 awards). 701 total reductions. Arts organizations were the first to close and last to reopen during pandemic, these reductions would cause even more job loss and further reductions of services to Oregonians.
3	2	123	600-01	Reduce services & supplies	35,229						$ 35,229	0	0.00	Yes	Reduce services and supplies which effectively eliminates the ability to conduct meaningful community building and outreach services. - $**11,189 GF S&S Rate adjustments + $28,228 GF vacancy savings = $39,417 GF reduced in GB.**
4	3	123	600-01	Arts Commission - Reduce Special Payments to artists	217,615						$ 217,615	0	0.00	No	Reduces program awards for Oregon's Arts Organizations and Artists – number of reductions by program; Operating Support Grants (330 awards), Small Operating Support (216 awards), Arts Build Community (133 awards), Arts Learning (61 awards) Career Opportunity (177 awards). 971 total reductions. Arts organizations were the first to close and last to reopen during pandemic, these reductions would cause even more job loss and further reductions of services to Oregonians. Arts Commission's budget has been relatively the same for 15 years, the number of organizations supported has increased from 354 to 699, which is a change of 345. The Arts Commission is required to match the award from the National Endowment for the Arts with General Fund. This reduction would likely decrease the amount we could accept from the NEA and thus decrease the grant making budget even more.
5	1	123	210-01	BITD - reduce S&S and S&S Inflation		533,861					$ 533,861	0	0.00	Yes	Reduces S&S funds, limited impact on agency - $217,614 LF reduced in GB
6	1	123	110-00	Operations - reduce S&S and S&S Inflation		302,779					$ 302,779	0	0.00	Yes	Reduces S&S funds, limited impact on agency - $123,072 LF reduced in GB
7	1	123	300-01	IFA - reduce S&S and S&S Inflation		41,123					$ 41,123	0	0.00	Yes	Reduces S&S funds, limited impact on agency - $35,194 LF reduced in GB.

Oregon Business Development Department (OBDD)

2023 - 2025 Biennium

Detail of Reductions to 2023-25 Current Service Level Budget - 15% GF/LF Reduction Scenario Requested by LFO

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		**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**
Dept	**Prgm/ Div**														
8	1	123	210-10-20	Reduce program funds - Oregon InC		187,474					$ 187,474	0	0.00	No	Reduces available funds for signature research centers, high-impact opportunity projects, innovation hubs, etc.
9	2	123	210-01	BITD - vacancy savings		215,376					$ 215,376	0	0.00	Yes	Achieve personal savings, limited impact on agency - $254,152 LF reduced in GB.
10	2	123	110-00	Operations - vacancy savings		155,362					$ 155,362	0	0.00	Yes	Achieve personal savings, limited impact on agency - $269,950 LF reduced in GB
11	2	123	300-01	IFA Operations - vacancy savings		31,912					$ 31,912	0	0.00	Yes	Achieve personal savings, limited impact on agency - $58,906 LF reduced in GB.
12	1	123	210-10-35	Reduce Small Business Assistance Program - SBDC by 15%		879,531					$ 879,531	0	0.00	No	Reduces SBDCs ability to provide business counseling and training services to emerging small businesses statewide. Available funds reduced to $4,978,385 from $5,857,916 CSL.
13	1	123	210-10-04	Reduce OMIC by 20%		1,899,041					$ 1,899,041	0	0.00	No	OMIC brings together industry, higher education and government to development new techniques in manufacturing. Available funds reduced to $7,596,166 from $9,495,207 CSL.
14	2	123	210-10-35	Reduce Small Business Assistance Program - SBDC by additional 25% for total of 40%		1,465,884					$ 1,465,884	0	0.00	No	Reduces SBDCs ability to provide business counseling and training services to emerging small businesses statewide. Available funds reduced to $3,512,501 from $5,857,916 CSL.
15	2	123	210-10-04	Reduce OMIC by additional 10% for total of 30%		949,521					$ 949,521	0	0.00	No	OMIC brings together industry, higher education and government to development new techniques in manufacturing. Available funds reduced to $6,646,645 from $9,495,207 CSL.
16	1	123	210-10-05	Reduce Industry Competitiveness (ICF) by 14% - OMEP reduced to $1.55M		535,658					$ 535,658	0	0.00	No	Reduces program awards to increase the local, national and global competitiveness of Oregon businesses and high-value industries. Available funds for OMEP reduced to $1,548,342 from $2,084,000 CSL.
17	1	123	210-10-01	Reduce Strategic Reserve Fund by ~10%		944,752					$ 944,752	0	0.00	No	Reduces program awards used for a variety of projects affecting economic development. Available funds reduced to $8,812,700 from $9,757,452 CSL.
18	3	123	210-10-04	Reduce OMI program funds by 75%		1,495,933					$ 1,495,933	0	0.00	No	Reduces program awards used for research projects intended to improve the long-term competitiveness of the metals industry in Oregon. Available funds reduced to $500,000 from $1,995,933 CSL.
19	2	123	210-10-20	Reduce Oregon InC program funds by total ~9%		1,719,209					$ 1,719,209	0	0.00	No	Reduces program awards for signature research labs and high impact opportunity projects. Available funds reduced to $17,028,195 from $18,747,404 CSL.

Oregon Business Development Department (OBDD)

2023 - 2025 Biennium

Detail of Reductions to 2023-25 Current Service Level Budget - 15% GF/LF Reduction Scenario Requested by LFO

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Priority (ranked most to least preferred)		**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**
Dept	**Prgm/ Div**														
20	2	123	210-10-05	Reduce Industry Competitiveness (ICF) by additional 8% or ~22%- OMEP reduced to $1.25M		298,342					$ 298,342	0	0.00	No	Reduces program awards - Available funds for OMEP reduced to $1.25M which was AY23 CSL before end of session add of $750K - or a reduction from the $2,084,000 CSL.
21	2	123	210-10-01	Strategic Reserve Fund - reduce program funding an additional ~ 10% or total of 20%		1,006,738					$ 1,006,738	0	0.00	No	Reduces program awards used for a variety of projects affecting economic development. Available funds reduced to $7,805,962 from $9,757,452 CSL.
					652,844	12,662,496	-	-	-	-	$ 13,315,340	0	0.00		

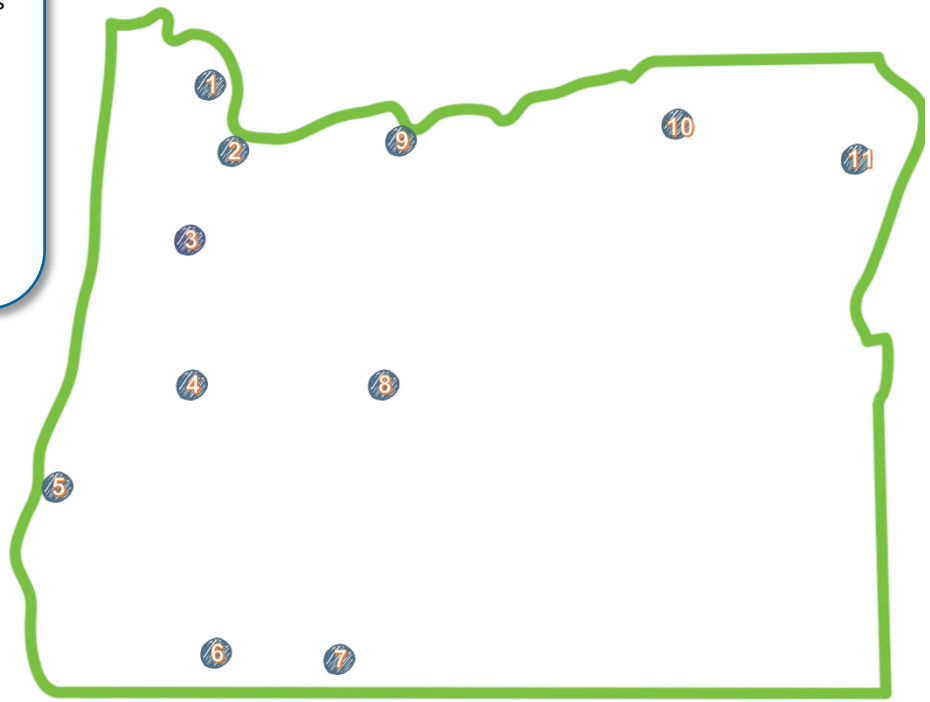
Target $ 13,315,340
Difference $ -

2021-2023 BIENNIUM
Regional Innovation Hub: Planning Groups

1. North Coast (Columbia-Pacific Economic Development District) Hub Planning project includes creating a partner engagement plan and developing a strategy around entrepreneurial skills talent development. Col-Pac and its partners will also create a map of industry experts able to provide mentorship, technical assistance, and guidance to innovation-based entrepreneurs, as well as determine access to capital avenues available.

3. Mid-Valley (Strategic Economic Development Corporation) – Hub Planning project includes engaging in outreach efforts to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, and conducting best practice research to identify Hub elements of success.

2. Portland Metro (Portland State University) – Hub Planning project includes assembling a comprehensive inventory of organizations, resources, and programming that exist for innovation-based entrepreneurs in the three-county region, conducting outreach and engagement with ecosystem partners, and surveying innovation-based entrepreneurs to identify service and resource gaps in the Metro region.



9. North Central (Mid-Columbia Economic Development District) – Hub Planning project will identify a programming pipeline and define needs and opportunities related to research and development in key industries. In addition, they will create a strategy to develop a mentorship and peer-to-peer learning network, as well as examine the talent development pipeline.

10. Greater Eastern (Blue Mountain CC) – Hub Planning project includes conducting a needs assessment on entrepreneurial technical assistance and facilities, planning networking events to connect Hub collaborators and Hub clients, and building a comprehensive capital access roadmap for innovation-based entrepreneurs.

4. South Valley/Mid-Coast (Onward Eugene)– Onward Eugene's engaging in outreach efforts to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, and conduct research with stakeholders engaged in innovation-based entrepreneurship to develop an asset inventory, needs assessment, and gap analysis.

5. South Coast (South Coast Development Council) – Hub Planning project includes engaging in outreach efforts to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, identifying innovation resources, programs, partners, and companies in the region, and completing a needs assessment through one-on-one interviews, listening sessions, and workshops.

6. Southern (SOREDI) – Hub Planning project includes identifying and convening partners to understand needs for innovation-based entrepreneurs, including those from underserved groups, and creating a regional assessment of organizational capacities and partnerships.

7. South Central (Oregon Institute of Technology) – Hub Planning project includes outreach to ensure the Hub is inclusive of partners throughout the region, especially those from historically underserved communities, and completing an assessment of the region's innovation assets, needs, capacity, and gaps. Oregon Tech will also create a database of resident expertise, mentors, and workforce training that will nurture innovation and entrepreneurship.

8. Central (OSU-Cascades) - Hub Planning project includes hosting an Innovation Summit to develop an asset map with organizations that help traded-sector innovators and entrepreneurs, as well as assessing the services gap and drafting a gap analysis.

11. Northeast (Wallowa Resources) – Hub Planning project includes developing and mapping partners and services in the innovation ecosystem and engaging in outreach to ensure the Hub is inclusive of partners throughout the Northeastern region, especially those from historically underserved communities.

Definitions

- **Rural area:**
  Any area outside the Urban Growth Boundary of a city with a population of 30,000 or more is a rural area.

- **Small Business:**
  State: In our agency statutes, a small business has less than 100 employees.
  Federal: Small Business Administration's definition varies by industry, from 250 employees to as high as 1,500, plus distinctions based on annual revenue.

- **Economic Development Districts:**
  Established at the federal level by the EDA, Economic Development Districts (EDDs) are multi-jurisdictional entities, commonly composed of multiple counties. They help lead the locally-based, regionally driven economic development planning process that involves the public, private and non-profit sectors. This process results in a required Comprehensive Economic Development Strategy (CEDS), to guide the district.

- **Traded Sector:**
  Defined in statute as industries in which companies sell their goods or services into markets for which national or international competition exists.

business oregon

Racial Equity Impact Statement (REIS)

Certification Office for Business Inclusion and Diversity
Business Oregon

AMENDING: ORS 200.005-.200
OAR 123-200-1000 - 2300

SUMMARY

The Certification Office for Business Inclusion and Diversity (COBID) strives to strengthen the certification programs to improve public contracting opportunities of small and disadvantaged businesses. Improvements will also include expanding resources to provide technical assistance on contracting opportunities to small and disadvantaged businesses, whether they are certified or not.

BACKGROUND

The COBID certifications are part of a standalone section within Business Oregon established in the late 1980's. Designed to remedy discrimination in government contracting, the program seeks to create a level playing field for small and disadvantaged businesses by providing a fair opportunity to compete for federal, state, and local government contracts.

The current COBID team consists of eight staff: a Program Manager, one administrative support personnel, two Compliance Specialist III positions, and four Certification Specialist ll positions. On average this team processes 4,600 application per year and is currently experiencing increased interest resulting in more applications, outreach requests, and petitions from agencies to provide additional data and support.

DEMOGRAPHIC DATA

Oregon COBID certified firms are more racially diverse than the national average.
The nature of the program – certifying small businesses are owned by minority individuals, among other certifications – certainly contributes to the success the program has in reaching racially diverse communities. Table 1 demonstrates the percentage of actively COBID certified businesses by race, ethnicity, and gender.

Ethnicity & Gender Summary

Ethnicity	Gender	Number Firms	Percent of Total
African American (Black)	Female	103	4.03%
African American (Black)	Male	174	6.80%
Asian Pacific	Female	98	3.83%
Asian Pacific	Male	94	3.67%
Caucasian (White)	Female	1076	42.05%
Caucasian (White)	Male	530	20.71%
Hispanic	Female	101	3.95%
Hispanic	Male	197	7.70%
N/A	Male	4	0.16%
Native American (Indian)	Female	27	1.06%
Native American (Indian)	Male	66	2.58%
Other	Female	7	0.27%
Other	Male	4	0.16%
Subcontinent Asian (Asian Indian)	Female	23	0.90%
Subcontinent Asian (Asian Indian)	Male	55	2.15%
	Total Firms	**2559**	

COMMUNITY OUTREACH

Business Oregon created and is executing a Community Engagement Outreach Plan, identifying community partners, documenting issues and concerns, and creating a mechanism for future communication. The foundation of this plan is rooted in long term, ongoing, authentic relationship building where trust and shared interests build a path to equitable and inclusive outcomes.

Engagement methods consist mainly of consulting and involving the public as they participate in this process. Outreach sessions continue to be expansive in geographic location, and inclusive of race, gender and ethnicity. Contacts developed through this process, diverse in perspective of experience and certification status, included agencies; certified and non-certified small businesses; technical assistance providers; community leaders; and Tribal Governments. Engagement options included in-person group sessions, one-on-one meetings with firms, general meetings, outreach events, and an upcoming survey. All in-person and virtual group sessions included co-facilitation with community members, partner agencies, and COBID staff.

Although general feedback was minimal, discussion topics varied from session-to-session based on the interest of the group or understanding of the COBID program. The common themes or topics of interests shared by participants were related to understanding COBID and the certification process, the need for additional business resources, and difficulties faced regarding contracting with government entities. Certified firms continue to struggle with processes related to government contracting such as locating opportunities; extensive paperwork; and competing with other, more established businesses.

Customer service and demonstrating value for the certifications are paramount, which align with Business Oregon's desire to amend the Oregon Revised Statutes (ORS) and Oregon Administrative Rule (OAR), increase staff, and expand program services. COBID continues to review current outreach activities necessary to continue to strengthen engagement and secure additional, valuable information.

IMPLEMENTATION, OUTCOMES AND ACCOUNTABILITY

Oregon implemented the certification programs in 1986 with little adjustment to the current model since its inception. Although we continue to see success for the businesses we work with, the current model needs improvement to meet the needs of continued and future program participants. Business Oregon is proposing a Policy Option Package for the 2023 – 2025 legislative session, expanding our current staffing model allowing for program and service expansion and greater accountability.

The expansion of this program seeks to extend services and resources to small and disadvantaged businesses, while removing barriers to potential new business revenue through public contracts. Proposed services include providing advocacy, connecting firms with resources, and contracting opportunities, improving outreach, and networking events, and developing an online business navigation website and hotline.

(REIS) IMPACTS

The certification programs were designed to close the gap and create a level playing field where historically small and disadvantaged businesses have fair access to government contracting and procurement opportunities. Amending the current statute and rule allows COBID to operate with a present state of mind and the ability to meet the needs of today's businesses

To positively impact Oregon's communities of color and historically underutilized businesses, continuing to operate this program in its current state risks taking a step backwards rather than a significant leap forward for Oregon's most vulnerable business communities. The opportunity to shift from basic certification services to meeting current customer needs and demonstrating program value is critical. Additional efforts will not only assist firms through the certification process but with connecting to additional resources and support.

Business Case for
Agency Modernization Program

Oregon Business Development Department
dba Business Oregon

Date: 11/9/2020
Version: 2.2

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**Agency Modernization Program** v. 2.2		
AGENCY	Business Oregon	**DATE**	11/9/2020
DIVISION	Operations & Finance Division	**DAS CONTROL #**	
AGENCY CONTACT	Cara Kaser, Chief Information Officer	**PHONE NUMBER**	971-718-6674

The person signing this section is attesting to reviewing and approving the business case as proposed:

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Interim Director		
Signature	**Date**	
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Assistant Director, Operations & Finance Division		
Signature	**Date**	
AGENCY CHIEF INFORMATION OFFICER (CIO)		
Cara Kaser		
Chief Information Officer		
Signature	**Date**	

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Executive Summary

The Oregon Business Development Department (dba Business Oregon) is Oregon's economic development agency. Our mission is to invest in Oregon's businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy. With a team of just over 140 employees, we deploy a variety of services to grow and support businesses and communities across Oregon. We offer more than 80 core programs focused on prosperity for all Oregonians.

Through these programs, Business Oregon supports rural community development and infrastructure financing; business retention, expansion and recruitment; export promotion and international trade; industry research and development and entrepreneurship; small business assistance; and support for arts and cultural organizations. The agency's current portfolio stands at more than 2,100 open accounts worth nearly $2.8 billion in economic development loans, grants, bonds, and other economic development resources.

Problem and Opportunity

Today, almost all programs are accessed through paper application forms either in a Microsoft Word document or fillable PDF. The agency completes work generally by manual paper processes and one-to-one customer conversations during government business hours. Customers call and speak to a person or wait for a reply by email to learn about loan or grant balances, get a status update on applications, renegotiate payment plans, or otherwise discuss their specific needs. In most cases, customers need to know something about our programs to understand how we can help. Through manual data entry, the agency uses an internal system to manage loans, grants, bonds, tax incentives, and other economic development resources on a Microsoft Access-based software application. Throughout most agency programs, information is further captured on a combination of Excel spreadsheets, Word documents, etc. and stored in different places on the agency's network.

Additionally, events such as the worldwide COVID-19 pandemic or cyclical economic downturns have wide-ranging impacts on our organization. Fluctuating emergency business assistance or funding relief flow from the Federal government or Legislature through the agency to Oregon's communities and businesses, and the agency rapidly redistributes staff to provide support as immediately as possible, all while still maintaining the agency's core business. The agency's current manual and paper-based processes are inefficient to respond to these needs and are time consuming and inefficient.

The proposed solutions would provide an integrated system that is agile, scalable, maintainable, and upgradeable – capable of serving the agency for years to come by supporting the use of comprehensive agency-wide data for decision-making, allowing decision-makers to more fully respond to the needs of Oregon's businesses and communities.

Purpose

The program aims to transform business delivery and meet the evolving needs of customers and partners using technology and innovation to deliver a system that can provide an expandable foundation that could facilitate further enhancements into the future.

The overall strategy includes:

- Improving service delivery through enhanced customer experience.
- Modernize and standardize the technology.
- Transform business processes.

- Leverage data as a strategic asset and create a culture of data stewardship.
- Improve security.

In 2019, the agency engaged the services of Slalom Consulting to use findings discovered through internal and external stakeholder interviews, a review of current technologies that support the agency's work, and analysis of these findings to develop a comprehensive and prioritized 5-year IT Strategic Plan. The IT Strategic Plan was adopted by the agency's IT Governance Committee and Executive Team later that year and is supported in the Agency Strategic Plan.

Budget

For FY 19-21, the Legislature allocated $550,000 in funds to replace the agency's current loan and grant management system. For FY 21-23, the agency is requesting approximately $550,000 to fund permanent staff resources to undertake projects and perform on-going operational work related to the modernization effort. On-going staff resources will be needed to plan, develop, implement, and maintain these new technology systems and lead business process improvements. Funding for this program would be sourced primarily from Lottery Funds and Other Funds. The Other Fund is supported by transfer from program areas of the agency to the Operations & Finance Division for administrative support.

Planning

Several related projects will be needed to support the modernization program, and the agency's IT Strategic Plan includes recommendations and a roadmap for these projects. Each project or associated effort will be identified and undergo an analysis of requirements, alternatives, and procurement of services. Additionally, each project will be managed using the Project Management Body of Knowledge (PMBOK) methodology under agency governance processes and EIS oversight when appropriate.

Background and Purpose

Agency Overview

Business Oregon is the assumed business name for the Oregon Business Development Department, the state's economic development agency. The mission of Business Oregon is to invest in Oregon's businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy. Core functions include rural community development and infrastructure financing; business retention, expansion and recruitment; export promotion and international trade; industry research and development and entrepreneurship; small business assistance; and support for arts and cultural organizations. The overall work of the department is guided by a nine-member commission with additional input and expertise provided by several other advisory bodies and boards.

The agency has four divisions that work together to deliver services to Oregonians:

- **Director's Office:** Sets the strategic direction for the agency and is ultimately responsible for agency operations and providing staff support for the Business Oregon Commission.
- **Arts & Culture:** Provides funding and programs for community cultural development, which includes making grants and loans to artists, education organizations, counties, and tribal coalitions.
- **Economic Development:** Provides front-line customer contact and assistance, determining what products and services will benefit most. Programs, incentives, business certification, and business

assistance is a primary function as is business concept development (innovation), expansion, and international trade. The division supports the Oregon Innovation Council (Oregon InC) and its subcommittees; the Infrastructure Finance Authority (IFA) Board and its subcommittees; the Oregon Growth Board; the Broadband Advisory Council; and the Seismic Rehabilitation Grant Committee.

- **Operations & Finance:** Provides financial management tools and services as well as manages resources for fiscal and budget services, safety, technology, employee services, motor vehicles, and building maintenance. This group is also responsible for internal audits, agency policy, rule-making, tribal relations, strategic planning, and communications.

The agency's current portfolio stands at over 2,100 open accounts worth nearly $2.8 billion in economic development loans, grants, bonds, and other resources. Open accounts can remain on the OBDD records for over several years, many as long as 30 years.

Background

Business Oregon's 2018-2022 Agency Strategic Plan included feedback from hundreds of stakeholders and indicated a wide-range of economic development challenges and opportunities. The majority of job-creation in Oregon comes from small- and medium-sized enterprises (SMEs), which are firms employing less than 500 workers. In 2016, there were more than 100,000 SMEs in Oregon with a private-sector workforce totaling $1.1 million (75 percent of statewide employment). Expanding these small businesses and middle-market firms is the most effective way to create jobs. Business Oregon's research shows that twice as many jobs are created from the expansion of existing firms compared to those associated with traditional business recruitment, which has declined in Oregon – and nationally – to represent only about three percent of new jobs. Firms employing more than 500 workers account for a quarter of the state's employment and are responsible for 36 percent of jobs created over the last decade. These firms tend to have more diverse workforces, pay higher wages, and export more goods.

The agency's Certification Office for Business Inclusion and Diversity (COBID) provides equal opportunities across all sectors of business in all areas of the state whether rural, urban, or metropolitan through certification of Oregon minority-owned, women-owned, and service-disabled veteran-owned businesses, and emerging small business to help them gain access to government contract opportunities. The agency helps small businesses succeed and provides opportunities to level the playing field by providing certified firms a fair opportunity to compete for government contracts regardless of owner ethnicity, gender, disability or firm size.

Continually looking at ways to increase communication with audiences, providing opportunities for outreach and being responsive to the needs of those challenged by economic impacts, or other factors such as the worldwide pandemic, are core to the agency's mission of what we do every day. Our Agency Strategic Plan prioritizes the following activities:

- **Innovate Oregon's Economy:**
  - Expand Oregon's Research and development capacity.
  - Increase access to capital for high-growth start-ups.
- **Grow Small- and Middle-market Companies:**
  - Increase access to new sales markets.
  - Enhance competitiveness of small and middle-market manufacturing companies.
  - Attract businesses.
  - Prioritize infrastructure investments to directly promote business growth.
- **Cultivate Rural Economic Stability:**
  - Enhance local economic development capacity in distressed rural communities.
  - Promote an environment that supports entrepreneurship and small business growth.

    - Expand business development to include non-traded sector companies and organizations.
    - Connect rural communities to urban markets through targeted infrastructure investments.
- **Advance Economic Opportunity for Underrepresented People:**
    - Connect people of color, immigrant populations, and native/tribal communities to jobs)
    - Foster wealth creation for underrepresented populations.
- **Ensure an Inclusive, Transparent, and Fiscally Healthy Agency:**
    - Be transparent, accountable, and a good steward of public resources.
    - Be a sustainable, cohesive agency where all employees feel valued and understand how they contribute to the mission.
    - Be a welcoming agency that empowers employees and is inclusive of Oregon's cultural diversity.

In 2017, the agency began an internal review of its business processes and technology ecosystem as part of the work on the Agency Strategic Plan. Working with the then-named Office of the State CIO (now Enterprise Information Services), the agency published an RFP and engaged a professional services firm to design, build, and implement a proof-of-concept to convert one or more loan and grant programs that used a paper-based application process to one using an online application and administration process. This proof-of-concept took a comprehensive approach in considering various service delivery elements of program administration including, but not limited to: application access, eligibility, intake, notification, submission, evaluation and selection, review and approval, service/benefit utilization, disbursement of funds, data security and integrity, tracking loan payments, and account maintenance and closure. The proof-of-concept demonstrated the viability and benefit of using an online application and administration process, and helped drive forward the agency's desire to modernize its business processes and information technology systems.

In 2019, the agency engaged the services of Slalom Consulting to use findings discovered through internal and external stakeholder interviews, a review of current technologies that support the agency's work, and analysis of these findings to develop a comprehensive and prioritized 5-year IT Strategic Plan for business process and modernization. The IT Strategic Plan was adopted by the agency's IT Governance Committee and Executive Team later that year. The Agency Strategic Plan, IT Strategic Plan, and several recent performance audits have all revealed the interconnectivity of many business processes, the opportunity to standardize similar processes across divisions, and the possibility of integrating these processes in a more coordinated way using modern technology systems.

Modernization Purpose, Planning, & Roadmap

Business Oregon is pursuing modernization to digitally transform our business delivery and meet customers' and partners' evolving needs in innovative ways. Modernization will require significant investment in resources and technology, and a shift in how the agency serves and supports its customers and partners. Modernizing business processes and technology will improve the agency's ability to provide services and solve problems without technology impediments. The initiative will result in a faster delivery of services to customers and more flexible and convenient ways to access these services.

The agency expects there will be multiple related projects needed to support modernization. Engaging with Slalom Consulting, Business Oregon developed a 5-year IT Strategic Plan in 2019 that includes several recommendations and a high-level roadmap and prioritization framework focused on a pathway for innovation and deployment of information technologies. This document outlines some of the projects and order of tasks that should be undertaken to implement the modern processes and capabilities to deliver on the strategic plan's detailed benefits.

The agency is acting on several recommendations identified in the IT Strategic Plan necessary to improve agency readiness and priority of functionalities. In part, those include:

- Standardizing change management capabilities;
- Strengthening information technology governance;
- Establishing data governance;
- Creating an enterprise data model and enterprise data architecture;
- Establish a unified platform to support streamlining business processes;
- Document business workflows;
- Implement enterprise content management and governance;
- Modernize technology; and
- Create self-service customer tools.

The scope of Business Oregon's modernization initiative includes the following distinct efforts to address specific business processes and capabilities:

- Economic Development Management System (EDMS), which will replace the agency's current loan and grant management system. This project will create an online internal-facing system for employees to manage and administer economic development resources such as loans, grants, bonds, and tax-incentives. The Legislature approved funding for this project in the 2019-21 Legislatively Adopted Budget (LAB) and development of the system is expected to be completed by June 30, 2021.

- Create an online, external, public-facing system for a customer dashboard and online application process for customers to apply for economic development resources such as loans, grants, bonds, and tax-incentives, and customer self-service.

- Other projects that have been identified include, implementing a records management system, and implementing a new financial analysis system.

Focusing on modernizing the agency's work also offers several peripheral supports to enhance our efforts and manage with a lifecycle focus. This includes other agency-wide processes such as electronic records, electronic signatures, and electronic payments.

Problem or Opportunity Definition

Pursuing modernization allows Business Oregon to holistically reimagine the customer experience, and refine the current manual, paper-intensive processes leading to increased accessibility, data management, quality, accuracy, timeliness, and improved accountability. In addition, the opportunity to improve employee productivity, reduce operational complexity and increase internal controls by enabling standardization and automation of business processes. It will also support decision-making by providing a full repository of data available to all uses for analysis and reporting through modern user-friendly tools.

Problem

Business Oregon's business needs have outgrown the agency's existing systems, and do not allow the agency to meet the changing needs and expectations of our customers. This is particularly true of the agency's current system to manage loans, grants, bonds, and other economic development resources, as well as the agency's dependence on using fillable PDFs or Microsoft Word documents for customers to apply for economic development programs.

For many years, the agency has relied on third-party vendors and contractors to complete custom software development. While successful in the past, this approach has also led to the fragmentation of systems within the agency, and in some cases has led to software that simply does not work well and is difficult to maintain. The agency has also not had professional project management staff to direct the project management activities of these projects. Instead, business units have primarily been in control of project initiation, planning, and execution. This, too, has contributed to a piece-meal approach to meeting the needs of the agency and has been detrimental to creating integrated business processes and systems.

The core technology and largely paper-based processes used to support the agency's mission and economic development program requirements are becoming unsustainable, and the agency is struggling to keep up with technological concerns and evolving customer expectations. Multiple shadow systems and workarounds exist throughout the agency to fill the gaps and void of fully functioning systems.

The main system the agency uses to manage its portfolio of loans and grants is a Microsoft Access-based software application that is built on technology that is more than 30-years old. Since implementing this software in 2007, the agency's needs have changed. The agency's economic development resource programs have changed in scope and, for example, some now have multiple contracts and terms that are extremely difficult to track, manage, view, and report from the current system. The system has reached its technical end-of-life and while the vendor provides minimal system patch updates, they will not be releasing any future system enhancements.

The agency also has new legislative mandates that add additional programs and additional requirements to data and analysis in order to ensure the agency is meeting its goals and Key Performance Measures (KPMs). The agency must be able to provide accurate and precise reporting to the legislature and other stakeholders.

Not having a modernized infrastructure is contributing to growing challenges in several supports and areas of concern:

- **Data, analytics, and reporting.** Multiple systems of record, poor data quality and consistency, lots of Excel processing and time spent reporting.
- **Process and workflow.** Processes are heavily manual, forms are inadequate, few tools allow for collaboration with other agencies, and there is a need to conduct research repeatedly on the same file.
- **Tools and integration.** Multiple systems of record lead to data fragmentation and redundant data entry. One often-heard refrain was that it takes "hours and hours" of work to wrestle data into Excel, in order to report on metrics.
- **Website and customer experience.** Desire for self-service, where customers can check a secure and user-friendly website to get updates on applications. Currently the department's public website is not ADA or mobile friendly.
- **Adoption, training, and governance.** Poor tradition of "change management" at the agency, with little leadership, training, or documentation during the launch or adoption of new platforms.
- **Project management and status.** No central way to track the status of projects. Staff keep these records on their own computers with no transparency, visibility, or continuity for the rest of the organization.
- **Organization and Culture.** No clearly identified ownership of data, with no one staff person at the agency responsible for identifying and fixing data-related problems.
- **IT support.** Staff and customers rely on face-to-face or interpersonal communications instead of a ticketing system to address their needs, making it difficult to efficiently quantify and support needs of the Information Technology Section.

Benefit Opportunity

Modernizing the agency's business processes and technology is an opportunity to re-engineer and improve service delivery including access, eligibility, notification, service or fund performance, and improvements ranging from a customer expressing an interest in the agency's economic development programs to close-out of a contract or a fund. Modernization will positively impact the agency's employees, customers, and partners. Identified benefits of the modernization initiative include:

- **Improved service delivery through enhanced customer experience.** The agency will deliver online customer dashboards and self-service online applications, access to data, and improve business process, workflow automation, and systems integration. The agency will make meeting or exceeding Accessibility Standards integral to business process and technology systems improvement.

- **Modernized and standardized technology.** The agency will replace the agency's aging loan, grant, bond, and tax-incentive portfolio management system and subsequently transform how the agency delivers its economic development programs from paper forms to a modern online system using a lifecycle lens. The agency will also take advantage of modern and modular technology platforms and approaches in standardization of software code and systems integration. We will interconnect digital infrastructure to maximize performance and flexibility to adapt to changing program needs and the addition of new programs. Our approach to planning, designing, deploying, and supporting will engage our organization and stakeholders along the way.

- **Transformed business processes.** The agency will leverage modern system capabilities and software investments the agency has already made along with vendor-supported systems and tools, procured professional services, and in-house development to integrate systems and provide improvements and efficiencies in business processes.

- **Data leveraged as a strategic asset and the creation of a culture of data stewardship.** The agency will adopt and embed Oregon's data practices and principles throughout our business processes and information systems. We will create and implement an enterprise data architecture that will allow separate programs to share data across the agency.

- **Improved security.** The agency will improve its ability to anticipate and respond to security threats and manage risks by implementing systems that can track business processes, protect data, ensure cybersecurity compliance, and manage and audit access to the agency's technology systems and data.

Alignment with Strategic Goals

Focusing on the modernization initiative directly supports the Business Oregon mission, Agency Strategic Plan, and IT Strategic Plan priorities:

- **Business Oregon Mission:** We invest in Oregon's businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy
- **Agency Strategic Plan Priority #5:** Ensure an Inclusive, Transparent, and Fiscally Healthy Organization
- All **Agency IT Strategic Plan Priorities**

This initiative also aligns with three strategic goals in the current State of Oregon Enterprise Information Services Strategic Framework:

- **Objective 2, Goal 2 – Legacy System Modernization Plan**: Develop plans for updating and replacing outdated or inefficient systems, processes and applications – in part or in full.
- **Objective 3, Goal 1 – IT Resource Management:** Mature enterprise and agency IT Governance to enable project prioritization and stewardship of IT resources based on business alignment, cost, return on investment and risk.
- **Objective 5, Goal 1 – Data Utility:** Utilize data as a strategic asset to improve service delivery, facilitate cross-agency collaboration, identify coast savings and enhance transparency

Alternatives Analysis

Risks

The agency has identified the following risks that are intended to be mitigated by this initiative. The ability of each alternative to address these risks will be assessed as part of the description and analysis of the alternative.

- **Impact of system failure to Oregonians and Oregon businesses.** The systems that support the agency's core business functions are based on outdated technology. If these systems fail, it would have a significant impact on the services the agency delivers to customers – Oregonians, Oregon businesses, and the trust the public places in the agency.
- **Inability to modify and improve systems.** The services the agency provides to customers are regulated and guided by federal and state laws and policies, which change frequently, along with reporting requirements for compliance. There is also the ongoing business need to continually improve services and system usability to meet ever evolving technology and customer service models and expectations. Even seemingly minor economic development program changes are currently complex, lengthy, and expensive to implement, and present a risk of introducing errors in the "spider web" of sub-programs.
- **Inability to accommodate legislative changes.** Due to limitations of the agency's current legacy system, we have not always been able to comply with legislative requests and mandates. The two most recent examples are the Solar Development Incentive and the Federally Funded Export Grant programs. Our systems were not able to accommodate some of the programs' requirements, resulting in cobbling together an ad-hoc solution to address these economic development program requirements.
- **Systems are antiquated and are unintuitive.** It is difficult to train new staff on the agency's legacy systems. Employee satisfaction and the pride that comes with executing our mission is dampened by the time spent with duplicative and manual work. The agency's time and ability to retain new qualified employees will be compromised by our antiquated technology solutions.
- **Lack of data consistency and integrity.** Current business processes result in data being captured in multiple systems of record and an inability to easily share data between divisions and across the agency leading to inefficient data analytics and limited insight into real-time data across the agency.
- **Customer service enhancements cannot be realized.** The current systems have limited usability for our customers. Self-service options are not available, access is limited, and services that are available online are not supported on mobile platforms.
- **Security limitations.** The agency's existing systems were not designed with security in mind. The lack of security integration challenges our ability to easily share data or provide access. Controlling security is complex and it is difficult to manage user access appropriately. Access review or investigation is conducted through manual reviews, which makes it difficult to respond to security threats in a timely manner.

Anticipated Scope

The agency modernization initiative must review and assess all current business processes, applications, and software that support the agency and data needs for efficiency and effectiveness.

The agency's operational areas within scope include:

- All programs within the Arts & Culture Division
- All programs within the Economic Development Division, including:
    - Business & Community Development
    - Certification Office for Business Inclusion & Diversity
    - Innovation & Entrepreneurship
    - Programs & Incentives
- Some programs within the Operations & Finance Division, including:
    - Fiscal & Budget
    - Business Finance
    - Policy, Rules, and Contracts s
    - Communications and Research

The following activities will be included:

- Evaluating data and data architecture needs
- Evaluating processes and tools used to collect and store data
- Evaluating agency data stewardship
- Evaluating how the agency receives and sends information among agency programs
- Evaluating how the agency receives and sends information to partners and customers
- Evaluating agency technology infrastructure and architecture
- Evaluating agency reports and reporting tools for both internal and external consumers
- Evaluating agency external websites and customer experience
- Evaluating organizational change management processes

Evaluation activities above will determine the components that will deliver the scope:

- Changes to data management and governance
- Changes to core business processes, systems, or applications that support the agency
- Changes in the agency technology infrastructure and architecture
- Changes to agency technology systems or the implementation of new technology systems
- Changes to agency reporting tools
- Changes to organizational change management processes
- Changes to administrative rules or agency procedures

The scope of this initiative does not include:

- Changes to the organizational structure of the agency
- Changes to the State network infrastructure architecture

Assumptions

To achieve a successful modernization initiative , the following assumptions are made:

- The modernization initiative is supported by agency leadership as well as current and future agency strategic planning.

- The modernization initiative receives the necessary staff and funding to complete agency modernization.
- Necessary internal and external approvals for each stage of the initiative are timely.
- Establish and follow a strong governance model supported by change management principals.
- The modernization initiative is a multi-biennium effort, but is expected to be completed within three biennia.
- Costs related to the modernization initiative are defined in terms of business process workflow efficiencies savings and how quickly these savings are realized.

Alternatives

The agency is exploring three broad alternative approaches:

- Option 1: Maintain the Status Quo
- Option 2: Individual Project Management
- Option 3: Program Management

Agency modernization cannot be achieved by maintaining the status quo (Option 1). Rather, modernization of agency business processes and technology systems can be achieved in one of two approaches: Individual Project Management (Option 2) or Program Management (Option 3). The traditional project management approach identifies individual projects either by system replacement or organizational function, while program management takes a holistic, agency-wide approach to manage the work through a series of related projects.

Key Selection Criteria

Several key selection criteria were identified to measure and determine viable alternatives approaches to the degree to which the work establishes scope, quality, budget, and schedule expectations and then delivers on those expectations:

- Benefits: Alternative meets business benefits and provides opportunities for agency stakeholders as identified in the “Benefit Opportunity” sub-section.
- Risks: The alternative’s degree of risk is low and mitigates agency exposure to future risk as identified in the “Risks” sub-section.
- Costs: Alternative is expected to be least costly using definition of cost in the “Assumptions” sub-section and considering a ten-year operational cost model.
- Schedule: Alternative meets timeframe that meets the business need as identified in the “Assumptions” sub-section.
- Integration and Long-Term Planning: Provides for incremental expandability and flexibility, as well as ease of integration amongst systems aligned with the agency’s strategic plan.

Option 1 - Maintain the Status Quo

Maintain current systems and business workflows and do nothing. Continue use of existing paper-based business processes, aging loan and grant portfolio management system, paper-based program application forms, manual data entry processes, etc. Under this option, the agency would continue operating the same, with limited to no ability to expand or enhance current systems, leaving current business processes and systems as is.

While there are advantages to maintaining current operational expenses and not increasing budgeted funds, the severity and exposure to risks such as system failure, the inability to quickly modify and improve systems or accommodate legislative changes, etc. is not mitigated and only increases over time. This impacts the agency’s

ability to deliver key services to customers in a timely manner. Opportunities are lost for improved customer service and service delivery when and where the customer needs it. Customers' online access would continue to be limited or non-existent. The opportunity for greater efficiencies not only for customers, but for staff efficiencies and improving business performance metrics. Data consistency and integrity would continue to be at risk across business processes and technology systems integration would continue to be manual leading to inconsistent service delivery across programs.

Option 2 - Individual Project Management

Under this option, the agency would identify individual projects by system or organization function. The agency would prioritize the modernization of each system in an incremental service delivery approach, and the replacement of each would be an independently managed project. Each project would follow standardized project methodology, such as gathering business and system requirements, identifying solutions, planning the execution, and then implementing each solution to replace and enhance the system or service being replaced. Each project would have its own budget request and funding, and projects would be staggered or consecutive depending on resources and process or system dependencies.

There are benefits to approaching individual projects as distinct and known endeavors, which could allow for flexibility in scheduling and resourcing. Individual projects are better suited for keeping changes to a minimum and focus on delivering a specific output as efficiently as possible.

Service delivery would require a higher degree of communication planning to help customers understand the experience to expect as cycles of change occur. This option focuses on achieving specific and tangible outputs or products rather than attaining long-term system integration in a way that supports efficient business processes. Rework may be needed as each project is accomplished. Work on previous projects may need to be revisited to connect changed or new business processes to new technology systems leading to training challenges for staff and customers. Additional complexity in connecting independently implemented technology systems may be present. Each project would alone look at requirements, and some requirements may be the same for different projects. This could lead to inadvertently creating multiple solutions for the same requirement and may lead to the development of a more complex system. Costs would likely be higher, as each project is managed independently and does not benefit from economies of scale. Data improvements and access would be incremental and increase over time to some degree and potentially could be inaccurate with shifts in business processes.

Option 3 – Program Management

Under this option, the agency would manage a collection of interrelated projects in a coordinated way to achieve strategic outcomes. The budget would focus on adding a staff position to manage the program, as well as any information technology positions, contractors, vendors or other procurements identified to implement specific projects related to the modernization program. The program will lead to long-term improvements in technology support, efficiency and effectiveness to further the agency in achieving its overall modernization goals. Program management would gather high-level requirements from all operational areas within scope, projects would be identified based on an agency-wide vision, and organized in a coordinated way. Customers would be engaged to provide insight and guidance on tools created for their use.

Replacing paper-based processes with digital capabilities creates value by optimizing the productivity of those the agency serves and the staff who support it. Maturing and modernizing our technology systems will help the agency become a more agile, collaborative, and interoperable state agency allowing us to manage our data and resources more effectively. Customers' experiences will improve, and they will have faster access to programs and a trusted resource when and where they need it.

This option offers the greatest potential to transform the way services are delivered in a different and better way to achieve strategic agency outcomes. Projects would be formed as a compliment to each other focusing on integration and interrelations to manage the processes cohesively. This creates opportunities for oversight, consistency, training and communication efficiencies. Customer experience would be improved through streamlined processes, access, automation, and access to new tools commonly found in the financial marketplace (customer dashboard, online payments, automated workflows, etc.).

Conclusions and Recommendations

Conclusions

Business Oregon knows that we need to be best prepared to help Oregon's businesses move faster than ever – at the speed of business – because the public demands it in these uncertain and dynamic times. Now more than ever, Oregon's businesses are depending on the agency to deliver effective and efficient services. Oregon businesses are challenged every day to be entrepreneurial and innovative; the agency also needs to meet this challenge by providing modern access to economic development programs and consistent service delivery. The agency wants the ability to meet our mission better and more quickly, keep costs low, and have less risk by implementing modern and interconnected business processes and information technology systems. Modernization is an opportunity to reimagine the customer experience and assess the agency's business workflows and technology in a holistic, agency-wide approach. Ultimately, we need to achieve our mission and vision through increased accessibility, data management, quality, accuracy, timeliness and improved accountability.

The agency modernization program would be designed to deliver business opportunities more quickly and efficiently to Oregon's businesses and communities. Getting these resources into the hands of small businesses and communities allows them to focus on what they do best: providing products and services to their customers in communities throughout the state.

Results for Oregonians is the reason the agency is here and we demonstrate results by measuring the outcome of our work and the processes we put in place to achieve those outcomes. It's those ideals that will help drive organizational change as we prepare, manage, and reinforce the future of our work throughout this modernization program.

Recommendations and Next Steps

Exploring an agency modernization program further is reasonable at this time. The agency knows it needs to deliver business opportunities more quickly and efficiently to Oregon's businesses and communities. Getting resources into the hands of small businesses and communities allows them to focus on what they do best: providing products and services to their customers in communities throughout the state.

Based on the potential opportunities to replace paper-intensive and manual business processes, improve customer experiences, and ensure data management, we recommend that Business Oregon move forward with planning for an agency modernization program. The agency would focus on the development of a program Charter and Roadmap outlining the course of action to take. The agency would develop a more complete and accurate estimate of the costs of designing, developing, implementing, maintaining, and operating a technology infrastructure and the business processes that will depend on it. This will be a major program delivering business capabilities and creating core systems and services through multiple projects over several years. If the agency

does not proceed with this modernization program, it faces substantial risks that would hinder its ability to provide optimal and adaptable services to its customers, stakeholders, and partners.

Business Oregon believes the Program Management option is the best choice. The benefits of adding multiple, related projects over several years and managing these projects concurrently supports the strategic plans already in place. If instead the agency were to modernize through individual, disconnected projects rather than through a program management approach, it would run a significant risk for a lack of compatibility between project solutions, higher costs, and extended timelines. Benefits include more opportunity to achieve agency goals and overall alignment with overarching statewide goals.

The 5-year Agency Strategic Plan, IT Strategic Plan, EIS Strategic Framework, and the Governor's Modernizing State Information Technology Systems and Oversight are all aligned with our modernization program goals and committed to ensuring long-term success. The agency is poised to undertake this effort, having adopted values that support agility to adapt, affect change, and move at the speed of business. We value innovation and look for new methods, new solutions, and new approaches to solve problems and advance opportunities. Our employee stakeholders are supported in these values through the Agency Strategic Plan and subsequent training, collaboration, and business process supports.

Through continuing communication and collaboration with EIS, agency partners and stakeholders, as well as lessons learned from other agencies that have undertaken modernization efforts, the agency will adjust its modernization program approach as necessary. Other critical success factors include ongoing agency executive support, commission support, active engagement from employees, organizational change management, and strategic communication. The agency will also work with the Governor's Office and Oregon Legislature in current and future biennia to obtain authorization for use of funds to support the modernization program and will adhere to governance processes and oversight requirements that support accountability in how the program is managed and executed.

Prioritization Matrix Justification

Business Oregon included this initiative in the budget prioritization process for the 2021-2023 biennial budget. The following scores (on a scale from 0-3, with 3 being the highest) were given to the Modernization Program based on the included justifications.

Alignment to Strategic Plans - 2

- The agency's modernization program supports three strategic goals identified in the current State of Oregon Enterprise Information Services Strategic Framework: 1) Objective 2, Goal 2 – Legacy System Modernization Plan; 2) Objective 3, Goal 1 – IT Resource Management; and 3) Objective 5, Goal 1 – Data Utility.
- The agency plans to modernize service delivery internally and externally by undertaking a modernization program to: 1) improve service delivery through enhanced customer experience; 2) modernize and standardize technology; 3) transform business processes; 4) leverage data as a strategic asset and create a culture of data stewardship; and 5) improve security.
- The modernization program directly supports agency's IT Strategic Plan priorities which include: replacing our current loan, grant, and bond management system; creating a web portal for customers to apply for economic development resources; standardizing a change management capability; strengthening IT governance; establishing data governance; creating an Enterprise Data Architecture; establishing a unified technology platform; implementing tracked business workflows; implementing Enterprise Content Management and governance; and modernizing website technology.

- The agency is undertaking a project to replace its current loan, grant, and bond management system which is a Microsoft Access-based software application built on technology that is more than 30-years old. The agency is also focused on replacing all paper applications with a transparent, streamlined user experience and an external-facing user interface focusing on a customer dashboard and online application process.

DEI and Accessibility - 2

- The modernization program is designed to speed access to and accountability around funding for business and economic development, public health (water and wastewater infrastructure), public safety (seismic retrofits), housing (federal CDBG funds), commerce (ports), and communication (broadband). Access to capital has a primary impact on Oregon entrepreneurs, businesses and communities. The ability to grow retained earnings, income, wealth, equity, and credit then has secondary impacts, contributing to generational and family wealth.
- The agency will be better poised to provide equal opportunities across all sectors of business with online applications available to all.
- For each project, the agency will make meeting or exceeding Accessibility Standards integral to business process and technology systems improvement.
- See "DEI Questions" answers for more detail.

Customer Centered Approach - 2

- The agency manages a current portfolio of more than 2,100 open accounts worth nearly $2.8 billion.
- The agency has prioritized creating an accessible and secure online customer-facing dashboard. This dashboard will not only allow customers to update information and apply online, but will match them to economic development programs based on the data.
- The agency will facilitate a cross-agency coordination team to focus on end-to-end functions for maximum efficiencies for each project. The agency plans to add an external user group made up of our customers to further develop insights and suggestions from those who are served by the customer dashboard, online application process, and agency websites.

Business Process Transformation - 3

- The agency needs to improve services and system usability to meet ever-evolving technology and customer service models and expectations. Even seemingly minor economic development program changes are currently complex, lengthy, and expensive to implement, and present a risk of introducing errors in the "spider web" of sub-programs.
- Due to limitations of the agency's current loan, grant, and bond management system and reliance on largely fillable PDF application forms, the agency has not always been able to comply with legislative requests and mandates in an efficient manner.
- Customer service enhancements cannot be realized as the current systems have limited online usability for customers.
- It is difficult to train new staff on the agency's legacy systems. Employee satisfaction and the pride that comes with executing our mission is dampened by the time spent with duplicative and manual work. The agency's time and ability to retain new qualified employees will be compromised by our antiquated technology solutions.

Investment Risk - 2

- Constrained and inflexible systems are difficult to adapt to changing business, state, or federal requirements.

- Inefficient systems, paper-based processes, and manual workarounds add time. This results in a backlog of work during application openings and throughout the process. Ultimately, this backlog will require increased staffing levels to maintain.
- Inability to provide real-time data to stakeholders. This lack of real-time data makes reporting more difficult and does not allow the agency to precisely present the current state of the business with system-supplied data.
- Postponing the modernization program and continuing to use out-of-date information technology systems and manual processes increase the severity of and exposure to risks that affect the agency's ability to deliver key services to customers. Failing to act will prevent Oregon's communities, business, and economies from receiving information and resources needed for economic development.

Organizational Change Management - 2

- The agency has added change management capabilities to the IT Strategic Plan and has collaborated with the business to prepare, manage and reinforce change throughout the process.
- The agency has added professional project management staff to lead this effort.

Solution Scale - 2

- The agency developed a 5-year IT Strategic Plan that includes several recommendations and a high-level roadmap and prioritization framework focused on a pathway for innovation and deployment of information technologies. This document outlines some of the projects and order of projects that should be undertaken to implement the modernization program.
- More planning is scheduled to detailed process mapping, and gap analyses, and more specific projects and solutions will be identified and prioritized to better define the future program scope, phases of implementation and timeline.

Capacity - 2

- The agency has identified subject matter expertise to lead process improvements and involve, mostly all, agency staff in the process to help with the vision and future state.
- This work is established as the agency's priority through leadership support, agency staff communications and involvement, and working on developing feedback loops for users of the system.
- Several recommendations identified in the IT Strategic Plan and supported through the modernization program are currently underway including standardizing a change management capability, strengthening agency IT governance, and establishing data governance.
- The agency completed a proof of concept demonstrating the viability and benefit of modernizing several economic development program functions.
- The agency is submitting a policy option package to fund permanent staff dedicated to modernization program activities.

Governance Processes - 2

- Business Oregon has an existing agency IT Governance Committee.
- Individual projects will each have a steering committee and a cross-agency coordination team.

Addendum to Agency Modernization Program Business Case 2023-25 Policy Package

In 2020, Business Oregon began investing in a modernization program to transform our business delivery and meet the evolving needs of customers and partners in innovative ways. The Agency Modernization Program business case outlines the following intended program benefits:

- Improved service delivery through enhanced customer experience.
- Modernized and standardized technology.
- Transformed business processes.
- Data leveraged as a strategic asset and the creation of a culture of data stewardship.
- Improved information and system security.

There are multiple related projects identified to support the agency's modernization program in alignment with the Agency Strategic Plan and the agency's IT Strategic Plan. These include, but are not limited to:

- Replacing the agency's legacy loan and grant management system;
- Creating a customer web portal;
- Standardizing a change management capability;
- Strengthening IT governance;
- Establishing data governance;
- Creating an Enterprise Data Architecture;
- Establishing a unified technology platform;
- Implementing tracked business workflows;
- Implementing Enterprise Content Management and governance;
- Modernizing website technology.

Additional component projects identified for 2023-25 include:

Economic Development Management System (EDMS) – Phase 2

The Economic Development Management System (EDMS) Phase 2 will create an online, external, public-facing system for a customer dashboard and online application process for customers to apply for economic development resources such as loans, grants, bonds, and tax-incentives, and manage corresponding loan, grant, etc. awards. Like Phase 1 of the EDMS project, the EDMS Phase 2 is a distinct and separate project, and will also require IT professional project management, business analysis, and Organizational Change Management (OCM) services. Additionally, EDMS Phase 2 will require procurement of form management and data collection software, and e-signature software that will integrate with the EDMS. Lastly, two positions are needed to implement EDMS Phase 2 and support ongoing operations and maintenance: an IT position focused on building, maintaining, and managing agency online forms, and also developing web front-end applications on the .NET and Salesforce platforms; and an IT position that specifically can provide ongoing end-user support for the EDMS.

IT Infrastructure Modernization

The IT Infrastructure Modernization project will migrate current on-premise IT infrastructure hardware to cloud services. The agency's current server cluster hardware is nearing end-of-life and the extended warranty on the server cluster expires in May 2024. Per EIS's *Cloud Forward: A Framework for Embracing the Cloud in Oregon* document wherein the State is setting the goal to conduct 75% of its

business via cloud-based services and infrastructure by 2025, Business Oregon's next infrastructure migration should be to a cloud-based Infrastructure-as-a-Service (IaaS) environment using EIS' Data Center Services (DCS) as the agency's cloud services broker. This infrastructure migration to the cloud will require IT professional project management and systems analysis services, and funds to cover associated cloud implementation costs.

Data Management & Governance Modernization

The Data Management & Governance Modernization initiative will standardize technical management capabilities for all data that is collected, processed, and/or stored by the agency; establish strategic objectives for the agency related to data lifecycle management and lead agency work to realize those objectives; facilitate agency participation in enterprise-wide data initiatives, including the open data program, data governance groups, and data management efforts; and ensure agency compliance with any data-related statutes, rules, and policies to which the agency is subject. The addition of an IT position focused on data governance and systems analysis is needed to successfully engage the agency to meet data requirements and objectives, as well as absorb existing data management functions to the extent they exist as both formal and informal positions or business functions within the agency.

North Highland – Stage Gate 2

Project Name: **EDMS Project**

Status as of: **03/09/2023**

Project Manager: **Ryan Kell**

SG2 Requirement Tracker – Endorsement Provided on February 8, 2022		
SG2 Requirement	**EDMS Deliverable**	**Status**
Project Management Plan	Baseline Project Management Plan (Del #2.5)	Completed
RFP Documents (PM/BA/iQMS)	RFP Documents	Completed
Market Research	Business Case*	Completed
Current, Future and Gap Analysis	Business Case*	Completed
Solution Analysis	Solution Analysis	Completed
Detailed Project Risk and Issue Log	Updated Detailed Project Risk & Issue Log (Del #2.2)	Completed
Stakeholder Registry	Updated Stakeholder Registry (Del #2.3)	Completed
RACI	Updated RACI Matrix (Del #2.4)	Completed
Scope (+/- 50%)	Scope Statement and WBS	Completed
Schedule (+/- 50%)	Project Schedule (Del #5.2)	Completed
Budget (+/- 50%)	Project Budget	Completed
System Security Plan	System Security Plan (Del #3.3)	Completed
Cloud Workbook	N/A	N/A
Requirements	Requirements (Del #3.1)	Completed
Organizational Change Management Plan	Organizational Change Management Plan (Del #2.17)	Completed
Project Status Reports & Risk Logs	Project Status Reports (Del #2.1)	Completed
Independent QA/QC Deliverables	N/A	N/A

*Requirement included in Stage Gate 1

North Highland – Stage Gate 3

Project Name: **EDMS Project**

Status as of: **03/09/2023**

Project Manager: **Ryan Kell**

SG3 Requirement Tracker – Endorsement Provided on April 15, 2022*		
SG3 Requirement	**EDMS Deliverable**	**Status**
RFP Documents/Contractor Statements of Work	RFP Documents	Completed
Baseline Project Management Plan	Baseline Project Management Plan (Del #2.5)	Completed
Baseline Scope (+/- 10%)	Scope Statement and WBS	Completed
Baseline Schedule (+/- 10%)	Project Schedule (Del #5.2)	Completed
Baseline Budget (+/- 10%)	Project Budget	Completed
Benefits Management Plan	Benefits Management Plan (Del #6.5)	Completed
Implementation Plan	Implementation Plan (Del #6.2)	Completed
Requirement Traceability Matrix	Requirements Traceability Matrix (Del #3.2)	Completed
Cloud Workbook	N/A	N/A
LFO Readiness Assessment	N/A	N/A

*Revised endorsement required (planned for TBD)

North Highland – Stage Gate 4

Project Name: **EDMS Project**

Status as of: **03/09/2023**

Project Manager: **Ryan Kell**

SG4 Requirement Tracker – Estimated TBD*		
SG3 Requirement	**EDMS Deliverable**	**Status**
Executed Contracts & Amendments	Contract Documents	In Process
Test Plan	Test Plan (Del #6.1)	In Process
System Security Plan	Updated System Security Plan (Del #6.6)	In Process
Data Dictionary	Data Dictionary (Del #6.7)	In Process
Disaster Recovery Plan	Disaster Recovery Plan (Del #6.8)	Not Started
Operations and Maintenance Plan	Operations and Maintenance Plan (Del #6.9)	Not Started
Lessons Learned / Project Close Out Reports	Closing Documentation & Lessons Learned (Del #6.10)	Not Started
Updated Project Management Documents	Updated PM Documents (+/- 10% Project Baseline Change)	N/A

*Endorsement planned

business oregon

IT Strategic Plan

2019-2024

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Acknowledgements

Business Oregon would like to acknowledge Chris Harder, our Director, and Robel Tadesse, our previous CIO, for their vision in calling for an IT Strategic Plan. Members of the Director's Executive Team also provided leadership: Brenda Bateman, Nick Batz, Bryant Campbell, Chris Cummings, Amy Croover, Brian Rogers, and Gina Wiedrick.

The IT Section/Operations Division members were and are critical to the success of the Plan: Cara Kaser, CIO; Leslie Chartier; Steve Heathcock; Colin Lancaster; Jessica Rogel; Jon Dufour; and Ranei Gattenby. In addition, the members of the IT Governance Committee are committing many past and future hours to this work as well: Lisa Ansell, Shanna Bailey, David Barnett, Carrie Baxendall, Jill Cuyler, Terry Hegle, Michael Meyers, Alina Putintsev, Brian Rogers, John Saris, Fumi Schaadt, Carmen Spuhler, Brian Wagner, and Ed Tabor.

The Office of the State CIO helped shaped these efforts with the expertise of Jared Choc. Finally, thank you to our consultants at Slalom Inc.: Jon Spurlock, Matt Ewalt, Derek Kipps, Ronald Olshausen, and Chris Gottshall.

Introduction

Business Oregon needs a five-year Information Technology (IT) Strategic Plan to guide it in prioritizing, planning, implementing, and managing current and future technology investments and resources. This plan aligns a technology roadmap and proposed investments with the agency's *Strategic Plan*. It also guides agency leadership in the effective use of technology to support agency operations.

Collecting Information

From March through July 2019, consultants from Slalom Inc. worked with Business Oregon to understand the information technology challenges facing the agency. Through a series of individual staff and group interviews, interviews of external customers, and an all-staff survey, Slalom was able to identify dozens of challenges or "pain points" that make it difficult—or at least frustrating—to conduct business.

Pain Points

The overarching themes that emerged were rooted in the lack of ownership and structure around data, missing change management and weak governance around technology, rollout and use, and large inefficiencies in process and workflow due to fragmentation and lack of needed technology and functionality.

Pain Points Reported to Slalom Inc.

The types of "pain points" reported by staff and customers fell into eight categories, including:

1. **Data, analytics, and reporting.** (26% of comments) In these interviews, staff reported multiple systems of record, poor data quality and consistency, lots of Excel processing and time spent reporting.
2. **Process and workflow**. (21%) In this category, respondents identified processes that are heavily manual, forms that are inadequate, few tools that allow for collaboration with other agencies, and the need to conduct research repeatedly on the same file.
3. **Tools and integration**. (13%) These "complaints" focus on data fragmentation, redundant data entry, and multiple systems of record. One often-heard refrain was that it takes "hours and hours" of work to wrestle data into Excel, in order to report on metrics.
4. **Website and customer experience.** (12%) Both staff and external customers report a desire for self-service, where customers can check a secure and user-friendly website to get updates on applications. Currently the department's public website is not ADA or mobile friendly.
5. **Adoption, training, and governance.** (9%) The challenge here is a poor tradition of "change management" at the agency, with little leadership, training, or documentation during the launch or adoption of new platforms.
6. **Project management and status.** (9%) There is no central way to track the status of projects. Staff keep these records on their own computers with no transparency, visibility, or continuity for the rest of the organization.
7. **Organization and Culture.** (5%) There is no clearly identified ownership of data, with no one staff person at the agency responsible for identifying and fixing data-related problems.
8. **IT support.** (4%) The agency has a strong culture of providing support to staff who need help with IT questions. The problem is that staff and customers rely on face-to-face or interpersonal communications instead of a ticketing system to address their needs, making it difficult to efficiently quantify and support needs of the IT Section.

Members of the IT Governance Committee and Working Group

Recommendations

The following nine recommendations are in priority order, condensed from Slalom's final roadmap report dated July 22, 2019.

#1 Standardize a Change Management Capability. The agency must adopt a culture of leadership during change—whether it be IT-related, or otherwise. The successful understanding, support, and adoption of changes is critical for success. And this is not a one-time change in mindset and behavior; rather, it needs to be ongoing and sustainable. This will require inter-divisional support, led by the Executive Team/Management Leadership Team.

Approx. Time to Deploy: 0-3 Months. Complexity Factor: Low.

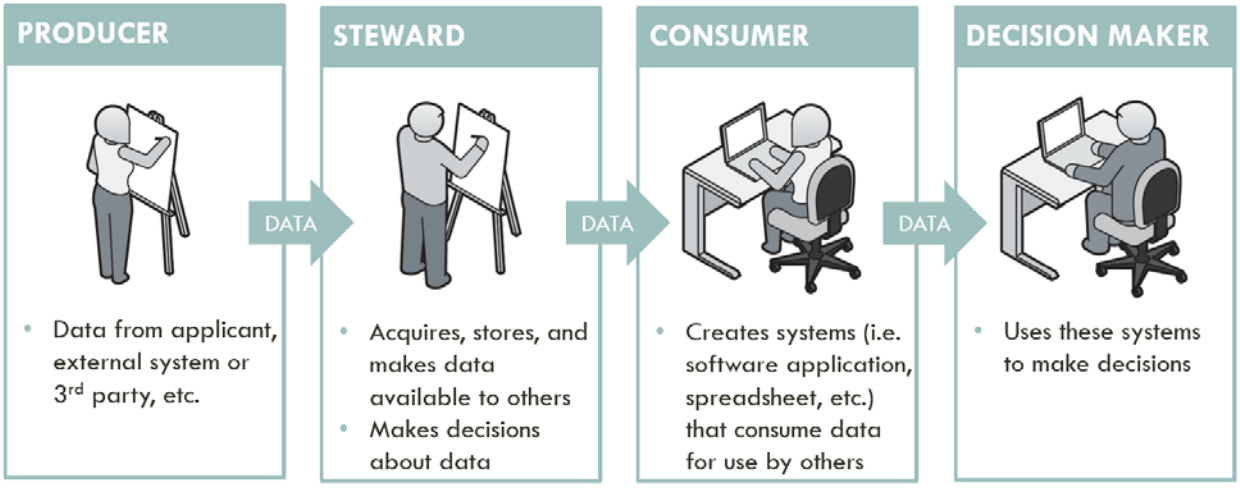
#2 Strengthen IT Governance. The focus here is on the list, or portfolio, of projects and IT investments that the agency is making. The obvious example of a project is building an integrated data platform to replace Portfol. But there will be many different and related projects along the way. We need to make sure we are making effective and efficient use of IT in enabling Business Oregon to do its work. We will need to establish procedures for collecting needs / suggestions (intake), making decisions, and overseeing activities.

Approx. Time to Deploy: 3-9 Months. Complexity Factor: Low.

#3 Establish Data Governance. Proper data governance gets the right data to the right people—data producers, data stewards, consumers, and decision makers—at the right time. It means establishing and enforcing standards through the use of data dictionaries, consistent use of fields, eliminating duplicate record systems, managing data across the enterprise, and having the ability to display, share, and report data accurately and timely. This may be the area where the IT Governance Committee has the biggest, ongoing role to play.

Approx. Time to Deploy: 3-9 Months Complexity Factor: Medium.

Getting the Right Data to the Right People at the Right Time



Members of the IT Governance Committee

#4 Create an Enterprise Data Model—Enterprise Data Architecture. This is the structure of the data itself. The architecture sets up relational databases and accurately reflects the connections between customers, locations, projects, and funding; these are not one-to-one relationships. Lax enforcement or absence of data integrity rules will lead to data quality problems.

Approx. Time to Deploy: 3-9 Months. Complexity Factor: Low.

#5 Establish a Unified Platform. A unified platform is a single tool or multiple tools with data integration and ability to streamline business processes. Such a platform should help Business Oregon support the full data lifecycle, moving from marketing into leads, customer relationship management, funding applications, contracts, and outcome delivery and reporting seamlessly, without having to transfer information onto other platforms or manually manipulate it. Slalom identifies Salesforce as the best platform to meet Business Oregon's needs. The company also recommends dedicating one full (or more than one) FTE as a Salesforce Administrator. Successfully moving through this task will require one Project Manager as well.

Approx. Time to Deploy: 9+ Months. Complexity Factor: High.

#6 Implement Tracked Workflows. This tracks and documents the work with a specific customer or project in a transparent and organized fashion. Removing much of the communication from an email format, the idea here is to use a platform like Salesforce or SharePoint to track the status of a project, alert the next staff when they have an action to perform, request and document needed approvals, and automatically report on the process. The goal is to show at a glance the overall steps, what tasks are pending, and the history and outcomes of each work item.

Approx. Time to Deploy: 9+ Months. Complexity Factor: High.

#7 Implement Enterprise Content Management & Governance. The focus of this recommendation is a centralized, digital filing system that is secure, but user friendly. It is the repository for notes, contracts, correspondence, maps and other exhibits. The process and technology used to manage digital files should be available across the enterprise. Properly managed, this system should help with version control, file sharing/access, document search, document assembly, cloud storage, and accessibility by personnel in the field. Business Oregon's 2019 performance audit by Merina + Co. echoes the need for such a records management system.

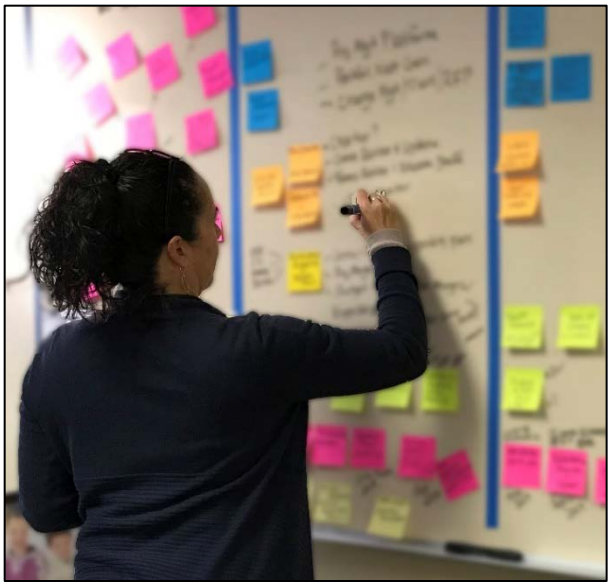
Approx. Time to Deploy: 3-9 Months. Complexity Factor: Medium.

#8 Modernize Website Technology. This recommendation identifies the need to modernize Business Oregon's website and also reconcile competing branding/web presence with the Cultural Trust and Arts Commission. The Slalom roadmap envisions a future where Marketing & Communications, Arts & Culture, and Technology Services all collaborate to ensure webpage consistency with brands, a style guide, ADA compliance, and mobile devices.

Approx. Time to Deploy: 9+ Months. Complexity Factor: Medium.

#9 Create a Customer Web Portal. The final recommendation assumes the creation of a modern website as a starting point. A customer portal on that foundation would then enable greater self-service for already-existing customers, who may want to check on the status of their applications or research the requirements of a grant or loan. This resource could free up staff time to work on higher value activities. Key features would include a secure login, and an ability to update contact information, to submit applications on-line, to check on project status, to submit requests and supporting documentation for reimbursement, to make payments, and to upload support documentation for key performance metrics or other reporting requirements.

Approx. Time to Deploy: 3-9 Months. Complexity Factor: Medium.



Members of the IT Governance Committee

Next Steps

The timeline, full-time equivalents (FTE), and organizational support required for successful implementation of Business Oregon's IT Strategy are spelled out in more detail here.

Activities Already Underway. A newly revamped IT Governance Committee (ITGC) is available to help the agency with decision-making and implementation of the IT Strategic Plan. Comprised of managers and data users that represent various geographies and program areas throughout the department, the committee meets at least monthly to intake and process the challenges that staff and customers bring to the group for resolution. The committee is updating its charter to reflect that many challenges or problems will be technical in nature and can be resolved by the committee using a consensus approach. Other matters may require a policy decision by the Executive Team, additional resources, redirected resources, or statutory change. The ITGC can help sort these categories and direct decision points to the appropriate decision makers.

IT Section Staff

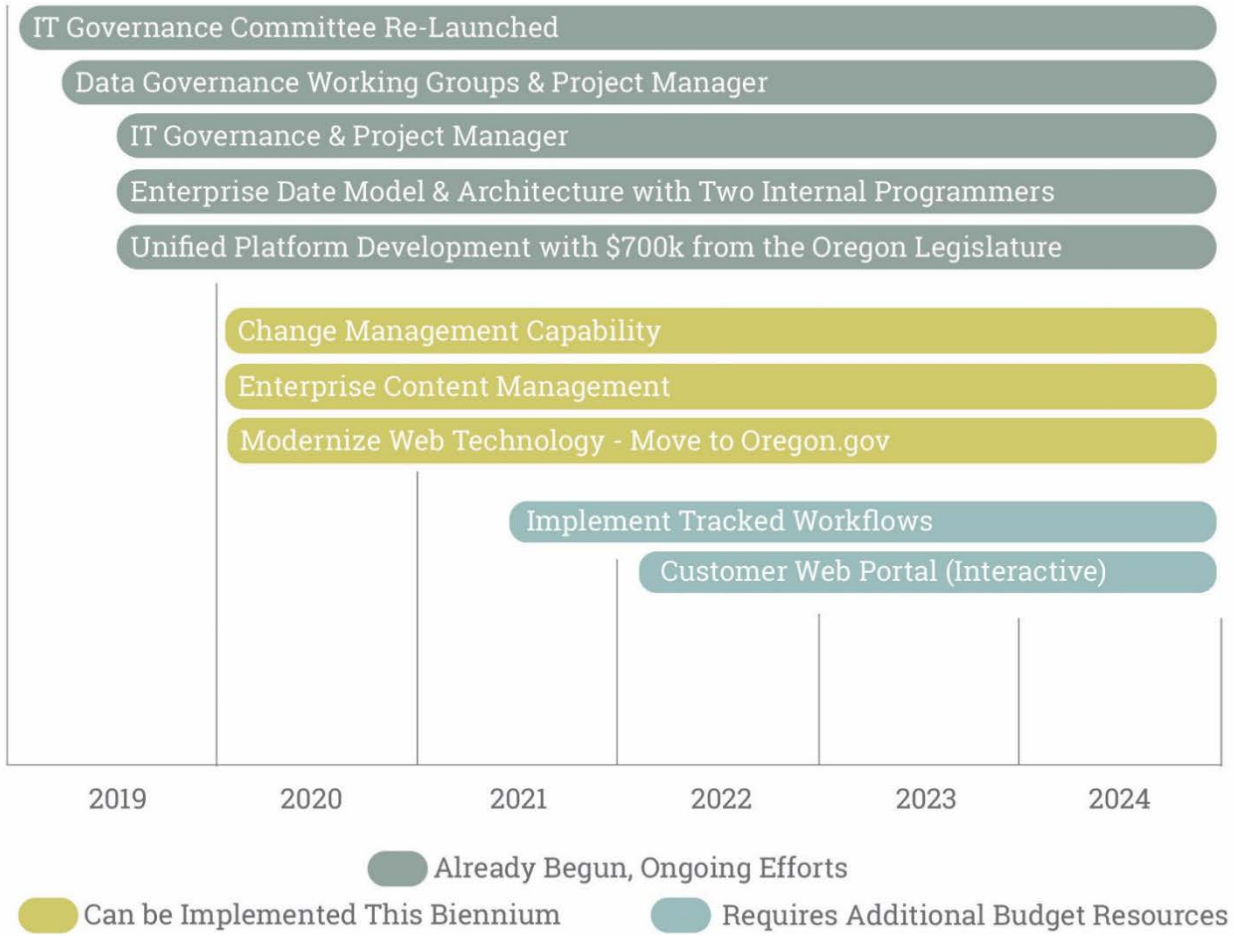
Recommendations that can be implemented immediately:

- Change Management. This will require a dedicated staff person to lead the effort, with assistance from outside consultants. Change Management duties can be added and prioritized as additional duties to an existing position description. External consultants will be brought in through an RFP process during 2019
- Data Governance. Data Governance will be the responsibility of program areas, with the support of the operations and finance division. Program specialists will "own" the data and can use the ITGC as a sounding board and resource.
- IT Governance. Information Technology Governance will be the purview of the Technology Services Section, who will track, manage, and provide professional expertise to develop a portfolio of technology projects and tools to serve the agency's business needs. The agency CIO will lead these efforts.
- Enterprise Data Model/Enterprise Data Architecture. The agency has an ISS7 developer on staff who already plays this role. This plan proposes to formally add these functions to the existing position description, and then also request an additional ISS7 developer from the Legislature. Currently, much of the agency's development work is awarded to external contractors who charge by the hour and take institutional knowledge with them at the completion of the project.

- Unified Platform. (The Oregon legislature provided $700,000 this biennium to begin to build this platform). Slalom recommends that the agency continue to build upon its Salesforce platform, as this is a powerful tool that can handle and host all the business functions that need to be integrated, including customer relationships, marketing, funding applications, contract management, and more. The agency already has a Salesforce Administrator on staff; Slalom recommends augmenting this capacity even further. In addition, the agency has Salesforce licenses for many staff members, but would need to purchase additional licenses in order to equip all staff to operate on this platform. Business Oregon may want to consider partnering with other agencies who have similar business needs.
- Enterprise Content Management (ECM). Work on this has already begun, with the Policy Section meeting with various program teams around the agency to convey best practices regarding content management. For each contract or project, they are sharing file naming conventions, as well as the types of files and exhibits that should be stored together. This system works for both paper and digital storage systems.

Recommendations that can be implemented with resources from the Oregon Legislature:

- Implement Tracked Workflows. The agency, with input from the IT Governance Committee and data users, will need to decide which platform (e.g., Salesforce or SharePoint) it will use to track workflows. The development and roll out of this platform will be conducted as part of the larger platform development and will be heavily dependent on robust project management and change management systems.
- Modernize Web Technology. The executive branch agencies are moving their website content onto a SharePoint platform under the auspices of Oregon.gov. The agency will need additional capacity to modernize and maintain its public websites—for Business Oregon, Cultural Trust, and Arts Commission—in a way that is user-friendly, as well as ADA and mobile accessible.
- Customer Web Portal. Agency customers are partners and businesses who are seeking technical and/or funding assistance for their work. Business Oregon will need additional resources from the Legislature, in order to create a secure and interactive customer portal that provides real-time status updates on projects and contracts.


IT Governance Committee Re-Launched
Data Governance Working Groups & Project Manager
IT Governance & Project Manager
Enterprise Date Model & Architecture with Two Internal Programmers
Unified Platform Development with $700k from the Oregon Legislature
Change Management Capability
Enterprise Content Management
Modernize Web Technology - Move to Oregon.gov
Implement Tracked Workflows
Customer Web Portal (Interactive)
2019
2020
2021
2022
2023
2024
Already Begun, Ongoing Efforts
Can be Implemented This Biennium
Requires Additional Budget Resources

Conclusion

Business Oregon has re-launched its IT Governance Committee and hired a new Chief Information Officer. Together with the leadership of the Executive Team, Management Leadership Team, IT Section, and data users, the agency is prepared to implement the nine recommendations put forth by its IT consultant, Slalom Inc. Some of this implementation has already begun, and some will require additional resources.

With an IT Strategic Plan designed to support the agency's 2018-2022 Strategic Plan, we will be able to align our investments, human resources, IT projects, and program areas in a more efficient and mature business process. This will allow us to serve both our internal and external customers as they make progress in economic development.

Aligning Our Resources into a Mature Business Process

Audits Completed in 2021-23

- **The Oregon Broadband Office Must Continue to Take Aggressive Steps to Close the Digital Divide and Fully Meet its Statutory Duties**

  http://records.sos.state.or.us/ORSOSWebDrawer/Recordhtml/9198548

- **Special Public Works Fund and Water Fund for the Fiscal Year End June 30, 2021**

  http://records.sos.state.or.us/ORSOSWebDrawer/Recordhtml/9078307

- **Selected Financial Accounts for the Year Ended June 30, 2021, Financial**

  http://records.sos.state.or.us/ORSOSWebDrawer/Recordhtml/8870854

- **Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2021, Financial**

  http://records.sos.state.or.us/ORSOSWebDrawer/Recordhtml/8870855

business oregon

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
4400 Lottery Funds Ltd	7,777,536	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	271,723	-	-	-	-	-
3200 Other Funds Non-Ltd	317,580,656	207,999,865	207,999,865	371,389,500	371,389,500	-
3230 Other Funds Debt Svc Non-Ltd	-	3,800,000	3,800,000	-	-	-
3400 Other Funds Ltd	227,053,540	209,207,671	209,207,671	324,719,617	324,719,617	-
3430 Other Funds Debt Svc Ltd	19,326	-	-	-	-	-
6400 Federal Funds Ltd	13,710,210	12,569,000	12,569,000	12,569,000	12,569,000	-
All Funds	566,412,991	433,576,536	433,576,536	708,678,117	708,678,117	-
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	(931,374)	3,988,000	8,723,266	-	-	-
4430 Lottery Funds Debt Svc Ltd	-	87,032	87,032	-	-	-
3200 Other Funds Non-Ltd	1,294,936	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	1,107,137	-	-	-	-	-
3400 Other Funds Ltd	31,156,092	23,000,000	26,227,841	-	364,102,687	-
6400 Federal Funds Ltd	(368,801)	-	-	-	-	-
All Funds	32,257,990	27,075,032	35,038,139	-	364,102,687	-
BEGINNING BALANCE						
4400 Lottery Funds Ltd	6,846,162	3,988,000	8,723,266	-	-	-
4430 Lottery Funds Debt Svc Ltd	271,723	87,032	87,032	-	-	-
3200 Other Funds Non-Ltd	318,875,592	207,999,865	207,999,865	371,389,500	371,389,500	-
3230 Other Funds Debt Svc Non-Ltd	1,107,137	3,800,000	3,800,000	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	258,209,632	232,207,671	235,435,512	324,719,617	688,822,304	-
3430 Other Funds Debt Svc Ltd	19,326	-	-	-	-	-
6400 Federal Funds Ltd	13,341,409	12,569,000	12,569,000	12,569,000	12,569,000	-
TOTAL BEGINNING BALANCE	**$598,670,981**	**$460,651,568**	**$468,614,675**	**$708,678,117**	**$1,072,780,804**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	125,926,766	135,217,061	189,285,313	34,770,618	31,588,862	-
8030 General Fund Debt Svc	54,475,254	74,062,166	74,053,211	102,884,735	103,371,404	-
All Funds	180,402,020	209,279,227	263,338,524	137,655,353	134,960,266	-
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	7,500	7,500	-	-	-
0210 Non-business Lic. and Fees						
3200 Other Funds Non-Ltd	41	-	-	-	-	-
LICENSES AND FEES						
3200 Other Funds Non-Ltd	41	-	-	-	-	-
3400 Other Funds Ltd	-	7,500	7,500	-	-	-
TOTAL LICENSES AND FEES	**$41**	**$7,500**	**$7,500**	**-**	**-**	**-**
CHARGES FOR SERVICES						
0410 Charges for Services						
3200 Other Funds Non-Ltd	379,074	649,000	649,000	400,000	400,000	-
3400 Other Funds Ltd	366,939	653,000	653,000	186,400	186,400	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	746,013	1,302,000	1,302,000	586,400	586,400	-
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3200 Other Funds Non-Ltd	97,122	100,000	100,000	100,000	100,000	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	131,520,198	443,745,859	443,745,859	151,455,000	151,455,000	-
0565 Lottery Bonds						
3200 Other Funds Non-Ltd	-	60,000,000	60,000,000	90,500,000	-	-
3400 Other Funds Ltd	-	37,850,786	37,850,786	1,169,500	192,624,011	-
All Funds	-	97,850,786	97,850,786	91,669,500	192,624,011	-
0570 Revenue Bonds						
3200 Other Funds Non-Ltd	27,997,204	30,000,000	30,000,000	30,000,000	30,000,000	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	9,098,415	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	20,387,286	-	-	-	-	-
All Funds	29,485,701	-	-	-	-	-
BOND SALES						
3200 Other Funds Non-Ltd	37,095,619	90,000,000	90,000,000	120,500,000	30,000,000	-
3230 Other Funds Debt Svc Non-Ltd	20,387,286	-	-	-	-	-
3400 Other Funds Ltd	131,520,198	481,596,645	481,596,645	152,624,500	344,079,011	-
TOTAL BOND SALES	**$189,003,103**	**$571,596,645**	**$571,596,645**	**$273,124,500**	**$374,079,011**	**-**
INTEREST EARNINGS						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
0605 Interest Income						
4400 Lottery Funds Ltd	480,958	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	369,802	-	-	-	-	-
3200 Other Funds Non-Ltd	33,582,825	30,278,222	30,278,222	30,565,255	30,565,255	-
3230 Other Funds Debt Svc Non-Ltd	1,391	745	745	-	-	-
3400 Other Funds Ltd	6,738,751	3,892,904	3,892,904	6,848,200	6,848,200	-
3430 Other Funds Debt Svc Ltd	1,373	5,800	405,116	-	-	-
6400 Federal Funds Ltd	137,299	-	-	-	-	-
All Funds	41,312,399	34,177,671	34,576,987	37,413,455	37,413,455	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	9,763,624	10,337,894	10,337,894	10,338,000	10,338,000	-
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	3,000	700,000	2,380,000	-	-	-
DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	9,766,624	11,037,894	12,717,894	10,338,000	10,338,000	-
TOTAL DONATIONS AND CONTRIBUTIONS	**$9,766,624**	**$11,037,894**	**$12,717,894**	**$10,338,000**	**$10,338,000**	**-**
LOAN REPAYMENT						
0925 Loan Repayments						
3200 Other Funds Non-Ltd	69,127,110	77,689,041	77,689,041	73,098,400	73,098,400	-
3400 Other Funds Ltd	1,081,649	834,131	834,131	805,500	805,500	-
6400 Federal Funds Ltd	246,544	-	-	-	-	-
All Funds	70,455,303	78,523,172	78,523,172	73,903,900	73,903,900	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	(216,104)	18,000	18,000	-	-	-
3400 Other Funds Ltd	2,080,713	13,139,216	13,139,216	583,000	583,000	-
3430 Other Funds Debt Svc Ltd	-	8,897,360	8,897,360	-	-	-
All Funds	1,864,609	22,054,576	22,054,576	583,000	583,000	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	40,100,306	80,573,981	82,434,648	72,856,573	133,695,451	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	59,729,113	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	10,022,983	-	-	-	-	-
3200 Other Funds Non-Ltd	25,634,137	4,800,000	4,800,000	5,953,815	5,953,815	-
3230 Other Funds Debt Svc Non-Ltd	21,328,630	37,131,694	37,131,694	13,779,447	13,779,447	-
3400 Other Funds Ltd	46,591,790	24,638,314	24,801,334	31,861,236	31,510,442	-
3430 Other Funds Debt Svc Ltd	2,665,490	-	3,013,518	-	-	-
6400 Federal Funds Ltd	1,100	-	-	-	-	-
All Funds	165,973,243	66,570,008	69,746,546	51,594,498	51,243,704	-
1040 Transfer In Lottery Proceeds						
4400 Lottery Funds Ltd	-	-	-	80,730,178	-	-
4430 Lottery Funds Debt Svc Ltd	-	-	-	3,799,751	-	-
All Funds	-	-	-	84,529,929	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
1060 Transfer from General Fund						
3200 Other Funds Non-Ltd	1,647,000	50,000,000	50,000,000	-	-	-
3400 Other Funds Ltd	4,100,000	15,500,000	36,500,000	-	-	-
All Funds	5,747,000	65,500,000	86,500,000	-	-	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	68,881,722	100,333,731	101,742,868	84,416,644	303,903,653	-
4430 Lottery Funds Debt Svc Ltd	46,383,614	46,302,709	42,898,843	47,504,550	47,504,550	-
3400 Other Funds Ltd	153,883,482	448,374,772	502,816,378	5,854,675	5,854,675	-
3430 Other Funds Debt Svc Ltd	49,486	-	-	-	-	-
All Funds	269,198,304	595,011,212	647,458,089	137,775,869	357,262,878	-
1123 Tsfr From OR Business Development						
3200 Other Funds Non-Ltd	-	-	-	15,000,000	-	-
3230 Other Funds Debt Svc Non-Ltd	164,782	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	29,000,000	-	-
All Funds	164,782	-	-	44,000,000	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	7,500	-	-	-	-	-
1443 Tsfr From Oregon Health Authority						
3200 Other Funds Non-Ltd	20,722,180	16,692,000	16,692,000	16,692,000	16,692,000	-
3400 Other Funds Ltd	676,419	740,000	740,000	740,000	740,000	-
All Funds	21,398,599	17,432,000	17,432,000	17,432,000	17,432,000	-
1730 Tsfr From Transportation, Dept						
3400 Other Funds Ltd	2,661,812	2,620,729	2,620,729	1,326,768	1,326,768	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
1860 Tsfr From Public Utility Comm						
3400 Other Funds Ltd	-	-	1,500,000	1,400,000	1,400,000	-
TRANSFERS IN						
4400 Lottery Funds Ltd	128,610,835	100,333,731	101,742,868	165,146,822	303,903,653	-
4430 Lottery Funds Debt Svc Ltd	56,406,597	46,302,709	42,898,843	51,304,301	47,504,550	-
3200 Other Funds Non-Ltd	48,003,317	71,492,000	71,492,000	37,645,815	22,645,815	-
3230 Other Funds Debt Svc Non-Ltd	21,493,412	37,131,694	37,131,694	13,779,447	13,779,447	-
3400 Other Funds Ltd	207,921,003	491,873,815	568,978,441	70,182,679	40,831,885	-
3430 Other Funds Debt Svc Ltd	2,714,976	-	3,013,518	-	-	-
6400 Federal Funds Ltd	1,100	-	-	-	-	-
TOTAL TRANSFERS IN	**$465,151,240**	**$747,133,949**	**$825,257,364**	**$338,059,064**	**$428,665,350**	**-**
REVENUE CATEGORIES						
8000 General Fund	125,926,766	135,217,061	189,285,313	34,770,618	31,588,862	-
8030 General Fund Debt Svc	54,475,254	74,062,166	74,053,211	102,884,735	103,371,404	-
4400 Lottery Funds Ltd	129,091,793	100,333,731	101,742,868	165,146,822	303,903,653	-
4430 Lottery Funds Debt Svc Ltd	56,776,399	46,302,709	42,898,843	51,304,301	47,504,550	-
3200 Other Funds Non-Ltd	188,069,004	270,226,263	270,226,263	262,309,470	156,809,470	-
3230 Other Funds Debt Svc Non-Ltd	41,882,089	37,132,439	37,132,439	13,779,447	13,779,447	-
3400 Other Funds Ltd	359,475,877	1,003,035,105	1,081,819,731	241,568,279	403,671,996	-
3430 Other Funds Debt Svc Ltd	2,716,349	8,903,160	12,315,994	-	-	-
6400 Federal Funds Ltd	40,485,249	80,573,981	82,434,648	72,856,573	133,695,451	-
TOTAL REVENUE CATEGORIES	**$998,898,780**	**$1,755,786,615**	**$1,891,909,310**	**$944,620,245**	**$1,194,324,833**	**-**
TRANSFERS OUT						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(64,423,987)	-	-	-	-	-
4430 Lottery Funds Debt Svc Ltd	(11,031,624)	-	-	-	-	-
3200 Other Funds Non-Ltd	(60,930,707)	(59,656,989)	(59,656,989)	(39,387,197)	(39,084,954)	-
3230 Other Funds Debt Svc Non-Ltd	(1,103,970)	-	-	-	-	-
3400 Other Funds Ltd	(28,481,856)	(6,913,019)	(10,089,557)	(12,207,301)	(12,158,750)	-
6400 Federal Funds Ltd	(1,100)	-	-	-	-	-
All Funds	(165,973,244)	(66,570,008)	(69,746,546)	(51,594,498)	(51,243,704)	-
2107 Tsfr To Administrative Svcs						
4400 Lottery Funds Ltd	(4,440,944)	-	(4,440,944)	-	-	-
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	(848,200)	(1,123,200)	(1,123,200)	(1,174,120)	(1,174,120)	-
2123 Tsfr To OR Business Development						
4430 Lottery Funds Debt Svc Ltd	(164,782)	-	-	-	-	-
2150 Tsfr To Revenue, Dept of						
3400 Other Funds Ltd	(32,500)	-	-	-	-	-
2443 Tsfr To Oregon Health Authority						
3200 Other Funds Non-Ltd	26,475	-	-	-	-	-
TRANSFERS OUT						
4400 Lottery Funds Ltd	(68,864,931)	-	(4,440,944)	-	-	-
4430 Lottery Funds Debt Svc Ltd	(11,196,406)	-	-	-	-	-
3200 Other Funds Non-Ltd	(60,904,232)	(59,656,989)	(59,656,989)	(39,387,197)	(39,084,954)	-
3230 Other Funds Debt Svc Non-Ltd	(1,103,970)	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	(29,362,556)	(8,036,219)	(11,212,757)	(13,381,421)	(13,332,870)	-
6400 Federal Funds Ltd	(1,100)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($171,433,195)**	**($67,693,208)**	**($75,310,690)**	**($52,768,618)**	**($52,417,824)**	**-**
AVAILABLE REVENUES						
8000 General Fund	125,926,766	135,217,061	189,285,313	34,770,618	31,588,862	-
8030 General Fund Debt Svc	54,475,254	74,062,166	74,053,211	102,884,735	103,371,404	-
4400 Lottery Funds Ltd	67,073,024	104,321,731	106,025,190	165,146,822	303,903,653	-
4430 Lottery Funds Debt Svc Ltd	45,851,716	46,389,741	42,985,875	51,304,301	47,504,550	-
3200 Other Funds Non-Ltd	446,040,364	418,569,139	418,569,139	594,311,773	489,114,016	-
3230 Other Funds Debt Svc Non-Ltd	41,885,256	40,932,439	40,932,439	13,779,447	13,779,447	-
3400 Other Funds Ltd	588,322,953	1,227,206,557	1,306,042,486	552,906,475	1,079,161,430	-
3430 Other Funds Debt Svc Ltd	2,735,675	8,903,160	12,315,994	-	-	-
6400 Federal Funds Ltd	53,825,558	93,142,981	95,003,648	85,425,573	146,264,451	-
TOTAL AVAILABLE REVENUES	**$1,426,136,566**	**$2,148,744,975**	**$2,285,213,295**	**$1,600,529,744**	**$2,214,687,813**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	983,381	1,185,843	1,257,533	1,089,262	957,238	-
4400 Lottery Funds Ltd	10,405,841	13,918,822	14,915,276	17,448,651	16,588,107	-
3400 Other Funds Ltd	10,971,747	12,235,187	13,207,936	15,611,657	14,867,153	-
6400 Federal Funds Ltd	503,850	1,036,068	1,195,421	2,043,966	2,990,970	-
All Funds	22,864,819	28,375,920	30,576,166	36,193,536	35,403,468	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3160 Temporary Appointments						
8000 General Fund	267,553	-	-	-	-	-
4400 Lottery Funds Ltd	3,984	80,483	80,483	83,863	83,863	-
3400 Other Funds Ltd	132,250	838	838	874	874	-
6400 Federal Funds Ltd	2,636	-	-	-	-	-
All Funds	406,423	81,321	81,321	84,737	84,737	-
3170 Overtime Payments						
4400 Lottery Funds Ltd	2,201	-	-	-	-	-
3400 Other Funds Ltd	4,119	3,279	3,279	3,417	3,417	-
All Funds	6,320	3,279	3,279	3,417	3,417	-
3190 All Other Differential						
8000 General Fund	4,860	-	-	-	-	-
4400 Lottery Funds Ltd	67,294	-	-	-	-	-
3400 Other Funds Ltd	106,744	6,059	6,059	6,313	6,313	-
6400 Federal Funds Ltd	1,233	-	-	-	-	-
All Funds	180,131	6,059	6,059	6,313	6,313	-
SALARIES & WAGES						
8000 General Fund	1,255,794	1,185,843	1,257,533	1,089,262	957,238	-
4400 Lottery Funds Ltd	10,479,320	13,999,305	14,995,759	17,532,514	16,671,970	-
3400 Other Funds Ltd	11,214,860	12,245,363	13,218,112	15,622,261	14,877,757	-
6400 Federal Funds Ltd	507,719	1,036,068	1,195,421	2,043,966	2,990,970	-
TOTAL SALARIES & WAGES	**$23,457,693**	**$28,466,579**	**$30,666,825**	**$36,288,003**	**$35,497,935**	**-**
OTHER PAYROLL EXPENSES						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	429	410	424	357	304	-
4400 Lottery Funds Ltd	2,993	4,375	4,477	4,582	4,210	-
3400 Other Funds Ltd	3,200	3,955	4,127	4,475	4,182	-
6400 Federal Funds Ltd	147	341	375	564	856	-
All Funds	6,769	9,081	9,403	9,978	9,552	-
3220 Public Employees' Retire Cont						
8000 General Fund	161,595	203,134	215,415	195,196	171,537	-
4400 Lottery Funds Ltd	1,829,374	2,384,305	2,555,032	3,126,802	2,972,590	-
3400 Other Funds Ltd	1,755,314	2,096,774	2,259,685	2,798,617	2,665,201	-
6400 Federal Funds Ltd	78,533	177,483	205,121	366,283	535,986	-
All Funds	3,824,816	4,861,696	5,235,253	6,486,898	6,345,314	-
3221 Pension Obligation Bond						
8000 General Fund	59,765	51,060	65,280	38,835	38,835	-
4400 Lottery Funds Ltd	601,193	697,673	766,220	798,093	798,093	-
3400 Other Funds Ltd	589,535	699,686	674,052	676,953	676,953	-
6400 Federal Funds Ltd	26,221	60,014	57,035	58,904	58,904	-
All Funds	1,276,714	1,508,433	1,562,587	1,572,785	1,572,785	-
3230 Social Security Taxes						
8000 General Fund	101,053	90,717	96,202	83,328	73,228	-
4400 Lottery Funds Ltd	807,760	1,062,142	1,138,387	1,324,843	1,259,015	-
3400 Other Funds Ltd	801,719	935,539	1,008,292	1,187,901	1,130,950	-
6400 Federal Funds Ltd	35,046	79,260	91,400	156,364	228,810	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	1,745,578	2,167,658	2,334,281	2,752,436	2,692,003	-
3240 Unemployment Assessments						
8000 General Fund	-	1	1	1	1	-
4400 Lottery Funds Ltd	5,437	42,990	42,990	44,796	44,796	-
3400 Other Funds Ltd	19,319	101,497	101,497	105,758	105,758	-
All Funds	24,756	144,488	144,488	150,555	150,555	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	-	4,356	3,828	-
4400 Lottery Funds Ltd	-	-	-	68,184	64,742	-
3400 Other Funds Ltd	-	-	-	61,679	58,701	-
6400 Federal Funds Ltd	-	-	-	8,157	11,946	-
All Funds	-	-	-	142,376	139,217	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	372	326	337	310	264	-
4400 Lottery Funds Ltd	2,433	3,473	3,554	3,975	3,655	-
3400 Other Funds Ltd	2,487	3,134	3,270	3,886	3,631	-
6400 Federal Funds Ltd	106	272	299	490	743	-
All Funds	5,398	7,205	7,460	8,661	8,293	-
3260 Mass Transit Tax						
8000 General Fund	7,984	5,289	5,500	6,536	5,744	-
4400 Lottery Funds Ltd	59,960	74,708	77,327	105,198	97,629	-
3400 Other Funds Ltd	55,657	72,982	75,310	93,739	89,023	-
All Funds	123,601	152,979	158,137	205,473	192,396	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3270 Flexible Benefits						
8000 General Fund	210,251	271,269	280,827	266,950	227,350	-
4400 Lottery Funds Ltd	2,112,880	2,885,369	2,952,275	3,422,232	3,146,022	-
3400 Other Funds Ltd	2,205,000	2,601,426	2,716,122	3,344,116	3,125,326	-
6400 Federal Funds Ltd	97,294	223,651	245,953	419,752	637,552	-
All Funds	4,625,425	5,981,715	6,195,177	7,453,050	7,136,250	-
3280 Other OPE						
8000 General Fund	-	-	-	20,145	20,145	-
4400 Lottery Funds Ltd	22,958	500,568	500,568	659,134	588,500	-
3400 Other Funds Ltd	-	109,377	109,377	276,603	212,584	-
6400 Federal Funds Ltd	-	-	-	7,033	7,033	-
All Funds	22,958	609,945	609,945	962,915	828,262	-
OTHER PAYROLL EXPENSES						
8000 General Fund	541,449	622,206	663,986	616,014	541,236	-
4400 Lottery Funds Ltd	5,444,988	7,655,603	8,040,830	9,557,839	8,979,252	-
3400 Other Funds Ltd	5,432,231	6,624,370	6,951,732	8,553,727	8,072,309	-
6400 Federal Funds Ltd	237,347	541,021	600,183	1,017,547	1,481,830	-
TOTAL OTHER PAYROLL EXPENSES	**$11,656,015**	**$15,443,200**	**$16,256,731**	**$19,745,127**	**$19,074,627**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(12,872)	(12,872)	(8,249)	(36,477)	-
4400 Lottery Funds Ltd	-	(201,655)	(201,655)	(166,622)	(749,630)	-
3400 Other Funds Ltd	-	(197,365)	(197,365)	(142,535)	(635,377)	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	-	(17,162)	(17,162)	(12,538)	(55,327)	-
All Funds	-	(429,054)	(429,054)	(329,944)	(1,476,811)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	701	701	-	(7,392)	-
4400 Lottery Funds Ltd	-	74,695	74,695	-	-	-
3400 Other Funds Ltd	-	(107,152)	(107,152)	-	8,048	-
6400 Federal Funds Ltd	-	-	-	-	7,724	-
All Funds	-	(31,756)	(31,756)	-	8,380	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(12,171)	(12,171)	(8,249)	(43,869)	-
4400 Lottery Funds Ltd	-	(126,960)	(126,960)	(166,622)	(749,630)	-
3400 Other Funds Ltd	-	(304,517)	(304,517)	(142,535)	(627,329)	-
6400 Federal Funds Ltd	-	(17,162)	(17,162)	(12,538)	(47,603)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($460,810)**	**($460,810)**	**($329,944)**	**($1,468,431)**	**-**
PERSONAL SERVICES						
8000 General Fund	1,797,243	1,795,878	1,909,348	1,697,027	1,454,605	-
4400 Lottery Funds Ltd	15,924,308	21,527,948	22,909,629	26,923,731	24,901,592	-
3400 Other Funds Ltd	16,647,091	18,565,216	19,865,327	24,033,453	22,322,737	-
6400 Federal Funds Ltd	745,066	1,559,927	1,778,442	3,048,975	4,425,197	-
TOTAL PERSONAL SERVICES	**$35,113,708**	**$43,448,969**	**$46,462,746**	**$55,703,186**	**$53,104,131**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	4,202	58,888	59,513	54,925	52,425	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	223,013	366,516	370,866	456,651	416,103	-
3400 Other Funds Ltd	136,727	308,977	312,727	380,211	358,524	-
6400 Federal Funds Ltd	1,870	64,169	66,669	78,738	107,488	-
All Funds	365,812	798,550	809,775	970,525	934,540	-
4125 Out of State Travel						
8000 General Fund	3,411	2,670	2,670	2,782	2,782	-
4400 Lottery Funds Ltd	110,083	586,730	586,730	654,050	610,007	-
3400 Other Funds Ltd	29,683	96,229	96,229	129,871	117,271	-
6400 Federal Funds Ltd	15,584	47,282	47,282	69,268	81,268	-
All Funds	158,761	732,911	732,911	855,971	811,328	-
4150 Employee Training						
8000 General Fund	1,069	29,187	29,462	20,772	19,672	-
4400 Lottery Funds Ltd	45,551	96,872	98,784	126,380	114,729	-
3400 Other Funds Ltd	31,670	82,498	86,898	110,856	101,629	-
6400 Federal Funds Ltd	1,695	15,571	16,671	21,450	30,500	-
All Funds	79,985	224,128	231,815	279,458	266,530	-
4175 Office Expenses						
8000 General Fund	7,405	27,584	27,959	25,816	24,316	-
4400 Lottery Funds Ltd	74,291	145,751	148,361	185,392	167,103	-
3200 Other Funds Non-Ltd	165	-	-	-	-	-
3400 Other Funds Ltd	59,574	190,595	195,095	229,855	218,418	-
6400 Federal Funds Ltd	274	56,002	57,502	68,279	83,029	-
All Funds	141,709	419,932	428,917	509,342	492,866	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4200 Telecommunications						
8000 General Fund	23,076	20,126	20,456	18,158	16,838	-
4400 Lottery Funds Ltd	150,528	128,788	131,085	191,675	179,774	-
3400 Other Funds Ltd	99,773	129,643	133,603	155,789	148,496	-
6400 Federal Funds Ltd	2,061	1,856	3,176	14,524	24,784	-
All Funds	275,438	280,413	288,320	380,146	369,892	-
4225 State Gov. Service Charges						
8000 General Fund	48,024	72,930	72,930	111,093	101,580	-
4400 Lottery Funds Ltd	921,694	1,236,659	1,236,659	1,980,072	1,821,531	-
3200 Other Funds Non-Ltd	9,510	49,403	49,403	67,273	67,273	-
3400 Other Funds Ltd	731,021	665,786	665,786	991,666	905,168	-
6400 Federal Funds Ltd	251	527	527	1,256	1,256	-
All Funds	1,710,500	2,025,305	2,025,305	3,151,360	2,896,808	-
4250 Data Processing						
8000 General Fund	-	579	579	4,803	3,603	-
4400 Lottery Funds Ltd	3,276	152,748	154,836	181,703	168,730	-
3400 Other Funds Ltd	46,288	170,300	175,100	200,912	194,282	-
6400 Federal Funds Ltd	-	4,312	5,512	5,393	11,993	-
All Funds	49,564	327,939	336,027	392,811	378,608	-
4275 Publicity and Publications						
8000 General Fund	101,002	39,132	39,132	14,726	14,726	-
4400 Lottery Funds Ltd	46,511	93,630	93,630	105,063	105,940	-
3400 Other Funds Ltd	61,383	1,216,509	1,216,509	1,267,603	1,267,603	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	7,005	44,117	44,117	45,970	45,970	-
All Funds	215,901	1,393,388	1,393,388	1,433,362	1,434,239	-
4300 Professional Services						
8000 General Fund	206,817	291,413	833,521	295,297	295,297	-
4400 Lottery Funds Ltd	1,148,201	943,836	943,836	1,570,573	951,558	-
3200 Other Funds Non-Ltd	121,478	94,490	94,490	94,490	94,490	-
3400 Other Funds Ltd	736,999	2,655,420	3,205,420	3,906,955	3,856,759	-
6400 Federal Funds Ltd	58,799	284,477	1,110,029	609,511	1,651,696	-
All Funds	2,272,294	4,269,636	6,187,296	6,476,826	6,849,800	-
4315 IT Professional Services						
8000 General Fund	8,233	33,042	33,042	45,239	42,585	-
4400 Lottery Funds Ltd	164,099	8,912	13,001	1,759,183	1,532,480	-
3400 Other Funds Ltd	84,026	123,260	133,876	489,929	437,766	-
6400 Federal Funds Ltd	5,160	-	2,100	2,654	17,251	-
All Funds	261,518	165,214	182,019	2,297,005	2,030,082	-
4325 Attorney General						
8000 General Fund	23,490	87,706	87,706	22,880	21,823	-
4400 Lottery Funds Ltd	95,890	200,493	200,493	260,920	348,865	-
3200 Other Funds Non-Ltd	59,528	231,279	231,279	231,279	220,594	-
3400 Other Funds Ltd	300,294	154,907	164,907	182,280	198,859	-
6400 Federal Funds Ltd	7,907	26,605	26,605	81,306	79,860	-
All Funds	487,109	700,990	710,990	778,665	870,001	-
4350 Dispute Resolution Services						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	53,575	262,077	262,077	273,084	270,712	-
4375 Employee Recruitment and Develop						
8000 General Fund	329	3,789	3,789	3,948	3,948	-
4400 Lottery Funds Ltd	8,273	11,145	11,145	18,376	17,908	-
3400 Other Funds Ltd	155	13,182	13,182	13,736	13,736	-
6400 Federal Funds Ltd	-	10,660	10,660	11,108	11,108	-
All Funds	8,757	38,776	38,776	47,168	46,700	-
4400 Dues and Subscriptions						
8000 General Fund	109,058	12,576	12,576	13,031	12,531	-
4400 Lottery Funds Ltd	89,561	68,914	69,784	106,130	98,205	-
3400 Other Funds Ltd	86,256	25,462	27,462	47,629	43,292	-
6400 Federal Funds Ltd	5,330	25,125	25,625	28,555	32,805	-
All Funds	290,205	132,077	135,447	195,345	186,833	-
4425 Facilities Rental and Taxes						
8000 General Fund	65,881	75,109	75,109	78,264	78,264	-
4400 Lottery Funds Ltd	1,036,268	1,208,736	1,208,736	1,259,503	1,259,503	-
3400 Other Funds Ltd	568,847	438,274	438,274	456,681	456,681	-
6400 Federal Funds Ltd	175	63,236	63,236	65,892	65,892	-
All Funds	1,671,171	1,785,355	1,785,355	1,860,340	1,860,340	-
4450 Fuels and Utilities						
4400 Lottery Funds Ltd	11,853	-	-	-	-	-
3400 Other Funds Ltd	6,494	-	-	-	-	-
All Funds	18,347	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4575 Agency Program Related S and S						
8000 General Fund	495	-	-	150,000	-	-
4400 Lottery Funds Ltd	78,123	-	-	-	-	-
3200 Other Funds Non-Ltd	10,000	-	-	-	-	-
3400 Other Funds Ltd	61,073	10,065	10,065	10,488	10,488	-
6400 Federal Funds Ltd	65	45,483	45,483	47,393	47,393	-
All Funds	149,756	55,548	55,548	207,881	57,881	-
4650 Other Services and Supplies						
8000 General Fund	13,190	10,044	10,044	10,466	9,847	-
4400 Lottery Funds Ltd	33,850	335,472	335,472	151,464	128,887	-
3200 Other Funds Non-Ltd	607,017	191,048	191,048	191,048	191,048	-
3230 Other Funds Debt Svc Non-Ltd	164,781	-	-	-	-	-
3400 Other Funds Ltd	1,863,394	4,164,519	4,279,519	2,881,557	3,835,848	-
6400 Federal Funds Ltd	107	333,853	356,853	372,875	372,875	-
All Funds	2,682,339	5,034,936	5,172,936	3,607,410	4,538,505	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	12,574	15,164	6,823	6,323	-
4400 Lottery Funds Ltd	91,425	132,983	132,983	151,599	139,080	-
3200 Other Funds Non-Ltd	39,732	-	-	-	-	-
3400 Other Funds Ltd	(35,806)	69,493	69,493	88,448	82,851	-
6400 Federal Funds Ltd	-	51,884	51,884	64,163	69,613	-
All Funds	95,351	266,934	269,524	311,033	297,867	-
4715 IT Expendable Property						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	130,462	14,576	14,576	20,346	17,756	-
4400 Lottery Funds Ltd	466,786	87,147	96,387	141,601	120,118	-
3400 Other Funds Ltd	97,526	27,933	40,293	81,968	64,791	-
6400 Federal Funds Ltd	202	-	2,880	2,590	19,565	-
All Funds	694,976	129,656	154,136	246,505	222,230	-
SERVICES & SUPPLIES						
8000 General Fund	746,144	791,925	1,338,228	899,369	724,316	-
4400 Lottery Funds Ltd	4,799,276	5,805,332	5,832,788	9,300,335	8,180,521	-
3200 Other Funds Non-Ltd	847,430	566,220	566,220	584,090	573,405	-
3230 Other Funds Debt Svc Non-Ltd	164,781	-	-	-	-	-
3400 Other Funds Ltd	5,018,952	10,805,129	11,526,515	11,899,518	12,583,174	-
6400 Federal Funds Ltd	106,485	1,075,159	1,936,811	1,590,925	2,754,346	-
TOTAL SERVICES & SUPPLIES	**$11,683,068**	**$19,043,765**	**$21,200,562**	**$24,274,237**	**$24,815,762**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	496,981	8,753,724	9,737,724	24,976	24,976	-
4400 Lottery Funds Ltd	2,101,956	410,407	410,407	427,644	427,644	-
3200 Other Funds Non-Ltd	11,285,040	24,205,457	24,205,457	24,205,457	24,205,457	-
3400 Other Funds Ltd	7,202,682	179,266,970	190,460,358	-	-	-
6400 Federal Funds Ltd	29,481,847	40,605,373	40,605,373	23,160,643	23,160,643	-
All Funds	50,568,506	253,241,931	265,419,319	47,818,720	47,818,720	-
6020 Dist to Counties						
8000 General Fund	116,525	3,280,319	3,280,319	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	-	149,347	149,347	155,620	155,620	-
3200 Other Funds Non-Ltd	531,253	259,500	259,500	259,500	259,500	-
3400 Other Funds Ltd	2,109,737	91,925,914	80,925,914	5,964,802	5,964,802	-
6400 Federal Funds Ltd	5,966,723	9,704,026	9,704,026	10,111,595	10,111,595	-
All Funds	8,724,238	105,319,106	94,319,106	16,491,517	16,491,517	-
6025 Dist to Other Gov Unit						
8000 General Fund	2,673,742	9,648,000	31,072,479	-	1,000,000	-
4400 Lottery Funds Ltd	2,018,800	1,994,891	2,277,925	732,960	411,476	-
3200 Other Funds Non-Ltd	7,750,333	126,455,690	126,455,690	144,689,543	144,689,543	-
3400 Other Funds Ltd	19,257,467	366,801,824	424,670,083	168,851,329	168,169,234	-
All Funds	31,700,342	504,900,405	584,476,177	314,273,832	314,270,253	-
6030 Dist to Non-Gov Units						
8000 General Fund	80,612,951	45,125,968	55,125,968	31,814,507	28,050,226	-
4400 Lottery Funds Ltd	8,348,210	53,991,912	53,991,912	62,306,077	239,058,917	-
3200 Other Funds Non-Ltd	142,612	11,132,977	11,132,977	101,520,345	11,020,345	-
3400 Other Funds Ltd	56,194,629	78,196,990	100,352,489	52,947,796	219,196,497	-
6400 Federal Funds Ltd	686,074	28,933,951	29,714,451	11,225,177	12,480,177	-
All Funds	145,984,476	217,381,798	250,317,797	259,813,902	509,806,162	-
6035 Dist to Individuals						
8000 General Fund	13,109,410	321,247	321,247	334,739	334,739	-
4400 Lottery Funds Ltd	-	521,500	521,500	543,403	543,403	-
3400 Other Funds Ltd	519,622	193,500	193,500	201,627	201,627	-
6400 Federal Funds Ltd	-	81,250	81,250	84,663	84,663	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	13,629,032	1,117,497	1,117,497	1,164,432	1,164,432	-
6040 Dist to Local School Districts						
3200 Other Funds Non-Ltd	60,205	-	-	-	-	-
3400 Other Funds Ltd	124,355,346	421,057,298	421,057,298	230,000,000	230,000,000	-
6400 Federal Funds Ltd	200,000	-	-	-	-	-
All Funds	124,615,551	421,057,298	421,057,298	230,000,000	230,000,000	-
6045 Dist to Comm College Districts						
8000 General Fund	1,507	-	-	-	-	-
4400 Lottery Funds Ltd	4,425,220	336,808	336,808	350,954	350,954	-
3400 Other Funds Ltd	6,509,840	-	-	-	-	-
6400 Federal Funds Ltd	2,356	-	-	-	-	-
All Funds	10,938,923	336,808	336,808	350,954	350,954	-
6048 Spc Pmt to Public Universities						
8000 General Fund	61,428	-	-	-	-	-
4400 Lottery Funds Ltd	9,271,603	-	-	-	-	-
3200 Other Funds Non-Ltd	25,000	-	-	-	-	-
3400 Other Funds Ltd	1,066,391	5,500,000	5,500,000	3,000,000	3,000,000	-
6400 Federal Funds Ltd	43,293	-	-	-	-	-
All Funds	10,467,715	5,500,000	5,500,000	3,000,000	3,000,000	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	1,780,092	-	-	-	-	-
4400 Lottery Funds Ltd	9,826,300	19,411,955	19,411,955	20,227,258	20,227,258	-
3200 Other Funds Non-Ltd	360,837	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	80,990,731	2,723,063	2,723,063	179,019	179,019	-
6400 Federal Funds Ltd	1,946,869	-	-	-	-	-
All Funds	94,904,829	22,135,018	22,135,018	20,406,277	20,406,277	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	5,747,000	65,500,000	86,500,000	-	-	-
6080 Loans Made - Other						
8000 General Fund	2,785,857	-	-	-	-	-
4400 Lottery Funds Ltd	3,215,961	-	-	-	-	-
3200 Other Funds Non-Ltd	111,135,082	155,792,495	155,792,495	169,858,479	154,858,479	-
3400 Other Funds Ltd	25,941,535	-	-	5,000,000	-	-
6400 Federal Funds Ltd	749,810	3,473,253	3,473,253	28,496,248	85,496,248	-
All Funds	143,828,245	159,265,748	159,265,748	203,354,727	240,354,727	-
6085 Other Special Payments						
4400 Lottery Funds Ltd	-	171,631	171,631	178,840	9,646,268	-
3400 Other Funds Ltd	-	7,859	7,859	8,189	264,110,876	-
All Funds	-	179,490	179,490	187,029	273,757,144	-
6123 Spc Pmt to OR Business Development						
4400 Lottery Funds Ltd	-	-	-	44,000,000	-	-
6248 Spc Pmt to Military Dept, Or						
8000 General Fund	12,000	-	-	-	-	-
6634 Spc Pmt to Parks and Rec Dept						
3400 Other Funds Ltd	241,558	260,000	260,000	313,724	313,724	-
SPECIAL PAYMENTS						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	107,397,493	132,629,258	186,037,737	32,174,222	29,409,941	-
4400 Lottery Funds Ltd	39,208,050	76,988,451	77,271,485	128,922,756	270,821,540	-
3200 Other Funds Non-Ltd	131,290,362	317,846,119	317,846,119	440,533,324	335,033,324	-
3400 Other Funds Ltd	324,389,538	1,145,933,418	1,226,150,564	466,466,486	891,135,779	-
6400 Federal Funds Ltd	39,076,972	82,797,853	83,578,353	73,078,326	131,333,326	-
TOTAL SPECIAL PAYMENTS	**$641,362,415**	**$1,756,195,099**	**$1,890,884,258**	**$1,141,175,114**	**$1,657,733,910**	**-**
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	20,387,286	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	23,789,956	35,185,000	35,185,000	51,000,000	50,745,000	-
4430 Lottery Funds Debt Svc Ltd	36,257,519	35,846,362	35,846,362	37,377,000	35,877,000	-
3200 Other Funds Non-Ltd	1,915,000	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	15,980,000	5,245,000	5,245,000	9,295,000	9,295,000	-
3430 Other Funds Debt Svc Ltd	2,686,098	-	-	-	-	-
All Funds	80,628,573	76,276,362	76,276,362	97,672,000	95,917,000	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	30,680,293	38,877,166	38,868,211	51,884,735	52,626,404	-
4430 Lottery Funds Debt Svc Ltd	9,507,098	10,543,379	7,139,513	13,927,301	11,627,550	-
3230 Other Funds Debt Svc Non-Ltd	4,153,847	3,652,360	3,652,360	4,484,447	4,484,447	-
3430 Other Funds Debt Svc Ltd	49,565	5,800	3,418,634	-	-	-
All Funds	44,390,803	53,078,705	53,078,718	70,296,483	68,738,401	-
DEBT SERVICE						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8030 General Fund Debt Svc	54,470,249	74,062,166	74,053,211	102,884,735	103,371,404	-
4430 Lottery Funds Debt Svc Ltd	45,764,617	46,389,741	42,985,875	51,304,301	47,504,550	-
3200 Other Funds Non-Ltd	1,915,000	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	40,521,133	8,897,360	8,897,360	13,779,447	13,779,447	-
3430 Other Funds Debt Svc Ltd	2,735,663	5,800	3,418,634	-	-	-
TOTAL DEBT SERVICE	**$145,406,662**	**$129,355,067**	**$129,355,080**	**$167,968,483**	**$164,655,401**	**-**
EXPENDITURES						
8000 General Fund	109,940,880	135,217,061	189,285,313	34,770,618	31,588,862	-
8030 General Fund Debt Svc	54,470,249	74,062,166	74,053,211	102,884,735	103,371,404	-
4400 Lottery Funds Ltd	59,931,634	104,321,731	106,013,902	165,146,822	303,903,653	-
4430 Lottery Funds Debt Svc Ltd	45,764,617	46,389,741	42,985,875	51,304,301	47,504,550	-
3200 Other Funds Non-Ltd	134,052,792	318,412,339	318,412,339	441,117,414	335,606,729	-
3230 Other Funds Debt Svc Non-Ltd	40,685,914	8,897,360	8,897,360	13,779,447	13,779,447	-
3400 Other Funds Ltd	346,055,581	1,175,303,763	1,257,542,406	502,399,457	926,041,690	-
3430 Other Funds Debt Svc Ltd	2,735,663	5,800	3,418,634	-	-	-
6400 Federal Funds Ltd	39,928,523	85,432,939	87,293,606	77,718,226	138,512,869	-
TOTAL EXPENDITURES	**$833,565,853**	**$1,948,042,900**	**$2,087,902,646**	**$1,389,121,020**	**$1,900,309,204**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(15,985,886)	-	-	-	-	-
8030 General Fund Debt Svc	(5,005)	-	-	-	-	-
All Funds	(15,990,891)	-	-	-	-	-
ENDING BALANCE						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	7,141,390	-	11,288	-	-	-
4430 Lottery Funds Debt Svc Ltd	87,099	-	-	-	-	-
3200 Other Funds Non-Ltd	311,987,572	100,156,800	100,156,800	153,194,359	153,507,287	-
3230 Other Funds Debt Svc Non-Ltd	1,199,342	32,035,079	32,035,079	-	-	-
3400 Other Funds Ltd	242,267,372	51,902,794	48,500,080	50,507,018	153,119,740	-
3430 Other Funds Debt Svc Ltd	12	8,897,360	8,897,360	-	-	-
6400 Federal Funds Ltd	13,897,035	7,710,042	7,710,042	7,707,347	7,751,582	-
TOTAL ENDING BALANCE	**$576,579,822**	**$200,702,075**	**$197,310,649**	**$211,408,724**	**$314,378,609**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	144	158	171	190	184	-
TOTAL AUTHORIZED POSITIONS	**144**	**158**	**171**	**190**	**184**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	138.69	156.42	162.00	188.25	180.25	-
TOTAL AUTHORIZED FTE	**138.69**	**156.42**	**162.00**	**188.25**	**180.25**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
4400 Lottery Funds Ltd	40,836	-	-	-	-	-
3400 Other Funds Ltd	532,613	150,290	150,290	878,000	878,000	-
6400 Federal Funds Ltd	25,168	-	-	-	-	-
All Funds	598,617	150,290	150,290	878,000	878,000	-
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	(7,437)	-	22,576	-	-	-
6400 Federal Funds Ltd	(8,994)	-	-	-	-	-
All Funds	(16,431)	-	22,576	-	-	-
BEGINNING BALANCE						
4400 Lottery Funds Ltd	33,399	-	22,576	-	-	-
3400 Other Funds Ltd	532,613	150,290	150,290	878,000	878,000	-
6400 Federal Funds Ltd	16,174	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$582,186**	**$150,290**	**$172,866**	**$878,000**	**$878,000**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	-	-	-	264,792	264,792	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,645	-	-	-	-	-
INTEREST EARNINGS						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
0605 Interest Income						
4400 Lottery Funds Ltd	3,046	-	-	-	-	-
3400 Other Funds Ltd	52,764	12,800	12,800	31,000	31,000	-
All Funds	55,810	12,800	12,800	31,000	31,000	-
OTHER						
0975 Other Revenues						
4400 Lottery Funds Ltd	30,887	-	-	-	-	-
3400 Other Funds Ltd	1,490	455,552	455,552	3,500	3,500	-
All Funds	32,377	455,552	455,552	3,500	3,500	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	95,000	250,176	255,849	260,865	633,078	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	1,297,876	-	-	-	-	-
3400 Other Funds Ltd	3,055,009	3,128,852	3,291,872	5,187,531	4,964,155	-
All Funds	4,352,885	3,128,852	3,291,872	5,187,531	4,964,155	-
1040 Transfer In Lottery Proceeds						
4400 Lottery Funds Ltd	-	-	-	3,908,140	-	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	17,155,628	10,938,127	11,300,053	13,215,144	15,464,504	-
TRANSFERS IN						
4400 Lottery Funds Ltd	18,453,504	10,938,127	11,300,053	17,123,284	15,464,504	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	3,055,009	3,128,852	3,291,872	5,187,531	4,964,155	-
TOTAL TRANSFERS IN	**$21,508,513**	**$14,066,979**	**$14,591,925**	**$22,310,815**	**$20,428,659**	**-**
REVENUE CATEGORIES						
8000 General Fund	-	-	-	264,792	264,792	-
4400 Lottery Funds Ltd	18,487,437	10,938,127	11,300,053	17,123,284	15,464,504	-
3400 Other Funds Ltd	3,110,908	3,597,204	3,760,224	5,222,031	4,998,655	-
6400 Federal Funds Ltd	95,000	250,176	255,849	260,865	633,078	-
TOTAL REVENUE CATEGORIES	**$21,693,345**	**$14,785,507**	**$15,316,126**	**$22,870,972**	**$21,361,029**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(10,161,303)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
4400 Lottery Funds Ltd	(11,289)	-	(11,288)	-	-	-
TRANSFERS OUT						
4400 Lottery Funds Ltd	(10,172,592)	-	(11,288)	-	-	-
TOTAL TRANSFERS OUT	**($10,172,592)**	**-**	**($11,288)**	**-**	**-**	**-**
AVAILABLE REVENUES						
8000 General Fund	-	-	-	264,792	264,792	-
4400 Lottery Funds Ltd	8,348,244	10,938,127	11,311,341	17,123,284	15,464,504	-
3400 Other Funds Ltd	3,643,521	3,747,494	3,910,514	6,100,031	5,876,655	-
6400 Federal Funds Ltd	111,174	250,176	255,849	260,865	633,078	-
TOTAL AVAILABLE REVENUES	**$12,102,939**	**$14,935,797**	**$15,477,704**	**$23,748,972**	**$22,239,029**	**-**
EXPENDITURES						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	-	-	159,816	159,816	-
4400 Lottery Funds Ltd	4,102,542	5,860,722	6,108,201	8,069,803	7,661,431	-
3400 Other Funds Ltd	1,444,820	1,969,902	2,151,035	2,854,709	2,789,105	-
6400 Federal Funds Ltd	56,043	159,168	164,081	164,628	390,192	-
All Funds	5,603,405	7,989,792	8,423,317	11,248,956	11,000,544	-
3160 Temporary Appointments						
4400 Lottery Funds Ltd	3,984	80,483	80,483	83,863	83,863	-
3400 Other Funds Ltd	703	838	838	874	874	-
All Funds	4,687	81,321	81,321	84,737	84,737	-
3170 Overtime Payments						
4400 Lottery Funds Ltd	2,201	-	-	-	-	-
3400 Other Funds Ltd	241	3,279	3,279	3,417	3,417	-
All Funds	2,442	3,279	3,279	3,417	3,417	-
3190 All Other Differential						
4400 Lottery Funds Ltd	17,198	-	-	-	-	-
3400 Other Funds Ltd	5,054	6,059	6,059	6,313	6,313	-
All Funds	22,252	6,059	6,059	6,313	6,313	-
SALARIES & WAGES						
8000 General Fund	-	-	-	159,816	159,816	-
4400 Lottery Funds Ltd	4,125,925	5,941,205	6,188,684	8,153,666	7,745,294	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	1,450,818	1,980,078	2,161,211	2,865,313	2,799,709	-
6400 Federal Funds Ltd	56,043	159,168	164,081	164,628	390,192	-
TOTAL SALARIES & WAGES	**$5,632,786**	**$8,080,451**	**$8,513,976**	**$11,343,423**	**$11,095,011**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	-	53	53	-
4400 Lottery Funds Ltd	1,231	1,993	1,993	2,212	2,027	-
3400 Other Funds Ltd	481	676	718	890	836	-
6400 Federal Funds Ltd	25	58	58	54	134	-
All Funds	1,737	2,727	2,769	3,209	3,050	-
3220 Public Employees' Retire Cont						
8000 General Fund	-	-	-	28,639	28,639	-
4400 Lottery Funds Ltd	698,934	1,003,945	1,046,338	1,446,109	1,372,929	-
3400 Other Funds Ltd	265,982	339,044	368,723	513,311	501,556	-
6400 Federal Funds Ltd	8,319	27,266	28,108	29,502	69,923	-
All Funds	973,235	1,370,255	1,443,169	2,017,561	1,973,047	-
3221 Pension Obligation Bond						
4400 Lottery Funds Ltd	231,994	269,506	322,628	491,473	491,473	-
3400 Other Funds Ltd	82,873	100,935	108,956	114,187	114,187	-
6400 Federal Funds Ltd	3,202	9,220	8,762	8,764	8,764	-
All Funds	318,069	379,661	440,346	614,424	614,424	-
3230 Social Security Taxes						
8000 General Fund	-	-	-	12,226	12,226	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	308,266	445,697	464,629	607,362	576,123	-
3400 Other Funds Ltd	112,204	151,478	164,732	219,194	214,178	-
6400 Federal Funds Ltd	4,235	12,177	12,553	12,594	29,850	-
All Funds	424,705	609,352	641,914	851,376	832,377	-
3240 Unemployment Assessments						
4400 Lottery Funds Ltd	5,437	42,989	42,989	44,795	44,795	-
3400 Other Funds Ltd	-	1	1	-	-	-
All Funds	5,437	42,990	42,990	44,795	44,795	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	-	639	639	-
4400 Lottery Funds Ltd	-	-	-	30,884	29,251	-
3400 Other Funds Ltd	-	-	-	11,434	11,171	-
6400 Federal Funds Ltd	-	-	-	659	1,562	-
All Funds	-	-	-	43,616	42,623	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	-	-	46	46	-
4400 Lottery Funds Ltd	998	1,582	1,582	1,919	1,760	-
3400 Other Funds Ltd	356	535	568	774	726	-
6400 Federal Funds Ltd	17	46	46	46	115	-
All Funds	1,371	2,163	2,196	2,785	2,647	-
3260 Mass Transit Tax						
8000 General Fund	-	-	-	959	959	-
4400 Lottery Funds Ltd	24,887	31,159	31,159	48,922	45,993	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	8,801	10,897	11,433	17,192	16,551	-
All Funds	33,688	42,056	42,592	67,073	63,503	-
3270 Flexible Benefits						
8000 General Fund	-	-	-	39,600	39,600	-
4400 Lottery Funds Ltd	904,585	1,315,944	1,315,944	1,652,112	1,514,502	-
3400 Other Funds Ltd	353,497	442,728	471,402	664,488	623,898	-
6400 Federal Funds Ltd	7,685	38,232	38,232	39,600	99,000	-
All Funds	1,265,767	1,796,904	1,825,578	2,395,800	2,277,000	-
3280 Other OPE						
8000 General Fund	-	-	-	8,950	8,950	-
4400 Lottery Funds Ltd	-	-	-	62,564	35,219	-
3400 Other Funds Ltd	-	-	-	48,207	31,584	-
All Funds	-	-	-	119,721	75,753	-
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	-	91,112	91,112	-
4400 Lottery Funds Ltd	2,176,332	3,112,815	3,227,262	4,388,352	4,114,072	-
3400 Other Funds Ltd	824,194	1,046,294	1,126,533	1,589,677	1,514,687	-
6400 Federal Funds Ltd	23,483	86,999	87,759	91,219	209,348	-
TOTAL OTHER PAYROLL EXPENSES	**$3,024,009**	**$4,246,108**	**$4,441,554**	**$6,160,360**	**$5,929,219**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
4400 Lottery Funds Ltd	-	(78,685)	(78,685)	(77,681)	(347,631)	-
3400 Other Funds Ltd	-	(28,481)	(28,481)	(22,559)	(99,694)	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	-	(2,636)	(2,636)	(1,905)	(8,231)	-
All Funds	-	(109,802)	(109,802)	(102,145)	(455,556)	-
3465 Reconciliation Adjustment						
4400 Lottery Funds Ltd	-	(32,440)	(32,440)	-	-	-
3400 Other Funds Ltd	-	(2)	(2)	-	8,048	-
6400 Federal Funds Ltd	-	-	-	-	7,724	-
All Funds	-	(32,442)	(32,442)	-	15,772	-
P.S. BUDGET ADJUSTMENTS						
4400 Lottery Funds Ltd	-	(111,125)	(111,125)	(77,681)	(347,631)	-
3400 Other Funds Ltd	-	(28,483)	(28,483)	(22,559)	(91,646)	-
6400 Federal Funds Ltd	-	(2,636)	(2,636)	(1,905)	(507)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($142,244)**	**($142,244)**	**($102,145)**	**($439,784)**	**-**
PERSONAL SERVICES						
8000 General Fund	-	-	-	250,928	250,928	-
4400 Lottery Funds Ltd	6,302,257	8,942,895	9,304,821	12,464,337	11,511,735	-
3400 Other Funds Ltd	2,275,012	2,997,889	3,259,261	4,432,431	4,222,750	-
6400 Federal Funds Ltd	79,526	243,531	249,204	253,942	599,033	-
TOTAL PERSONAL SERVICES	**$8,656,795**	**$12,184,315**	**$12,813,286**	**$17,401,638**	**$16,584,446**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	-	2,500	2,500	-
4400 Lottery Funds Ltd	31,536	73,733	73,733	103,882	89,343	-
3400 Other Funds Ltd	464	27,296	27,296	41,077	38,140	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	37	506	506	527	4,277	-
All Funds	32,037	101,535	101,535	147,986	134,260	-
4125 Out of State Travel						
4400 Lottery Funds Ltd	1,047	11,850	11,850	24,958	17,060	-
3400 Other Funds Ltd	2	15,825	15,825	17,090	16,490	-
6400 Federal Funds Ltd	-	1,262	1,262	1,315	1,315	-
All Funds	1,049	28,937	28,937	43,363	34,865	-
4150 Employee Training						
8000 General Fund	-	-	-	1,100	1,100	-
4400 Lottery Funds Ltd	19,988	44,589	44,589	55,012	51,290	-
3400 Other Funds Ltd	5,700	7,108	7,108	12,951	11,674	-
6400 Federal Funds Ltd	-	1,122	1,122	1,169	2,819	-
All Funds	25,688	52,819	52,819	70,232	66,883	-
4175 Office Expenses						
8000 General Fund	-	-	-	1,500	1,500	-
4400 Lottery Funds Ltd	25,116	84,710	84,710	94,092	84,594	-
3400 Other Funds Ltd	(1,441)	9,868	9,868	17,788	16,101	-
6400 Federal Funds Ltd	-	1,122	1,122	1,169	3,419	-
All Funds	23,675	95,700	95,700	114,549	105,614	-
4200 Telecommunications						
8000 General Fund	-	-	-	1,320	1,320	-
4400 Lottery Funds Ltd	66,316	31,171	31,171	79,023	74,134	-
3400 Other Funds Ltd	593	12,362	12,362	19,263	17,910	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	611	56	56	58	2,038	-
All Funds	67,520	43,589	43,589	99,664	95,402	-
4225 State Gov. Service Charges						
4400 Lottery Funds Ltd	381,383	499,704	499,704	929,756	848,726	-
4250 Data Processing						
8000 General Fund	-	-	-	1,200	1,200	-
4400 Lottery Funds Ltd	3,276	126,802	126,802	141,068	132,172	-
3400 Other Funds Ltd	46,288	70,894	70,894	81,132	79,902	-
6400 Federal Funds Ltd	-	-	-	-	1,800	-
All Funds	49,564	197,696	197,696	223,400	215,074	-
4275 Publicity and Publications						
4400 Lottery Funds Ltd	2,303	14,880	14,880	16,547	15,922	-
3400 Other Funds Ltd	538	82,729	82,729	86,204	86,204	-
All Funds	2,841	97,609	97,609	102,751	102,126	-
4300 Professional Services						
4400 Lottery Funds Ltd	234,575	17,085	17,085	357,108	43,105	-
3400 Other Funds Ltd	9,800	-	-	61,436	23,936	-
All Funds	244,375	17,085	17,085	418,544	67,041	-
4315 IT Professional Services						
8000 General Fund	-	-	-	2,654	2,654	-
4400 Lottery Funds Ltd	160,494	8,912	8,912	1,731,427	1,511,167	-
3400 Other Funds Ltd	1,886	60,877	62,992	383,574	343,354	-
6400 Federal Funds Ltd	-	-	-	-	3,981	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	162,380	69,789	71,904	2,117,655	1,861,156	-
4325 Attorney General						
4400 Lottery Funds Ltd	15,583	74,325	74,325	87,458	83,417	-
3400 Other Funds Ltd	43	15,119	15,119	17,791	16,969	-
All Funds	15,626	89,444	89,444	105,249	100,386	-
4375 Employee Recruitment and Develop						
4400 Lottery Funds Ltd	8,273	6,890	6,890	11,984	11,695	-
4400 Dues and Subscriptions						
8000 General Fund	-	-	-	500	500	-
4400 Lottery Funds Ltd	38,752	6,144	6,144	56,743	54,197	-
3400 Other Funds Ltd	2,000	1,700	1,700	13,744	13,157	-
6400 Federal Funds Ltd	-	-	-	-	750	-
All Funds	40,752	7,844	7,844	70,987	68,604	-
4425 Facilities Rental and Taxes						
4400 Lottery Funds Ltd	506,330	648,741	648,741	675,988	675,988	-
3400 Other Funds Ltd	198	23,090	23,090	24,060	24,060	-
6400 Federal Funds Ltd	-	2,577	2,577	2,685	2,685	-
All Funds	506,528	674,408	674,408	702,733	702,733	-
4575 Agency Program Related S and S						
4400 Lottery Funds Ltd	16,700	-	-	-	-	-
3400 Other Funds Ltd	3,018	-	-	-	-	-
All Funds	19,718	-	-	-	-	-
4650 Other Services and Supplies						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	14,922	175,376	175,376	102,021	87,030	-
3400 Other Funds Ltd	231	242,039	242,039	218,823	218,823	-
6400 Federal Funds Ltd	37	-	-	-	-	-
All Funds	15,190	417,415	417,415	320,844	305,853	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	-	-	500	500	-
4400 Lottery Funds Ltd	83,286	96,695	96,695	106,947	99,858	-
3400 Other Funds Ltd	-	11,198	11,198	14,505	13,858	-
6400 Federal Funds Ltd	-	-	-	-	750	-
All Funds	83,286	107,893	107,893	121,952	114,966	-
4715 IT Expendable Property						
8000 General Fund	-	-	-	2,590	2,590	-
4400 Lottery Funds Ltd	436,107	73,625	73,625	84,933	73,071	-
3400 Other Funds Ltd	683	5,500	17,860	20,009	17,217	-
6400 Federal Funds Ltd	-	-	-	-	3,885	-
All Funds	436,790	79,125	91,485	107,532	96,763	-
SERVICES & SUPPLIES						
8000 General Fund	-	-	-	13,864	13,864	-
4400 Lottery Funds Ltd	2,045,987	1,995,232	1,995,232	4,658,947	3,952,769	-
3400 Other Funds Ltd	70,003	585,605	600,080	1,029,447	937,795	-
6400 Federal Funds Ltd	685	6,645	6,645	6,923	27,719	-
TOTAL SERVICES & SUPPLIES	**$2,116,675**	**$2,587,482**	**$2,601,957**	**$5,709,181**	**$4,932,147**	**-**

EXPENDITURES

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	-	-	-	264,792	264,792	-
4400 Lottery Funds Ltd	8,348,244	10,938,127	11,300,053	17,123,284	15,464,504	-
3400 Other Funds Ltd	2,345,015	3,583,494	3,859,341	5,461,878	5,160,545	-
6400 Federal Funds Ltd	80,211	250,176	255,849	260,865	626,752	-
TOTAL EXPENDITURES	**$10,773,470**	**$14,771,797**	**$15,415,243**	**$23,110,819**	**$21,516,593**	**-**
ENDING BALANCE						
4400 Lottery Funds Ltd	-	-	11,288	-	-	-
3400 Other Funds Ltd	1,298,506	164,000	51,173	638,153	716,110	-
6400 Federal Funds Ltd	30,963	-	-	-	6,326	-
TOTAL ENDING BALANCE	**$1,329,469**	**$164,000**	**$62,461**	**$638,153**	**$722,436**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	36	47	50	61	59	-
TOTAL AUTHORIZED POSITIONS	**36**	**47**	**50**	**61**	**59**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	35.88	47.00	47.75	60.50	57.50	-
TOTAL AUTHORIZED FTE	**35.88**	**47.00**	**47.75**	**60.50**	**57.50**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
4400 Lottery Funds Ltd	7,693,537	-	-	-	-	-
3200 Other Funds Non-Ltd	31,893,288	24,833,299	24,833,299	23,301,000	23,301,000	-
3400 Other Funds Ltd	12,372,949	7,902,682	7,902,682	29,679,973	29,679,973	-
6400 Federal Funds Ltd	13,154,824	12,569,000	12,569,000	12,569,000	12,569,000	-
All Funds	65,114,598	45,304,981	45,304,981	65,549,973	65,549,973	-
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	(923,937)	3,988,000	7,810,052	-	-	-
3200 Other Funds Non-Ltd	(2,002,859)	-	-	-	-	-
3400 Other Funds Ltd	213,534	-	287,800	-	-	-
6400 Federal Funds Ltd	(791,563)	-	-	-	-	-
All Funds	(3,504,825)	3,988,000	8,097,852	-	-	-
BEGINNING BALANCE						
4400 Lottery Funds Ltd	6,769,600	3,988,000	7,810,052	-	-	-
3200 Other Funds Non-Ltd	29,890,429	24,833,299	24,833,299	23,301,000	23,301,000	-
3400 Other Funds Ltd	12,586,483	7,902,682	8,190,482	29,679,973	29,679,973	-
6400 Federal Funds Ltd	12,363,261	12,569,000	12,569,000	12,569,000	12,569,000	-
TOTAL BEGINNING BALANCE	**$61,609,773**	**$49,292,981**	**$53,402,833**	**$65,549,973**	**$65,549,973**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	105,857,988	58,189,806	93,802,253	179,241	14,679,241	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
LICENSES AND FEES						
0210 Non-business Lic. and Fees						
3200 Other Funds Non-Ltd	41	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3200 Other Funds Non-Ltd	378,874	400,000	400,000	400,000	400,000	-
3400 Other Funds Ltd	365,294	641,000	641,000	186,400	186,400	-
All Funds	744,168	1,041,000	1,041,000	586,400	586,400	-
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3200 Other Funds Non-Ltd	97,122	100,000	100,000	100,000	100,000	-
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	-	-	-	-	100,947,376	-
INTEREST EARNINGS						
0605 Interest Income						
4400 Lottery Funds Ltd	477,912	-	-	-	-	-
3200 Other Funds Non-Ltd	2,802,840	2,468,814	2,468,814	3,015,900	3,015,900	-
3400 Other Funds Ltd	1,427,832	109,936	109,936	1,521,600	1,521,600	-
All Funds	4,708,584	2,578,750	2,578,750	4,537,500	4,537,500	-
LOAN REPAYMENT						
0925 Loan Repayments						
3200 Other Funds Non-Ltd	7,145,459	5,210,397	5,210,397	4,016,000	4,016,000	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	1,081,649	834,131	834,131	805,500	805,500	-
6400 Federal Funds Ltd	9,856	-	-	-	-	-
All Funds	8,236,964	6,044,528	6,044,528	4,821,500	4,821,500	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	-	18,000	18,000	-	-	-
3400 Other Funds Ltd	83,076	9,481,059	9,481,059	135,000	135,000	-
All Funds	83,076	9,499,059	9,499,059	135,000	135,000	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	1,667,681	23,395,134	24,410,330	32,391,727	89,391,727	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	52,549,192	-	-	-	-	-
3400 Other Funds Ltd	27,478,239	6,311,454	6,311,454	8,438,970	8,438,970	-
6400 Federal Funds Ltd	1,100	-	-	-	-	-
All Funds	80,028,531	6,311,454	6,311,454	8,438,970	8,438,970	-
1040 Transfer In Lottery Proceeds						
4400 Lottery Funds Ltd	-	-	-	52,408,930	-	-
1060 Transfer from General Fund						
3400 Other Funds Ltd	4,100,000	15,500,000	36,500,000	-	-	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	43,188,142	83,591,268	84,540,852	66,730,539	283,776,598	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	153,883,482	52,652,051	52,939,851	5,854,675	5,854,675	-
All Funds	197,071,624	136,243,319	137,480,703	72,585,214	289,631,273	-
1123 Tsfr From OR Business Development						
3200 Other Funds Non-Ltd	-	-	-	15,000,000	-	-
3400 Other Funds Ltd	-	-	-	5,000,000	-	-
All Funds	-	-	-	20,000,000	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	7,500	-	-	-	-	-
1730 Tsfr From Transportation, Dept						
3400 Other Funds Ltd	1,401,745	1,401,745	1,401,745	-	-	-
TRANSFERS IN						
4400 Lottery Funds Ltd	95,737,334	83,591,268	84,540,852	119,139,469	283,776,598	-
3200 Other Funds Non-Ltd	-	-	-	15,000,000	-	-
3400 Other Funds Ltd	186,870,966	75,865,250	97,153,050	19,293,645	14,293,645	-
6400 Federal Funds Ltd	1,100	-	-	-	-	-
TOTAL TRANSFERS IN	**$282,609,400**	**$159,456,518**	**$181,693,902**	**$153,433,114**	**$298,070,243**	**-**
REVENUE CATEGORIES						
8000 General Fund	105,857,988	58,189,806	93,802,253	179,241	14,679,241	-
4400 Lottery Funds Ltd	96,215,246	83,591,268	84,540,852	119,139,469	283,776,598	-
3200 Other Funds Non-Ltd	10,424,336	8,197,211	8,197,211	22,531,900	7,531,900	-
3400 Other Funds Ltd	189,828,817	86,931,376	108,219,176	21,942,145	117,889,521	-
6400 Federal Funds Ltd	1,678,637	23,395,134	24,410,330	32,391,727	89,391,727	-
TOTAL REVENUE CATEGORIES	**$404,005,024**	**$260,304,795**	**$319,169,822**	**$196,184,482**	**$513,268,987**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(46,828,328)	-	-	-	-	-
3200 Other Funds Non-Ltd	(4,671,928)	(3,780,630)	(3,780,630)	(5,359,775)	(5,397,373)	-
3400 Other Funds Ltd	(21,038,179)	(413,019)	(576,039)	(1,241,982)	(1,277,754)	-
6400 Federal Funds Ltd	(1,100)	-	-	-	-	-
All Funds	(72,539,535)	(4,193,649)	(4,356,669)	(6,601,757)	(6,675,127)	-
2107 Tsfr To Administrative Svcs						
4400 Lottery Funds Ltd	(3,822,051)	-	(3,822,052)	-	-	-
2121 Tsfr To Governor, Office of the						
3400 Other Funds Ltd	(848,200)	(1,123,200)	(1,123,200)	(1,174,120)	(1,174,120)	-
2150 Tsfr To Revenue, Dept of						
3400 Other Funds Ltd	(32,500)	-	-	-	-	-
TRANSFERS OUT						
4400 Lottery Funds Ltd	(50,650,379)	-	(3,822,052)	-	-	-
3200 Other Funds Non-Ltd	(4,671,928)	(3,780,630)	(3,780,630)	(5,359,775)	(5,397,373)	-
3400 Other Funds Ltd	(21,918,879)	(1,536,219)	(1,699,239)	(2,416,102)	(2,451,874)	-
6400 Federal Funds Ltd	(1,100)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($77,242,286)**	**($5,316,849)**	**($9,301,921)**	**($7,775,877)**	**($7,849,247)**	**-**
AVAILABLE REVENUES						
8000 General Fund	105,857,988	58,189,806	93,802,253	179,241	14,679,241	-
4400 Lottery Funds Ltd	52,334,467	87,579,268	88,528,852	119,139,469	283,776,598	-
3200 Other Funds Non-Ltd	35,642,837	29,249,880	29,249,880	40,473,125	25,435,527	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	180,496,421	93,297,839	114,710,419	49,206,016	145,117,620	-
6400 Federal Funds Ltd	14,040,798	35,964,134	36,979,330	44,960,727	101,960,727	-
TOTAL AVAILABLE REVENUES	**$388,372,511**	**$304,280,927**	**$363,270,734**	**$253,958,578**	**$570,969,713**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	282,377	270,900	314,389	95,088	95,088	-
4400 Lottery Funds Ltd	5,735,598	6,655,425	7,346,504	7,614,166	7,238,134	-
3400 Other Funds Ltd	5,519,217	5,259,495	5,804,725	6,449,774	6,449,774	-
6400 Federal Funds Ltd	82,365	157,788	281,482	1,121,088	1,121,088	-
All Funds	11,619,557	12,343,608	13,747,100	15,280,116	14,904,084	-
3160 Temporary Appointments						
8000 General Fund	251,625	-	-	-	-	-
3400 Other Funds Ltd	35,799	-	-	-	-	-
All Funds	287,424	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	904	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	205	-	-	-	-	-
4400 Lottery Funds Ltd	48,874	-	-	-	-	-
3400 Other Funds Ltd	70,942	-	-	-	-	-
6400 Federal Funds Ltd	1,207	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	121,228	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	534,207	270,900	314,389	95,088	95,088	-
4400 Lottery Funds Ltd	5,784,472	6,655,425	7,346,504	7,614,166	7,238,134	-
3400 Other Funds Ltd	5,626,862	5,259,495	5,804,725	6,449,774	6,449,774	-
6400 Federal Funds Ltd	83,572	157,788	281,482	1,121,088	1,121,088	-
TOTAL SALARIES & WAGES	**$12,029,113**	**$12,343,608**	**$13,747,100**	**$15,280,116**	**$14,904,084**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	239	87	101	53	53	-
4400 Lottery Funds Ltd	1,559	1,864	1,966	1,871	1,711	-
3400 Other Funds Ltd	1,463	1,661	1,791	1,850	1,850	-
6400 Federal Funds Ltd	23	44	78	291	291	-
All Funds	3,284	3,656	3,936	4,065	3,905	-
3220 Public Employees' Retire Cont						
8000 General Fund	45,778	46,405	53,855	17,040	17,040	-
4400 Lottery Funds Ltd	1,021,738	1,140,081	1,258,497	1,364,460	1,297,073	-
3400 Other Funds Ltd	753,559	900,954	991,980	1,155,803	1,155,803	-
6400 Federal Funds Ltd	13,589	27,030	48,559	200,900	200,900	-
All Funds	1,834,664	2,114,470	2,352,891	2,738,203	2,670,816	-
3221 Pension Obligation Bond						
8000 General Fund	17,030	12,829	14,913	-	-	-
4400 Lottery Funds Ltd	335,309	376,335	366,376	225,648	225,648	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	260,505	287,949	289,531	278,412	278,412	-
6400 Federal Funds Ltd	4,676	9,140	8,686	9,776	9,776	-
All Funds	617,520	686,253	679,506	513,836	513,836	-
3230 Social Security Taxes						
8000 General Fund	39,533	20,724	24,051	7,274	7,274	-
4400 Lottery Funds Ltd	454,580	509,139	562,023	582,483	553,719	-
3400 Other Funds Ltd	357,362	402,351	443,002	493,407	493,407	-
6400 Federal Funds Ltd	6,322	12,071	21,483	85,763	85,763	-
All Funds	857,797	944,285	1,050,559	1,168,927	1,140,163	-
3240 Unemployment Assessments						
4400 Lottery Funds Ltd	-	1	1	1	1	-
3400 Other Funds Ltd	17,351	3	3	3	3	-
All Funds	17,351	4	4	4	4	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	-	380	380	-
4400 Lottery Funds Ltd	-	-	-	30,241	28,737	-
3400 Other Funds Ltd	-	-	-	25,658	25,658	-
6400 Federal Funds Ltd	-	-	-	4,484	4,484	-
All Funds	-	-	-	60,763	59,259	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	166	69	80	46	46	-
4400 Lottery Funds Ltd	1,285	1,480	1,561	1,624	1,486	-
3400 Other Funds Ltd	1,101	1,316	1,419	1,606	1,606	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	17	35	62	253	253	-
All Funds	2,569	2,900	3,122	3,529	3,391	-
3260 Mass Transit Tax						
8000 General Fund	3,105	1,329	1,540	571	571	-
4400 Lottery Funds Ltd	31,482	38,180	40,799	45,687	41,504	-
3400 Other Funds Ltd	21,824	29,826	31,618	38,701	38,701	-
All Funds	56,411	69,335	73,957	84,959	80,776	-
3270 Flexible Benefits						
8000 General Fund	60,461	57,348	66,906	39,600	39,600	-
4400 Lottery Funds Ltd	1,078,674	1,229,160	1,296,066	1,397,880	1,279,080	-
3400 Other Funds Ltd	985,202	1,093,434	1,179,456	1,384,020	1,384,020	-
6400 Federal Funds Ltd	13,294	28,674	50,976	217,800	217,800	-
All Funds	2,137,631	2,408,616	2,593,404	3,039,300	2,920,500	-
3280 Other OPE						
8000 General Fund	-	-	-	5,325	5,325	-
4400 Lottery Funds Ltd	22,958	500,568	500,568	582,929	543,904	-
3400 Other Funds Ltd	-	109,377	109,377	174,331	174,331	-
6400 Federal Funds Ltd	-	-	-	7,033	7,033	-
All Funds	22,958	609,945	609,945	769,618	730,593	-
OTHER PAYROLL EXPENSES						
8000 General Fund	166,312	138,791	161,446	70,289	70,289	-
4400 Lottery Funds Ltd	2,947,585	3,796,808	4,027,857	4,232,824	3,972,863	-
3400 Other Funds Ltd	2,398,367	2,826,871	3,048,177	3,553,791	3,553,791	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	37,921	76,994	129,844	526,300	526,300	-
TOTAL OTHER PAYROLL EXPENSES	**$5,550,185**	**$6,839,464**	**$7,367,324**	**$8,383,204**	**$8,123,243**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(3,233)	(3,233)	-	-	-
4400 Lottery Funds Ltd	-	(108,088)	(108,088)	(71,792)	(325,944)	-
3400 Other Funds Ltd	-	(81,215)	(81,215)	(60,180)	(268,597)	-
6400 Federal Funds Ltd	-	(2,614)	(2,614)	(2,013)	(9,183)	-
All Funds	-	(195,150)	(195,150)	(133,985)	(603,724)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	1	1	-	-	-
4400 Lottery Funds Ltd	-	(2)	(2)	-	-	-
3400 Other Funds Ltd	-	(9)	(9)	-	-	-
All Funds	-	(10)	(10)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(3,232)	(3,232)	-	-	-
4400 Lottery Funds Ltd	-	(108,090)	(108,090)	(71,792)	(325,944)	-
3400 Other Funds Ltd	-	(81,224)	(81,224)	(60,180)	(268,597)	-
6400 Federal Funds Ltd	-	(2,614)	(2,614)	(2,013)	(9,183)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($195,160)**	**($195,160)**	**($133,985)**	**($603,724)**	**-**
PERSONAL SERVICES						
8000 General Fund	700,519	406,459	472,603	165,377	165,377	-
4400 Lottery Funds Ltd	8,732,057	10,344,143	11,266,271	11,775,198	10,885,053	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	8,025,229	8,005,142	8,771,678	9,943,385	9,734,968	-
6400 Federal Funds Ltd	121,493	232,168	408,712	1,645,375	1,638,205	-
TOTAL PERSONAL SERVICES	**$17,579,298**	**$18,987,912**	**$20,919,264**	**$23,529,335**	**$22,423,603**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	524	10,824	11,449	2,500	2,500	-
4400 Lottery Funds Ltd	185,798	278,738	283,088	307,884	283,715	-
3400 Other Funds Ltd	60,745	79,967	83,717	107,803	107,803	-
6400 Federal Funds Ltd	136	-	2,500	11,875	11,875	-
All Funds	247,203	369,529	380,754	430,062	405,893	-
4125 Out of State Travel						
8000 General Fund	921	-	-	-	-	-
4400 Lottery Funds Ltd	106,839	570,260	570,260	613,001	577,050	-
3400 Other Funds Ltd	14,917	24,677	24,677	38,714	38,714	-
6400 Federal Funds Ltd	11,454	-	-	20,000	20,000	-
All Funds	134,131	594,937	594,937	671,715	635,764	-
4150 Employee Training						
8000 General Fund	445	9,647	9,922	1,100	1,100	-
4400 Lottery Funds Ltd	22,343	46,658	48,570	58,857	51,714	-
3400 Other Funds Ltd	10,580	20,693	25,093	32,007	32,007	-
6400 Federal Funds Ltd	176	-	1,100	5,225	5,225	-
All Funds	33,544	76,998	84,685	97,189	90,046	-
4175 Office Expenses						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	1,477	4,847	5,222	1,500	1,500	-
4400 Lottery Funds Ltd	46,854	52,971	55,581	72,141	64,439	-
3200 Other Funds Non-Ltd	165	-	-	-	-	-
3400 Other Funds Ltd	25,026	58,292	62,792	73,802	73,802	-
6400 Federal Funds Ltd	(37)	-	1,500	9,925	9,925	-
All Funds	73,485	116,110	125,095	157,368	149,666	-
4200 Telecommunications						
8000 General Fund	10,570	2,934	3,264	1,320	1,320	-
4400 Lottery Funds Ltd	77,146	87,701	89,998	94,840	88,904	-
3400 Other Funds Ltd	41,090	73,481	77,441	85,085	85,085	-
6400 Federal Funds Ltd	-	-	1,320	12,590	12,590	-
All Funds	128,806	164,116	172,023	193,835	187,899	-
4225 State Gov. Service Charges						
4400 Lottery Funds Ltd	476,764	548,544	548,544	728,809	665,393	-
3200 Other Funds Non-Ltd	2,385	735	735	-	-	-
3400 Other Funds Ltd	223,278	269,479	269,479	403,500	368,268	-
All Funds	702,427	818,758	818,758	1,132,309	1,033,661	-
4250 Data Processing						
8000 General Fund	-	-	-	1,200	1,200	-
4400 Lottery Funds Ltd	-	25,946	28,034	38,835	35,358	-
3400 Other Funds Ltd	-	61,990	66,790	74,193	74,193	-
6400 Federal Funds Ltd	-	-	1,200	900	900	-
All Funds	-	87,936	96,024	115,128	111,651	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4275 Publicity and Publications						
8000 General Fund	99,151	25,000	25,000	-	-	-
4400 Lottery Funds Ltd	44,190	77,751	77,751	79,975	81,519	-
3400 Other Funds Ltd	1,577	68,579	68,579	71,459	71,459	-
6400 Federal Funds Ltd	2,494	-	-	-	-	-
All Funds	147,412	171,330	171,330	151,434	152,978	-
4300 Professional Services						
8000 General Fund	123,585	20,000	562,108	-	-	-
4400 Lottery Funds Ltd	558,650	817,890	817,890	1,084,424	788,992	-
3200 Other Funds Non-Ltd	5	-	-	-	-	-
3400 Other Funds Ltd	118,026	1,672,944	2,222,944	2,755,163	2,750,574	-
6400 Federal Funds Ltd	6,500	-	825,552	300,000	300,000	-
All Funds	806,766	2,510,834	4,428,494	4,139,587	3,839,566	-
4315 IT Professional Services						
8000 General Fund	-	-	-	2,654	2,654	-
4400 Lottery Funds Ltd	3,605	-	4,089	23,775	18,659	-
3400 Other Funds Ltd	61,054	59,948	68,449	89,109	89,109	-
6400 Federal Funds Ltd	-	-	2,100	2,654	2,654	-
All Funds	64,659	59,948	74,638	118,192	113,076	-
4325 Attorney General						
8000 General Fund	18,482	63,262	63,262	-	-	-
4400 Lottery Funds Ltd	64,386	109,943	109,943	129,370	223,393	-
3200 Other Funds Non-Ltd	9,615	143,207	143,207	143,207	136,591	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	242,622	30,929	40,929	36,394	34,713	-
6400 Federal Funds Ltd	-	-	-	50,000	50,000	-
All Funds	335,105	347,341	357,341	358,971	444,697	-
4350 Dispute Resolution Services						
3400 Other Funds Ltd	53,575	262,077	262,077	273,084	270,712	-
4375 Employee Recruitment and Develop						
4400 Lottery Funds Ltd	-	4,231	4,231	3,367	3,189	-
3400 Other Funds Ltd	-	2,839	2,839	2,958	2,958	-
All Funds	-	7,070	7,070	6,325	6,147	-
4400 Dues and Subscriptions						
8000 General Fund	641	250	250	500	500	-
4400 Lottery Funds Ltd	48,499	62,208	63,078	44,551	39,446	-
3400 Other Funds Ltd	42,954	6,768	8,768	11,948	11,948	-
6400 Federal Funds Ltd	-	-	500	2,375	2,375	-
All Funds	92,094	69,226	72,596	59,374	54,269	-
4425 Facilities Rental and Taxes						
4400 Lottery Funds Ltd	514,631	535,119	535,119	557,594	557,594	-
3400 Other Funds Ltd	213,068	81,550	81,550	84,975	84,975	-
All Funds	727,699	616,669	616,669	642,569	642,569	-
4450 Fuels and Utilities						
4400 Lottery Funds Ltd	11,853	-	-	-	-	-
4575 Agency Program Related S and S						
4400 Lottery Funds Ltd	61,423	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	43,742	-	-	-	-	-
All Funds	105,165	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	10,693	-	-	-	-	-
4400 Lottery Funds Ltd	17,180	3,607	3,607	3,758	3,607	-
3200 Other Funds Non-Ltd	70,552	3,163	3,163	3,163	3,163	-
3400 Other Funds Ltd	1,308,678	6,987	6,987	7,281	954,814	-
6400 Federal Funds Ltd	2	328,174	328,174	366,957	366,957	-
All Funds	1,407,105	341,931	341,931	381,159	1,328,541	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	1,205	3,795	500	500	-
4400 Lottery Funds Ltd	7,408	31,415	31,415	37,924	32,949	-
3400 Other Funds Ltd	3,926	11,960	11,960	19,833	19,833	-
6400 Federal Funds Ltd	-	-	-	10,100	10,100	-
All Funds	11,334	44,580	47,170	68,357	63,382	-
4715 IT Expendable Property						
8000 General Fund	95,841	1,250	1,250	2,590	2,590	-
4400 Lottery Funds Ltd	30,361	13,522	22,762	41,873	33,547	-
3400 Other Funds Ltd	49,733	11,746	11,746	35,543	35,543	-
6400 Federal Funds Ltd	-	-	2,880	2,590	2,590	-
All Funds	175,935	26,518	38,638	82,596	74,270	-
SERVICES & SUPPLIES						
8000 General Fund	362,330	139,219	685,522	13,864	13,864	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	2,277,930	3,266,504	3,293,960	3,920,978	3,549,468	-
3200 Other Funds Non-Ltd	82,722	147,105	147,105	146,370	139,754	-
3400 Other Funds Ltd	2,514,591	2,804,906	3,396,817	4,202,851	5,106,510	-
6400 Federal Funds Ltd	20,725	328,174	1,166,826	795,191	795,191	-
TOTAL SERVICES & SUPPLIES	**$5,258,298**	**$6,685,908**	**$8,690,230**	**$9,079,254**	**$9,604,787**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	496,981	-	-	-	-	-
4400 Lottery Funds Ltd	1,073,056	410,407	410,407	427,644	427,644	-
3400 Other Funds Ltd	1,299,859	-	-	-	-	-
All Funds	2,869,896	410,407	410,407	427,644	427,644	-
6020 Dist to Counties						
8000 General Fund	116,525	-	-	-	-	-
4400 Lottery Funds Ltd	-	149,347	149,347	155,620	155,620	-
3400 Other Funds Ltd	817,041	-	-	-	-	-
All Funds	933,566	149,347	149,347	155,620	155,620	-
6025 Dist to Other Gov Unit						
8000 General Fund	608,000	4,000,000	8,000,000	-	1,000,000	-
4400 Lottery Funds Ltd	227,600	394,891	394,891	732,960	411,476	-
3400 Other Funds Ltd	873,500	345,130	6,632,930	359,625	359,625	-
All Funds	1,709,100	4,740,021	15,027,821	1,092,585	1,771,101	-
6030 Dist to Non-Gov Units						
8000 General Fund	80,601,592	38,144,128	48,144,128	-	13,500,000	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	7,877,110	52,572,082	52,572,082	60,826,614	237,579,454	-
3200 Other Funds Non-Ltd	-	1,069,140	1,069,140	1,069,140	1,069,140	-
3400 Other Funds Ltd	56,189,453	65,584,402	79,354,901	25,141,556	125,141,556	-
6400 Federal Funds Ltd	540,949	24,861,435	24,861,435	6,981,615	6,981,615	-
All Funds	145,209,104	182,231,187	206,001,686	94,018,925	384,271,765	-
6035 Dist to Individuals						
8000 General Fund	12,921,946	-	-	-	-	-
4400 Lottery Funds Ltd	-	521,500	521,500	543,403	543,403	-
3400 Other Funds Ltd	367,000	193,500	193,500	201,627	201,627	-
All Funds	13,288,946	715,000	715,000	745,030	745,030	-
6040 Dist to Local School Districts						
3400 Other Funds Ltd	518,228	-	-	-	-	-
6045 Dist to Comm College Districts						
4400 Lottery Funds Ltd	4,425,220	336,808	336,808	350,954	350,954	-
3400 Other Funds Ltd	408,981	-	-	-	-	-
All Funds	4,834,201	336,808	336,808	350,954	350,954	-
6048 Spc Pmt to Public Universities						
4400 Lottery Funds Ltd	9,271,603	-	-	-	-	-
3400 Other Funds Ltd	1,007,176	5,500,000	5,500,000	3,000,000	3,000,000	-
All Funds	10,278,779	5,500,000	5,500,000	3,000,000	3,000,000	-
6050 Dist to Non-Profit Organizations						
8000 General Fund	411,500	-	-	-	-	-
4400 Lottery Funds Ltd	8,566,564	19,411,955	19,411,955	20,227,258	20,227,258	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	69,697,214	-	-	-	-	-
All Funds	78,675,278	19,411,955	19,411,955	20,227,258	20,227,258	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	4,100,000	15,500,000	36,500,000	-	-	-
6080 Loans Made - Other						
8000 General Fund	2,785,857	-	-	-	-	-
4400 Lottery Funds Ltd	3,215,961	-	-	-	-	-
3200 Other Funds Non-Ltd	2,735,692	11,760,540	11,760,540	26,760,540	11,760,540	-
3400 Other Funds Ltd	25,941,535	-	-	5,000,000	-	-
6400 Federal Funds Ltd	749,810	2,835,010	2,835,010	27,831,199	84,831,199	-
All Funds	35,428,855	14,595,550	14,595,550	59,591,739	96,591,739	-
6085 Other Special Payments						
4400 Lottery Funds Ltd	-	171,631	171,631	178,840	9,646,268	-
6123 Spc Pmt to OR Business Development						
4400 Lottery Funds Ltd	-	-	-	20,000,000	-	-
6248 Spc Pmt to Military Dept, Or						
8000 General Fund	12,000	-	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	102,054,401	57,644,128	92,644,128	-	14,500,000	-
4400 Lottery Funds Ltd	34,657,114	73,968,621	73,968,621	103,443,293	269,342,077	-
3200 Other Funds Non-Ltd	2,735,692	12,829,680	12,829,680	27,829,680	12,829,680	-
3400 Other Funds Ltd	157,119,987	71,623,032	91,681,331	33,702,808	128,702,808	-
6400 Federal Funds Ltd	1,290,759	27,696,445	27,696,445	34,812,814	91,812,814	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
TOTAL SPECIAL PAYMENTS	**$297,857,953**	**$243,761,906**	**$298,820,205**	**$199,788,595**	**$517,187,379**	**-**
EXPENDITURES						
8000 General Fund	103,117,250	58,189,806	93,802,253	179,241	14,679,241	-
4400 Lottery Funds Ltd	45,667,101	87,579,268	88,528,852	119,139,469	283,776,598	-
3200 Other Funds Non-Ltd	2,818,414	12,976,785	12,976,785	27,976,050	12,969,434	-
3400 Other Funds Ltd	167,659,807	82,433,080	103,849,826	47,849,044	143,544,286	-
6400 Federal Funds Ltd	1,432,977	28,256,787	29,271,983	37,253,380	94,246,210	-
TOTAL EXPENDITURES	**$320,695,549**	**$269,435,726**	**$328,429,699**	**$232,397,184**	**$549,215,769**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,740,738)	-	-	-	-	-
ENDING BALANCE						
4400 Lottery Funds Ltd	6,667,366	-	-	-	-	-
3200 Other Funds Non-Ltd	32,824,423	16,273,095	16,273,095	12,497,075	12,466,093	-
3400 Other Funds Ltd	12,836,614	10,864,759	10,860,593	1,356,972	1,573,334	-
6400 Federal Funds Ltd	12,607,821	7,707,347	7,707,347	7,707,347	7,714,517	-
TOTAL ENDING BALANCE	**$64,936,224**	**$34,845,201**	**$34,841,035**	**$21,561,394**	**$21,753,944**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	64	63	73	78	76	-
TOTAL AUTHORIZED POSITIONS	**64**	**63**	**73**	**78**	**76**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	60.05	63.00	67.83	76.75	73.75	-
TOTAL AUTHORIZED FTE	**60.05**	**63.00**	**67.83**	**76.75**	**73.75**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
4400 Lottery Funds Ltd	43,163	-	-	-	-	-
3200 Other Funds Non-Ltd	285,687,368	183,166,566	183,166,566	348,088,500	348,088,500	-
3230 Other Funds Debt Svc Non-Ltd	-	3,800,000	3,800,000	-	-	-
3400 Other Funds Ltd	179,084,575	167,999,308	167,999,308	253,221,400	253,221,400	-
6400 Federal Funds Ltd	527,927	-	-	-	-	-
All Funds	465,343,033	354,965,874	354,965,874	601,309,900	601,309,900	-
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	-	-	771,176	-	-	-
3200 Other Funds Non-Ltd	3,297,795	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	1,107,137	-	-	-	-	-
3400 Other Funds Ltd	30,551,842	23,000,000	25,940,041	-	364,102,687	-
6400 Federal Funds Ltd	431,756	-	-	-	-	-
All Funds	35,388,530	23,000,000	26,711,217	-	364,102,687	-
BEGINNING BALANCE						
4400 Lottery Funds Ltd	43,163	-	771,176	-	-	-
3200 Other Funds Non-Ltd	288,985,163	183,166,566	183,166,566	348,088,500	348,088,500	-
3230 Other Funds Debt Svc Non-Ltd	1,107,137	3,800,000	3,800,000	-	-	-
3400 Other Funds Ltd	209,636,417	190,999,308	193,939,349	253,221,400	617,324,087	-
6400 Federal Funds Ltd	959,683	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$500,731,563**	**$377,965,874**	**$381,677,091**	**$601,309,900**	**$965,412,587**	**-**
REVENUE CATEGORIES						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	16,447,000	72,957,734	91,390,179	20,000,000	12,357,660	-
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	-	7,500	7,500	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3200 Other Funds Non-Ltd	200	249,000	249,000	-	-	-
3400 Other Funds Ltd	-	12,000	12,000	-	-	-
All Funds	200	261,000	261,000	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	131,520,198	443,745,859	443,745,859	151,455,000	151,455,000	-
0565 Lottery Bonds						
3200 Other Funds Non-Ltd	-	60,000,000	60,000,000	90,500,000	-	-
3400 Other Funds Ltd	-	28,340,058	28,340,058	1,169,500	91,676,635	-
All Funds	-	88,340,058	88,340,058	91,669,500	91,676,635	-
0570 Revenue Bonds						
3200 Other Funds Non-Ltd	27,997,204	30,000,000	30,000,000	30,000,000	30,000,000	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	9,098,415	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	20,387,286	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	29,485,701	-	-	-	-	-
BOND SALES						
3200 Other Funds Non-Ltd	37,095,619	90,000,000	90,000,000	120,500,000	30,000,000	-
3230 Other Funds Debt Svc Non-Ltd	20,387,286	-	-	-	-	-
3400 Other Funds Ltd	131,520,198	472,085,917	472,085,917	152,624,500	243,131,635	-
TOTAL BOND SALES	**$189,003,103**	**$562,085,917**	**$562,085,917**	**$273,124,500**	**$273,131,635**	**-**
INTEREST EARNINGS						
0605 Interest Income						
3200 Other Funds Non-Ltd	30,779,985	27,809,408	27,809,408	27,549,355	27,549,355	-
3230 Other Funds Debt Svc Non-Ltd	1,391	745	745	-	-	-
3400 Other Funds Ltd	4,987,282	3,614,650	3,614,650	5,145,600	5,145,600	-
6400 Federal Funds Ltd	137,299	-	-	-	-	-
All Funds	35,905,957	31,424,803	31,424,803	32,694,955	32,694,955	-
LOAN REPAYMENT						
0925 Loan Repayments						
3200 Other Funds Non-Ltd	61,981,651	72,478,644	72,478,644	69,082,400	69,082,400	-
6400 Federal Funds Ltd	236,688	-	-	-	-	-
All Funds	62,218,339	72,478,644	72,478,644	69,082,400	69,082,400	-
OTHER						
0975 Other Revenues						
3200 Other Funds Non-Ltd	(216,104)	-	-	-	-	-
3400 Other Funds Ltd	23,163	2,063,191	2,063,191	15,000	15,000	-
3430 Other Funds Debt Svc Ltd	-	8,897,360	8,897,360	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	(192,941)	10,960,551	10,960,551	15,000	15,000	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	36,404,020	54,809,527	54,845,825	37,994,999	41,461,664	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	3,760,498	-	-	-	-	-
3200 Other Funds Non-Ltd	25,634,137	4,800,000	4,800,000	5,953,815	5,953,815	-
3230 Other Funds Debt Svc Non-Ltd	21,328,630	37,131,694	37,131,694	13,779,447	13,779,447	-
3400 Other Funds Ltd	9,040,241	8,698,008	8,698,008	8,388,495	8,261,077	-
All Funds	59,763,506	50,629,702	50,629,702	28,121,757	27,994,339	-
1040 Transfer In Lottery Proceeds						
4400 Lottery Funds Ltd	-	-	-	24,413,108	-	-
1060 Transfer from General Fund						
3200 Other Funds Non-Ltd	1,647,000	50,000,000	50,000,000	-	-	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	5,808,230	4,384,506	4,482,133	2,991,498	3,183,088	-
3400 Other Funds Ltd	-	395,722,721	449,876,527	-	-	-
All Funds	5,808,230	400,107,227	454,358,660	2,991,498	3,183,088	-
1123 Tsfr From OR Business Development						
3230 Other Funds Debt Svc Non-Ltd	164,782	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	24,000,000	-	-
All Funds	164,782	-	-	24,000,000	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
1443 Tsfr From Oregon Health Authority						
3200 Other Funds Non-Ltd	20,722,180	16,692,000	16,692,000	16,692,000	16,692,000	-
3400 Other Funds Ltd	676,419	740,000	740,000	740,000	740,000	-
All Funds	21,398,599	17,432,000	17,432,000	17,432,000	17,432,000	-
1730 Tsfr From Transportation, Dept						
3400 Other Funds Ltd	555,761	473,350	473,350	473,350	473,350	-
1860 Tsfr From Public Utility Comm						
3400 Other Funds Ltd	-	-	1,500,000	1,400,000	1,400,000	-
TRANSFERS IN						
4400 Lottery Funds Ltd	9,568,728	4,384,506	4,482,133	27,404,606	3,183,088	-
3200 Other Funds Non-Ltd	48,003,317	71,492,000	71,492,000	22,645,815	22,645,815	-
3230 Other Funds Debt Svc Non-Ltd	21,493,412	37,131,694	37,131,694	13,779,447	13,779,447	-
3400 Other Funds Ltd	10,272,421	405,634,079	461,287,885	35,001,845	10,874,427	-
TOTAL TRANSFERS IN	**$89,337,878**	**$518,642,279**	**$574,393,712**	**$98,831,713**	**$50,482,777**	**-**
REVENUE CATEGORIES						
8000 General Fund	16,447,000	72,957,734	91,390,179	20,000,000	12,357,660	-
4400 Lottery Funds Ltd	9,568,728	4,384,506	4,482,133	27,404,606	3,183,088	-
3200 Other Funds Non-Ltd	177,644,668	262,029,052	262,029,052	239,777,570	149,277,570	-
3230 Other Funds Debt Svc Non-Ltd	41,882,089	37,132,439	37,132,439	13,779,447	13,779,447	-
3400 Other Funds Ltd	146,803,064	883,417,337	939,071,143	192,786,945	259,166,662	-
3430 Other Funds Debt Svc Ltd	-	8,897,360	8,897,360	-	-	-
6400 Federal Funds Ltd	36,778,007	54,809,527	54,845,825	37,994,999	41,461,664	-
TOTAL REVENUE CATEGORIES	**$429,123,556**	**$1,323,627,955**	**$1,397,848,131**	**$531,743,567**	**$479,226,091**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(5,744,885)	-	-	-	-	-
3200 Other Funds Non-Ltd	(56,258,779)	(55,876,359)	(55,876,359)	(34,027,422)	(33,687,581)	-
3230 Other Funds Debt Svc Non-Ltd	(1,103,970)	-	-	-	-	-
3400 Other Funds Ltd	(374,513)	-	(3,013,518)	(611,839)	(567,611)	-
All Funds	(63,482,147)	(55,876,359)	(58,889,877)	(34,639,261)	(34,255,192)	-
2107 Tsfr To Administrative Svcs						
4400 Lottery Funds Ltd	(488,142)	-	(488,142)	-	-	-
2443 Tsfr To Oregon Health Authority						
3200 Other Funds Non-Ltd	26,475	-	-	-	-	-
TRANSFERS OUT						
4400 Lottery Funds Ltd	(6,233,027)	-	(488,142)	-	-	-
3200 Other Funds Non-Ltd	(56,232,304)	(55,876,359)	(55,876,359)	(34,027,422)	(33,687,581)	-
3230 Other Funds Debt Svc Non-Ltd	(1,103,970)	-	-	-	-	-
3400 Other Funds Ltd	(374,513)	-	(3,013,518)	(611,839)	(567,611)	-
TOTAL TRANSFERS OUT	**($63,943,814)**	**($55,876,359)**	**($59,378,019)**	**($34,639,261)**	**($34,255,192)**	**-**
AVAILABLE REVENUES						
8000 General Fund	16,447,000	72,957,734	91,390,179	20,000,000	12,357,660	-
4400 Lottery Funds Ltd	3,378,864	4,384,506	4,765,167	27,404,606	3,183,088	-
3200 Other Funds Non-Ltd	410,397,527	389,319,259	389,319,259	553,838,648	463,678,489	-
3230 Other Funds Debt Svc Non-Ltd	41,885,256	40,932,439	40,932,439	13,779,447	13,779,447	-
3400 Other Funds Ltd	356,064,968	1,074,416,645	1,129,996,974	445,396,506	875,923,138	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3430 Other Funds Debt Svc Ltd	-	8,897,360	8,897,360	-	-	-
6400 Federal Funds Ltd	37,737,690	54,809,527	54,845,825	37,994,999	41,461,664	-
TOTAL AVAILABLE REVENUES	**$865,911,305**	**$1,645,717,470**	**$1,720,147,203**	**$1,098,414,206**	**$1,410,383,486**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	254,916	262,876	-	-	-
4400 Lottery Funds Ltd	567,701	1,402,675	1,460,571	1,764,682	1,688,542	-
3400 Other Funds Ltd	3,456,852	4,027,157	4,219,147	5,131,796	4,452,896	-
6400 Federal Funds Ltd	315,442	719,112	749,858	758,250	1,479,690	-
All Funds	4,339,995	6,403,860	6,692,452	7,654,728	7,621,128	-
3160 Temporary Appointments						
3400 Other Funds Ltd	83,014	-	-	-	-	-
6400 Federal Funds Ltd	2,636	-	-	-	-	-
All Funds	85,650	-	-	-	-	-
3190 All Other Differential						
4400 Lottery Funds Ltd	1,222	-	-	-	-	-
3400 Other Funds Ltd	29,269	-	-	-	-	-
6400 Federal Funds Ltd	26	-	-	-	-	-
All Funds	30,517	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	-	254,916	262,876	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	568,923	1,402,675	1,460,571	1,764,682	1,688,542	-
3400 Other Funds Ltd	3,569,135	4,027,157	4,219,147	5,131,796	4,452,896	-
6400 Federal Funds Ltd	318,104	719,112	749,858	758,250	1,479,690	-
TOTAL SALARIES & WAGES	**$4,456,162**	**$6,403,860**	**$6,692,452**	**$7,654,728**	**$7,621,128**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	110	110	-	-	-
4400 Lottery Funds Ltd	203	518	518	499	472	-
3400 Other Funds Ltd	1,073	1,278	1,278	1,407	1,168	-
6400 Federal Funds Ltd	99	239	239	219	431	-
All Funds	1,375	2,145	2,145	2,125	2,071	-
3220 Public Employees' Retire Cont						
8000 General Fund	-	43,667	45,031	-	-	-
4400 Lottery Funds Ltd	108,702	240,279	250,197	316,233	302,588	-
3400 Other Funds Ltd	649,201	689,855	722,743	919,629	797,968	-
6400 Federal Funds Ltd	56,625	123,187	128,454	135,881	265,163	-
All Funds	814,528	1,096,988	1,146,425	1,371,743	1,365,719	-
3221 Pension Obligation Bond						
8000 General Fund	-	-	14,033	-	-	-
4400 Lottery Funds Ltd	33,890	51,832	77,216	80,972	80,972	-
3400 Other Funds Ltd	212,981	254,116	221,692	228,126	228,126	-
6400 Federal Funds Ltd	18,343	41,654	39,587	40,364	40,364	-
All Funds	265,214	347,602	352,528	349,462	349,462	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3230 Social Security Taxes						
8000 General Fund	-	19,501	20,110	-	-	-
4400 Lottery Funds Ltd	44,914	107,306	111,735	134,998	129,173	-
3400 Other Funds Ltd	287,246	306,844	321,531	385,381	333,446	-
6400 Federal Funds Ltd	24,489	55,012	57,364	58,007	113,197	-
All Funds	356,649	488,663	510,740	578,386	575,816	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	101,493	101,493	105,755	105,755	-
3241 Paid Family Medical Leave Insurance						
4400 Lottery Funds Ltd	-	-	-	7,059	6,754	-
3400 Other Funds Ltd	-	-	-	19,902	17,187	-
6400 Federal Funds Ltd	-	-	-	3,014	5,900	-
All Funds	-	-	-	29,975	29,841	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	-	88	88	-	-	-
4400 Lottery Funds Ltd	150	411	411	432	409	-
3400 Other Funds Ltd	863	1,013	1,013	1,220	1,013	-
6400 Federal Funds Ltd	72	191	191	191	375	-
All Funds	1,085	1,703	1,703	1,843	1,797	-
3260 Mass Transit Tax						
4400 Lottery Funds Ltd	3,591	5,369	5,369	10,589	10,132	-
3400 Other Funds Ltd	21,461	26,387	26,387	30,793	26,718	-
All Funds	25,052	31,756	31,756	41,382	36,850	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3270 Flexible Benefits						
8000 General Fund	-	73,278	73,278	-	-	-
4400 Lottery Funds Ltd	129,621	340,265	340,265	372,240	352,440	-
3400 Other Funds Ltd	750,499	841,110	841,110	1,049,408	871,208	-
6400 Federal Funds Ltd	76,315	156,745	156,745	162,352	320,752	-
All Funds	956,435	1,411,398	1,411,398	1,584,000	1,544,400	-
3280 Other OPE						
4400 Lottery Funds Ltd	-	-	-	13,641	9,377	-
3400 Other Funds Ltd	-	-	-	47,396	-	-
All Funds	-	-	-	61,037	9,377	-
OTHER PAYROLL EXPENSES						
8000 General Fund	-	136,644	152,650	-	-	-
4400 Lottery Funds Ltd	321,071	745,980	785,711	936,663	892,317	-
3400 Other Funds Ltd	1,923,324	2,222,096	2,237,247	2,789,017	2,382,589	-
6400 Federal Funds Ltd	175,943	377,028	382,580	400,028	746,182	-
TOTAL OTHER PAYROLL EXPENSES	**$2,420,338**	**$3,481,748**	**$3,558,188**	**$4,125,708**	**$4,021,088**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
4400 Lottery Funds Ltd	-	(14,882)	(14,882)	(17,149)	(76,055)	-
3400 Other Funds Ltd	-	(71,683)	(71,683)	(47,796)	(214,272)	-
6400 Federal Funds Ltd	-	(11,912)	(11,912)	(8,620)	(37,913)	-
All Funds	-	(98,477)	(98,477)	(73,565)	(328,240)	-
3465 Reconciliation Adjustment						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	-	700	700	-	-	-
4400 Lottery Funds Ltd	-	107,137	107,137	-	-	-
3400 Other Funds Ltd	-	(107,141)	(107,141)	-	-	-
All Funds	-	696	696	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	700	700	-	-	-
4400 Lottery Funds Ltd	-	92,255	92,255	(17,149)	(76,055)	-
3400 Other Funds Ltd	-	(178,824)	(178,824)	(47,796)	(214,272)	-
6400 Federal Funds Ltd	-	(11,912)	(11,912)	(8,620)	(37,913)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($97,781)**	**($97,781)**	**($73,565)**	**($328,240)**	**-**
PERSONAL SERVICES						
8000 General Fund	-	392,260	416,226	-	-	-
4400 Lottery Funds Ltd	889,994	2,240,910	2,338,537	2,684,196	2,504,804	-
3400 Other Funds Ltd	5,492,459	6,070,429	6,277,570	7,873,017	6,621,213	-
6400 Federal Funds Ltd	494,047	1,084,228	1,120,526	1,149,658	2,187,959	-
TOTAL PERSONAL SERVICES	**$6,876,500**	**$9,787,827**	**$10,152,859**	**$11,706,871**	**$11,313,976**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	3,750	3,750	-	-	-
4400 Lottery Funds Ltd	5,679	14,045	14,045	44,885	43,045	-
3400 Other Funds Ltd	59,200	153,113	153,113	180,689	161,939	-
6400 Federal Funds Ltd	1,042	41,057	41,057	42,781	67,781	-
All Funds	65,921	211,965	211,965	268,355	272,765	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4125 Out of State Travel						
4400 Lottery Funds Ltd	2,197	4,620	4,620	16,091	15,897	-
3400 Other Funds Ltd	14,228	51,050	51,050	69,194	57,194	-
6400 Federal Funds Ltd	3,583	27,245	27,245	28,389	40,389	-
All Funds	20,008	82,915	82,915	113,674	113,480	-
4150 Employee Training						
8000 General Fund	-	3,300	3,300	-	-	-
4400 Lottery Funds Ltd	3,220	5,625	5,625	12,511	11,725	-
3400 Other Funds Ltd	15,631	47,532	47,532	58,432	50,482	-
6400 Federal Funds Ltd	1,519	14,449	14,449	15,056	22,456	-
All Funds	20,370	70,906	70,906	85,999	84,663	-
4175 Office Expenses						
8000 General Fund	-	3,000	3,000	-	-	-
4400 Lottery Funds Ltd	2,321	8,070	8,070	19,159	18,070	-
3400 Other Funds Ltd	16,152	64,992	64,992	78,409	68,659	-
6400 Federal Funds Ltd	-	45,401	45,401	47,308	59,808	-
All Funds	18,473	121,463	121,463	144,876	146,537	-
4200 Telecommunications						
8000 General Fund	-	4,200	4,200	-	-	-
4400 Lottery Funds Ltd	7,066	9,916	9,916	17,812	16,736	-
3400 Other Funds Ltd	49,596	34,221	34,221	41,459	35,519	-
6400 Federal Funds Ltd	1,450	1,800	1,800	1,876	10,156	-
All Funds	58,112	50,137	50,137	61,147	62,411	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4225 State Gov. Service Charges						
4400 Lottery Funds Ltd	63,547	188,411	188,411	321,507	307,412	-
3200 Other Funds Non-Ltd	7,125	48,668	48,668	67,273	67,273	-
3400 Other Funds Ltd	454,919	339,067	339,067	505,297	461,254	-
6400 Federal Funds Ltd	251	527	527	1,256	1,256	-
All Funds	525,842	576,673	576,673	895,333	837,195	-
4250 Data Processing						
4400 Lottery Funds Ltd	-	-	-	1,800	1,200	-
3400 Other Funds Ltd	-	3,627	3,627	10,379	4,979	-
6400 Federal Funds Ltd	-	4,312	4,312	4,493	9,293	-
All Funds	-	7,939	7,939	16,672	15,472	-
4275 Publicity and Publications						
4400 Lottery Funds Ltd	18	999	999	8,541	8,499	-
3400 Other Funds Ltd	5,951	34,373	34,373	35,817	35,817	-
6400 Federal Funds Ltd	3,670	42,628	42,628	44,418	44,418	-
All Funds	9,639	78,000	78,000	88,776	88,734	-
4300 Professional Services						
4400 Lottery Funds Ltd	354,976	108,861	108,861	129,041	119,461	-
3200 Other Funds Non-Ltd	121,473	94,490	94,490	94,490	94,490	-
3400 Other Funds Ltd	163,343	838,215	838,215	647,900	639,793	-
6400 Federal Funds Ltd	5,803	266,377	266,377	289,818	1,332,003	-
All Funds	645,595	1,307,943	1,307,943	1,161,249	2,185,747	-
4315 IT Professional Services						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	-	-	-	3,981	2,654	-
3400 Other Funds Ltd	10,000	2,435	2,435	17,246	5,303	-
6400 Federal Funds Ltd	5,160	-	-	-	10,616	-
All Funds	15,160	2,435	2,435	21,227	18,573	-
4325 Attorney General						
8000 General Fund	-	5,000	5,000	-	-	-
4400 Lottery Funds Ltd	15,921	16,225	16,225	44,092	42,055	-
3200 Other Funds Non-Ltd	49,913	88,072	88,072	88,072	84,003	-
3400 Other Funds Ltd	56,773	97,774	97,774	115,051	134,736	-
6400 Federal Funds Ltd	7,907	26,605	26,605	31,306	29,860	-
All Funds	130,514	233,676	233,676	278,521	290,654	-
4375 Employee Recruitment and Develop						
4400 Lottery Funds Ltd	-	24	24	3,025	3,024	-
3400 Other Funds Ltd	155	7,775	7,775	8,102	8,102	-
6400 Federal Funds Ltd	-	5,921	5,921	6,170	6,170	-
All Funds	155	13,720	13,720	17,297	17,296	-
4400 Dues and Subscriptions						
8000 General Fund	-	1,500	1,500	-	-	-
4400 Lottery Funds Ltd	2,310	562	562	4,836	4,562	-
3400 Other Funds Ltd	24,685	16,825	16,825	21,761	18,011	-
6400 Federal Funds Ltd	5,330	18,354	18,354	19,125	22,625	-
All Funds	32,325	37,241	37,241	45,722	45,198	-
4425 Facilities Rental and Taxes						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	15,307	24,876	24,876	25,921	25,921	-
3400 Other Funds Ltd	313,296	316,340	316,340	329,626	329,626	-
6400 Federal Funds Ltd	-	60,659	60,659	63,207	63,207	-
All Funds	328,603	401,875	401,875	418,754	418,754	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	6,494	-	-	-	-	-
4575 Agency Program Related S and S						
3200 Other Funds Non-Ltd	10,000	-	-	-	-	-
3400 Other Funds Ltd	14,313	10,065	10,065	10,488	10,488	-
6400 Federal Funds Ltd	-	45,483	45,483	47,393	47,393	-
All Funds	24,313	55,548	55,548	57,881	57,881	-
4650 Other Services and Supplies						
4400 Lottery Funds Ltd	1,748	156,489	156,489	45,685	38,250	-
3200 Other Funds Non-Ltd	536,465	187,885	187,885	187,885	187,885	-
3230 Other Funds Debt Svc Non-Ltd	164,781	-	-	-	-	-
3400 Other Funds Ltd	452,222	3,529,113	3,529,113	2,629,372	2,636,507	-
6400 Federal Funds Ltd	67	-	-	-	-	-
All Funds	1,155,283	3,873,487	3,873,487	2,862,942	2,862,642	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	6,500	6,500	-	-	-
4400 Lottery Funds Ltd	731	4,873	4,873	6,728	6,273	-
3200 Other Funds Non-Ltd	39,732	-	-	-	-	-
3400 Other Funds Ltd	(39,732)	37,214	37,214	44,606	39,656	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	-	51,884	51,884	54,063	58,763	-
All Funds	731	100,471	100,471	105,397	104,692	-
4715 IT Expendable Property						
8000 General Fund	-	2,500	2,500	-	-	-
4400 Lottery Funds Ltd	318	-	-	14,795	13,500	-
3400 Other Funds Ltd	47,005	8,329	8,329	23,959	9,574	-
6400 Federal Funds Ltd	202	-	-	-	13,090	-
All Funds	47,525	10,829	10,829	38,754	36,164	-
SERVICES & SUPPLIES						
8000 General Fund	-	29,750	29,750	-	-	-
4400 Lottery Funds Ltd	475,359	543,596	543,596	720,410	678,284	-
3200 Other Funds Non-Ltd	764,708	419,115	419,115	437,720	433,651	-
3230 Other Funds Debt Svc Non-Ltd	164,781	-	-	-	-	-
3400 Other Funds Ltd	1,664,231	5,592,060	5,592,060	4,827,787	4,707,639	-
6400 Federal Funds Ltd	35,984	652,702	652,702	696,659	1,839,284	-
TOTAL SERVICES & SUPPLIES	**$3,105,063**	**$7,237,223**	**$7,237,223**	**$6,682,576**	**$7,658,858**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	-	8,729,755	9,713,755	-	-	-
4400 Lottery Funds Ltd	1,028,900	-	-	-	-	-
3200 Other Funds Non-Ltd	11,285,040	24,205,457	24,205,457	24,205,457	24,205,457	-
3400 Other Funds Ltd	5,902,823	179,266,970	190,460,358	-	-	-
6400 Federal Funds Ltd	29,481,847	40,605,373	40,605,373	23,160,643	23,160,643	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	47,698,610	252,807,555	264,984,943	47,366,100	47,366,100	-
6020 Dist to Counties						
8000 General Fund	-	3,280,319	3,280,319	-	-	-
3200 Other Funds Non-Ltd	531,253	259,500	259,500	259,500	259,500	-
3400 Other Funds Ltd	1,224,339	91,000,000	80,000,000	5,000,000	5,000,000	-
6400 Federal Funds Ltd	5,966,723	9,704,026	9,704,026	10,111,595	10,111,595	-
All Funds	7,722,315	104,243,845	93,243,845	15,371,095	15,371,095	-
6025 Dist to Other Gov Unit						
8000 General Fund	2,062,521	5,648,000	23,072,479	-	-	-
4400 Lottery Funds Ltd	216,966	1,600,000	1,883,034	-	-	-
3200 Other Funds Non-Ltd	7,750,333	126,455,690	126,455,690	144,689,543	144,689,543	-
3400 Other Funds Ltd	18,274,687	365,603,774	417,004,233	167,602,961	166,920,866	-
All Funds	28,304,507	499,307,464	568,415,436	312,292,504	311,610,409	-
6030 Dist to Non-Gov Units						
8000 General Fund	-	4,877,650	4,877,650	20,000,000	12,357,660	-
4400 Lottery Funds Ltd	471,100	-	-	-	-	-
3200 Other Funds Non-Ltd	142,612	10,063,837	10,063,837	100,451,205	9,951,205	-
3400 Other Funds Ltd	-	-	7,000,000	24,000,000	90,500,001	-
6400 Federal Funds Ltd	133,033	2,122,260	2,122,260	2,211,395	3,466,395	-
All Funds	746,745	17,063,747	24,063,747	146,662,600	116,275,261	-
6040 Dist to Local School Districts						
3200 Other Funds Non-Ltd	60,205	-	-	-	-	-
3400 Other Funds Ltd	123,837,118	421,057,298	421,057,298	230,000,000	230,000,000	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	200,000	-	-	-	-	-
All Funds	124,097,323	421,057,298	421,057,298	230,000,000	230,000,000	-
6045 Dist to Comm College Districts						
3400 Other Funds Ltd	6,080,937	-	-	-	-	-
6048 Spc Pmt to Public Universities						
3200 Other Funds Non-Ltd	25,000	-	-	-	-	-
6050 Dist to Non-Profit Organizations						
3200 Other Funds Non-Ltd	360,837	-	-	-	-	-
3400 Other Funds Ltd	2,785,837	-	-	-	-	-
6400 Federal Funds Ltd	179,170	-	-	-	-	-
All Funds	3,325,844	-	-	-	-	-
6060 Intra-Agency Gen Fund Transfer						
8000 General Fund	1,647,000	50,000,000	50,000,000	-	-	-
6080 Loans Made - Other						
3200 Other Funds Non-Ltd	108,399,390	144,031,955	144,031,955	143,097,939	143,097,939	-
6400 Federal Funds Ltd	-	638,243	638,243	665,049	665,049	-
All Funds	108,399,390	144,670,198	144,670,198	143,762,988	143,762,988	-
6085 Other Special Payments						
3400 Other Funds Ltd	-	-	-	-	264,102,687	-
6123 Spc Pmt to OR Business Development						
4400 Lottery Funds Ltd	-	-	-	24,000,000	-	-
SPECIAL PAYMENTS						
8000 General Fund	3,709,521	72,535,724	90,944,203	20,000,000	12,357,660	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4400 Lottery Funds Ltd	1,716,966	1,600,000	1,883,034	24,000,000	-	-
3200 Other Funds Non-Ltd	128,554,670	305,016,439	305,016,439	412,703,644	322,203,644	-
3400 Other Funds Ltd	158,105,741	1,056,928,042	1,115,521,889	426,602,961	756,523,554	-
6400 Federal Funds Ltd	35,960,773	53,069,902	53,069,902	36,148,682	37,403,682	-
TOTAL SPECIAL PAYMENTS	**$328,047,671**	**$1,489,150,107**	**$1,566,435,467**	**$919,455,287**	**$1,128,488,540**	**-**
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	20,387,286	-	-	-	-	-
7100 Principal - Bonds						
3200 Other Funds Non-Ltd	1,915,000	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	15,980,000	5,245,000	5,245,000	9,295,000	9,295,000	-
All Funds	17,895,000	5,245,000	5,245,000	9,295,000	9,295,000	-
7150 Interest - Bonds						
3230 Other Funds Debt Svc Non-Ltd	4,153,847	3,652,360	3,652,360	4,484,447	4,484,447	-
DEBT SERVICE						
3200 Other Funds Non-Ltd	1,915,000	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	40,521,133	8,897,360	8,897,360	13,779,447	13,779,447	-
TOTAL DEBT SERVICE	**$42,436,133**	**$8,897,360**	**$8,897,360**	**$13,779,447**	**$13,779,447**	**-**
EXPENDITURES						
8000 General Fund	3,709,521	72,957,734	91,390,179	20,000,000	12,357,660	-
4400 Lottery Funds Ltd	3,082,319	4,384,506	4,765,167	27,404,606	3,183,088	-
3200 Other Funds Non-Ltd	131,234,378	305,435,554	305,435,554	413,141,364	322,637,295	-
3230 Other Funds Debt Svc Non-Ltd	40,685,914	8,897,360	8,897,360	13,779,447	13,779,447	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	165,262,431	1,068,590,531	1,127,391,519	439,303,765	767,852,406	-
6400 Federal Funds Ltd	36,490,804	54,806,832	54,843,130	37,994,999	41,430,925	-
TOTAL EXPENDITURES	**$380,465,367**	**$1,515,072,517**	**$1,592,722,909**	**$951,624,181**	**$1,161,240,821**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(12,737,479)	-	-	-	-	-
ENDING BALANCE						
4400 Lottery Funds Ltd	296,545	-	-	-	-	-
3200 Other Funds Non-Ltd	279,163,149	83,883,705	83,883,705	140,697,284	141,041,194	-
3230 Other Funds Debt Svc Non-Ltd	1,199,342	32,035,079	32,035,079	-	-	-
3400 Other Funds Ltd	190,802,537	5,826,114	2,605,455	6,092,741	108,070,732	-
3430 Other Funds Debt Svc Ltd	-	8,897,360	8,897,360	-	-	-
6400 Federal Funds Ltd	1,246,886	2,695	2,695	-	30,739	-
TOTAL ENDING BALANCE	**$472,708,459**	**$130,644,953**	**$127,424,294**	**$146,790,025**	**$249,142,665**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	34	38	38	40	39	-
TOTAL AUTHORIZED POSITIONS	**34**	**38**	**38**	**40**	**39**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	33.26	36.92	36.92	40.00	39.00	-
TOTAL AUTHORIZED FTE	**33.26**	**36.92**	**36.92**	**40.00**	**39.00**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
4400 Lottery Funds Ltd	(30,887)	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	195,174	-	-	-	-	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	1,175,816	1,419,830	1,419,830	1,479,463	1,479,463	-
TRANSFERS IN						
4400 Lottery Funds Ltd	1,370,990	1,419,830	1,419,830	1,479,463	1,479,463	-
TOTAL TRANSFERS IN	**$1,370,990**	**$1,419,830**	**$1,419,830**	**$1,479,463**	**$1,479,463**	**-**
REVENUE CATEGORIES						
4400 Lottery Funds Ltd	1,340,103	1,419,830	1,419,830	1,479,463	1,479,463	-
TOTAL REVENUE CATEGORIES	**$1,340,103**	**$1,419,830**	**$1,419,830**	**$1,479,463**	**$1,479,463**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(15,442)	-	-	-	-	-
AVAILABLE REVENUES						
4400 Lottery Funds Ltd	1,324,661	1,419,830	1,419,830	1,479,463	1,479,463	-
TOTAL AVAILABLE REVENUES	**$1,324,661**	**$1,419,830**	**$1,419,830**	**$1,479,463**	**$1,479,463**	**-**
EXPENDITURES						
SPECIAL PAYMENTS						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6025 Dist to Other Gov Unit						
4400 Lottery Funds Ltd	1,147,182	-	-	-	-	-
6030 Dist to Non-Gov Units						
4400 Lottery Funds Ltd	-	1,419,830	1,419,830	1,479,463	1,479,463	-
SPECIAL PAYMENTS						
4400 Lottery Funds Ltd	1,147,182	1,419,830	1,419,830	1,479,463	1,479,463	-
TOTAL SPECIAL PAYMENTS	**$1,147,182**	**$1,419,830**	**$1,419,830**	**$1,479,463**	**$1,479,463**	**-**
ENDING BALANCE						
4400 Lottery Funds Ltd	177,479	-	-	-	-	-
TOTAL ENDING BALANCE	**$177,479**	**-**	**-**	**-**	**-**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	34,975,208	33,155,391	33,155,391	40,940,244	40,940,244	-
6400 Federal Funds Ltd	2,291	-	-	-	-	-
All Funds	34,977,499	33,155,391	33,155,391	40,940,244	40,940,244	-
0030 Beginning Balance Adjustment						
4400 Lottery Funds Ltd	-	-	119,462	-	-	-
3400 Other Funds Ltd	478,911	-	-	-	-	-
All Funds	478,911	-	119,462	-	-	-
BEGINNING BALANCE						
4400 Lottery Funds Ltd	-	-	119,462	-	-	-
3400 Other Funds Ltd	35,454,119	33,155,391	33,155,391	40,940,244	40,940,244	-
6400 Federal Funds Ltd	2,291	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$35,456,410**	**$33,155,391**	**$33,274,853**	**$40,940,244**	**$40,940,244**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,621,778	4,069,521	4,092,881	14,326,585	4,287,169	-
BOND SALES						
0565 Lottery Bonds						
3400 Other Funds Ltd	-	9,510,728	9,510,728	-	-	-
INTEREST EARNINGS						
0605 Interest Income						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	270,873	155,518	155,518	150,000	150,000	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	9,763,624	10,337,894	10,337,894	10,338,000	10,338,000	-
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	3,000	700,000	2,380,000	-	-	-
DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	9,766,624	11,037,894	12,717,894	10,338,000	10,338,000	-
TOTAL DONATIONS AND CONTRIBUTIONS	**$9,766,624**	**$11,037,894**	**$12,717,894**	**$10,338,000**	**$10,338,000**	**-**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,972,984	1,139,414	1,139,414	429,500	429,500	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	1,933,605	2,119,144	2,922,644	2,208,982	2,208,982	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4400 Lottery Funds Ltd	1,926,373	-	-	-	-	-
3400 Other Funds Ltd	7,018,301	6,500,000	6,500,000	9,846,240	9,846,240	-
All Funds	8,944,674	6,500,000	6,500,000	9,846,240	9,846,240	-
1107 Tsfr From Administrative Svcs						
4400 Lottery Funds Ltd	1,553,906	-	-	-	-	-
1730 Tsfr From Transportation, Dept						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	704,306	745,634	745,634	853,418	853,418	-
TRANSFERS IN						
4400 Lottery Funds Ltd	3,480,279	-	-	-	-	-
3400 Other Funds Ltd	7,722,607	7,245,634	7,245,634	10,699,658	10,699,658	-
TOTAL TRANSFERS IN	**$11,202,886**	**$7,245,634**	**$7,245,634**	**$10,699,658**	**$10,699,658**	**-**
REVENUE CATEGORIES						
8000 General Fund	3,621,778	4,069,521	4,092,881	14,326,585	4,287,169	-
4400 Lottery Funds Ltd	3,480,279	-	-	-	-	-
3400 Other Funds Ltd	19,733,088	29,089,188	30,769,188	21,617,158	21,617,158	-
6400 Federal Funds Ltd	1,933,605	2,119,144	2,922,644	2,208,982	2,208,982	-
TOTAL REVENUE CATEGORIES	**$28,768,750**	**$35,277,853**	**$37,784,713**	**$38,152,725**	**$28,113,309**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
4400 Lottery Funds Ltd	(1,674,029)	-	-	-	-	-
3400 Other Funds Ltd	(7,069,164)	(6,500,000)	(6,500,000)	(10,353,480)	(10,313,385)	-
All Funds	(8,743,193)	(6,500,000)	(6,500,000)	(10,353,480)	(10,313,385)	-
2107 Tsfr To Administrative Svcs						
4400 Lottery Funds Ltd	(119,462)	-	(119,462)	-	-	-
TRANSFERS OUT						
4400 Lottery Funds Ltd	(1,793,491)	-	(119,462)	-	-	-
3400 Other Funds Ltd	(7,069,164)	(6,500,000)	(6,500,000)	(10,353,480)	(10,313,385)	-
TOTAL TRANSFERS OUT	**($8,862,655)**	**($6,500,000)**	**($6,619,462)**	**($10,353,480)**	**($10,313,385)**	**-**
AVAILABLE REVENUES						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	3,621,778	4,069,521	4,092,881	14,326,585	4,287,169	-
4400 Lottery Funds Ltd	1,686,788	-	-	-	-	-
3400 Other Funds Ltd	48,118,043	55,744,579	57,424,579	52,203,922	52,244,017	-
6400 Federal Funds Ltd	1,935,896	2,119,144	2,922,644	2,208,982	2,208,982	-
TOTAL AVAILABLE REVENUES	**$55,362,505**	**$61,933,244**	**$64,440,104**	**$68,739,489**	**$58,740,168**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	701,004	660,027	680,268	834,358	702,334	-
3400 Other Funds Ltd	550,858	978,633	1,033,029	1,175,378	1,175,378	-
6400 Federal Funds Ltd	50,000	-	-	-	-	-
All Funds	1,301,862	1,638,660	1,713,297	2,009,736	1,877,712	-
3160 Temporary Appointments						
8000 General Fund	15,928	-	-	-	-	-
3400 Other Funds Ltd	12,734	-	-	-	-	-
All Funds	28,662	-	-	-	-	-
3170 Overtime Payments						
3400 Other Funds Ltd	2,974	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	4,655	-	-	-	-	-
3400 Other Funds Ltd	1,479	-	-	-	-	-
All Funds	6,134	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
SALARIES & WAGES						
8000 General Fund	721,587	660,027	680,268	834,358	702,334	-
3400 Other Funds Ltd	568,045	978,633	1,033,029	1,175,378	1,175,378	-
6400 Federal Funds Ltd	50,000	-	-	-	-	-
TOTAL SALARIES & WAGES	**$1,339,632**	**$1,638,660**	**$1,713,297**	**$2,009,736**	**$1,877,712**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	190	213	213	251	198	-
3400 Other Funds Ltd	183	340	340	328	328	-
All Funds	373	553	553	579	526	-
3220 Public Employees' Retire Cont						
8000 General Fund	115,817	113,062	116,529	149,517	125,858	-
3400 Other Funds Ltd	86,572	166,921	176,239	209,874	209,874	-
All Funds	202,389	279,983	292,768	359,391	335,732	-
3221 Pension Obligation Bond						
8000 General Fund	42,735	38,231	36,334	38,835	38,835	-
3400 Other Funds Ltd	33,176	56,686	53,873	56,228	56,228	-
All Funds	75,911	94,917	90,207	95,063	95,063	-
3230 Social Security Taxes						
8000 General Fund	61,520	50,492	52,041	63,828	53,728	-
3400 Other Funds Ltd	44,907	74,866	79,027	89,919	89,919	-
All Funds	106,427	125,358	131,068	153,747	143,647	-
3240 Unemployment Assessments						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	-	1	1	1	1	-
3400 Other Funds Ltd	1,968	-	-	-	-	-
All Funds	1,968	1	1	1	1	-
3241 Paid Family Medical Leave Insurance						
8000 General Fund	-	-	-	3,337	2,809	-
3400 Other Funds Ltd	-	-	-	4,685	4,685	-
All Funds	-	-	-	8,022	7,494	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	206	169	169	218	172	-
3400 Other Funds Ltd	167	270	270	286	286	-
All Funds	373	439	439	504	458	-
3260 Mass Transit Tax						
8000 General Fund	4,879	3,960	3,960	5,006	4,214	-
3400 Other Funds Ltd	3,571	5,872	5,872	7,053	7,053	-
All Funds	8,450	9,832	9,832	12,059	11,267	-
3270 Flexible Benefits						
8000 General Fund	149,790	140,643	140,643	187,750	148,150	-
3400 Other Funds Ltd	115,802	224,154	224,154	246,200	246,200	-
All Funds	265,592	364,797	364,797	433,950	394,350	-
3280 Other OPE						
8000 General Fund	-	-	-	5,870	5,870	-
3400 Other Funds Ltd	-	-	-	6,669	6,669	-
All Funds	-	-	-	12,539	12,539	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
OTHER PAYROLL EXPENSES						
8000 General Fund	375,137	346,771	349,890	454,613	379,835	-
3400 Other Funds Ltd	286,346	529,109	539,775	621,242	621,242	-
TOTAL OTHER PAYROLL EXPENSES	**$661,483**	**$875,880**	**$889,665**	**$1,075,855**	**$1,001,077**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(9,639)	(9,639)	(8,249)	(36,477)	-
3400 Other Funds Ltd	-	(15,986)	(15,986)	(12,000)	(52,814)	-
All Funds	-	(25,625)	(25,625)	(20,249)	(89,291)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	-	-	-	(7,392)	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(9,639)	(9,639)	(8,249)	(43,869)	-
3400 Other Funds Ltd	-	(15,986)	(15,986)	(12,000)	(52,814)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($25,625)**	**($25,625)**	**($20,249)**	**($96,683)**	**-**
PERSONAL SERVICES						
8000 General Fund	1,096,724	997,159	1,020,519	1,280,722	1,038,300	-
3400 Other Funds Ltd	854,391	1,491,756	1,556,818	1,784,620	1,743,806	-
6400 Federal Funds Ltd	50,000	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$2,001,115**	**$2,488,915**	**$2,577,337**	**$3,065,342**	**$2,782,106**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	3,678	44,314	44,314	49,925	47,425	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	16,318	48,601	48,601	50,642	50,642	-
6400 Federal Funds Ltd	655	22,606	22,606	23,555	23,555	-
All Funds	20,651	115,521	115,521	124,122	121,622	-
4125 Out of State Travel						
8000 General Fund	2,490	2,670	2,670	2,782	2,782	-
3400 Other Funds Ltd	536	4,677	4,677	4,873	4,873	-
6400 Federal Funds Ltd	547	18,775	18,775	19,564	19,564	-
All Funds	3,573	26,122	26,122	27,219	27,219	-
4150 Employee Training						
8000 General Fund	624	16,240	16,240	18,572	17,472	-
3400 Other Funds Ltd	(241)	7,165	7,165	7,466	7,466	-
All Funds	383	23,405	23,405	26,038	24,938	-
4175 Office Expenses						
8000 General Fund	5,928	19,737	19,737	22,816	21,316	-
3400 Other Funds Ltd	19,837	57,443	57,443	59,856	59,856	-
6400 Federal Funds Ltd	311	9,479	9,479	9,877	9,877	-
All Funds	26,076	86,659	86,659	92,549	91,049	-
4200 Telecommunications						
8000 General Fund	12,506	12,992	12,992	15,518	14,198	-
3400 Other Funds Ltd	8,494	9,579	9,579	9,982	9,982	-
All Funds	21,000	22,571	22,571	25,500	24,180	-
4225 State Gov. Service Charges						
8000 General Fund	48,024	72,930	72,930	111,093	101,580	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	52,824	57,240	57,240	82,869	75,646	-
All Funds	100,848	130,170	130,170	193,962	177,226	-
4250 Data Processing						
8000 General Fund	-	579	579	2,403	1,203	-
3400 Other Funds Ltd	-	33,789	33,789	35,208	35,208	-
All Funds	-	34,368	34,368	37,611	36,411	-
4275 Publicity and Publications						
8000 General Fund	1,851	14,132	14,132	14,726	14,726	-
3400 Other Funds Ltd	53,317	1,030,828	1,030,828	1,074,123	1,074,123	-
6400 Federal Funds Ltd	841	1,489	1,489	1,552	1,552	-
All Funds	56,009	1,046,449	1,046,449	1,090,401	1,090,401	-
4300 Professional Services						
8000 General Fund	83,232	271,413	271,413	295,297	295,297	-
3400 Other Funds Ltd	445,830	144,261	144,261	442,456	442,456	-
6400 Federal Funds Ltd	46,496	18,100	18,100	19,693	19,693	-
All Funds	575,558	433,774	433,774	757,446	757,446	-
4315 IT Professional Services						
8000 General Fund	8,233	33,042	33,042	39,931	37,277	-
3400 Other Funds Ltd	11,086	-	-	-	-	-
All Funds	19,319	33,042	33,042	39,931	37,277	-
4325 Attorney General						
8000 General Fund	5,008	19,444	19,444	22,880	21,823	-
3400 Other Funds Ltd	856	11,085	11,085	13,044	12,441	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
All Funds	5,864	30,529	30,529	35,924	34,264	-
4375 Employee Recruitment and Develop						
8000 General Fund	329	3,789	3,789	3,948	3,948	-
3400 Other Funds Ltd	-	2,568	2,568	2,676	2,676	-
6400 Federal Funds Ltd	-	4,739	4,739	4,938	4,938	-
All Funds	329	11,096	11,096	11,562	11,562	-
4400 Dues and Subscriptions						
8000 General Fund	108,417	10,826	10,826	12,031	11,531	-
3400 Other Funds Ltd	16,617	169	169	176	176	-
6400 Federal Funds Ltd	-	6,771	6,771	7,055	7,055	-
All Funds	125,034	17,766	17,766	19,262	18,762	-
4425 Facilities Rental and Taxes						
8000 General Fund	65,881	75,109	75,109	78,264	78,264	-
3400 Other Funds Ltd	42,285	17,294	17,294	18,020	18,020	-
6400 Federal Funds Ltd	175	-	-	-	-	-
All Funds	108,341	92,403	92,403	96,284	96,284	-
4575 Agency Program Related S and S						
8000 General Fund	495	-	-	150,000	-	-
6400 Federal Funds Ltd	65	-	-	-	-	-
All Funds	560	-	-	150,000	-	-
4650 Other Services and Supplies						
8000 General Fund	2,497	10,044	10,044	10,466	9,847	-
3400 Other Funds Ltd	102,263	386,380	501,380	26,081	25,704	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
6400 Federal Funds Ltd	1	5,679	28,679	5,918	5,918	-
All Funds	104,761	402,103	540,103	42,465	41,469	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	4,869	4,869	5,823	5,323	-
3400 Other Funds Ltd	-	9,121	9,121	9,504	9,504	-
All Funds	-	13,990	13,990	15,327	14,827	-
4715 IT Expendable Property						
8000 General Fund	34,621	10,826	10,826	15,166	12,576	-
3400 Other Funds Ltd	105	2,358	2,358	2,457	2,457	-
All Funds	34,726	13,184	13,184	17,623	15,033	-
SERVICES & SUPPLIES						
8000 General Fund	383,814	622,956	622,956	871,641	696,588	-
3400 Other Funds Ltd	770,127	1,822,558	1,937,558	1,839,433	1,831,230	-
6400 Federal Funds Ltd	49,091	87,638	110,638	92,152	92,152	-
TOTAL SERVICES & SUPPLIES	**$1,203,032**	**$2,533,152**	**$2,671,152**	**$2,803,226**	**$2,619,970**	**-**
SPECIAL PAYMENTS						
6015 Dist to Cities						
8000 General Fund	-	23,969	23,969	24,976	24,976	-
6020 Dist to Counties						
3400 Other Funds Ltd	68,357	925,914	925,914	964,802	964,802	-
6025 Dist to Other Gov Unit						
8000 General Fund	3,221	-	-	-	-	-
4400 Lottery Funds Ltd	427,052	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3400 Other Funds Ltd	109,280	852,920	1,032,920	888,743	888,743	-
All Funds	539,553	852,920	1,032,920	888,743	888,743	-
6030 Dist to Non-Gov Units						
8000 General Fund	11,359	2,104,190	2,104,190	11,814,507	2,192,566	-
3400 Other Funds Ltd	5,176	12,612,588	13,997,588	3,806,240	3,554,940	-
6400 Federal Funds Ltd	12,092	1,950,256	2,730,756	2,032,167	2,032,167	-
All Funds	28,627	16,667,034	18,832,534	17,652,914	7,779,673	-
6035 Dist to Individuals						
8000 General Fund	187,464	321,247	321,247	334,739	334,739	-
3400 Other Funds Ltd	152,622	-	-	-	-	-
6400 Federal Funds Ltd	-	81,250	81,250	84,663	84,663	-
All Funds	340,086	402,497	402,497	419,402	419,402	-
6045 Dist to Comm College Districts						
8000 General Fund	1,507	-	-	-	-	-
3400 Other Funds Ltd	19,922	-	-	-	-	-
6400 Federal Funds Ltd	2,356	-	-	-	-	-
All Funds	23,785	-	-	-	-	-
6048 Spc Pmt to Public Universities						
8000 General Fund	61,428	-	-	-	-	-
3400 Other Funds Ltd	59,215	-	-	-	-	-
6400 Federal Funds Ltd	43,293	-	-	-	-	-
All Funds	163,936	-	-	-	-	-
6050 Dist to Non-Profit Organizations						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	1,368,592	-	-	-	-	-
4400 Lottery Funds Ltd	1,259,736	-	-	-	-	-
3400 Other Funds Ltd	8,507,680	2,723,063	2,723,063	179,019	179,019	-
6400 Federal Funds Ltd	1,767,699	-	-	-	-	-
All Funds	12,903,707	2,723,063	2,723,063	179,019	179,019	-
6085 Other Special Payments						
3400 Other Funds Ltd	-	7,859	7,859	8,189	8,189	-
6634 Spc Pmt to Parks and Rec Dept						
3400 Other Funds Ltd	241,558	260,000	260,000	313,724	313,724	-
SPECIAL PAYMENTS						
8000 General Fund	1,633,571	2,449,406	2,449,406	12,174,222	2,552,281	-
4400 Lottery Funds Ltd	1,686,788	-	-	-	-	-
3400 Other Funds Ltd	9,163,810	17,382,344	18,947,344	6,160,717	5,909,417	-
6400 Federal Funds Ltd	1,825,440	2,031,506	2,812,006	2,116,830	2,116,830	-
TOTAL SPECIAL PAYMENTS	**$14,309,609**	**$21,863,256**	**$24,208,756**	**$20,451,769**	**$10,578,528**	**-**
EXPENDITURES						
8000 General Fund	3,114,109	4,069,521	4,092,881	14,326,585	4,287,169	-
4400 Lottery Funds Ltd	1,686,788	-	-	-	-	-
3400 Other Funds Ltd	10,788,328	20,696,658	22,441,720	9,784,770	9,484,453	-
6400 Federal Funds Ltd	1,924,531	2,119,144	2,922,644	2,208,982	2,208,982	-
TOTAL EXPENDITURES	**$17,513,756**	**$26,885,323**	**$29,457,245**	**$26,320,337**	**$15,980,604**	**-**
REVERSIONS						
9900 Reversions						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
8000 General Fund	(507,669)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	37,329,715	35,047,921	34,982,859	42,419,152	42,759,564	-
6400 Federal Funds Ltd	11,365	-	-	-	-	-
TOTAL ENDING BALANCE	**$37,341,080**	**$35,047,921**	**$34,982,859**	**$42,419,152**	**$42,759,564**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	10	10	10	11	10	-
TOTAL AUTHORIZED POSITIONS	**10**	**10**	**10**	**11**	**10**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	9.50	9.50	9.50	11.00	10.00	-
TOTAL AUTHORIZED FTE	**9.50**	**9.50**	**9.50**	**11.00**	**10.00**	**-**

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
4430 Lottery Funds Debt Svc Ltd	271,723	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	19,326	-	-	-	-	-
All Funds	291,049	-	-	-	-	-
0030 Beginning Balance Adjustment						
4430 Lottery Funds Debt Svc Ltd	-	87,032	87,032	-	-	-
BEGINNING BALANCE						
4430 Lottery Funds Debt Svc Ltd	271,723	87,032	87,032	-	-	-
3430 Other Funds Debt Svc Ltd	19,326	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$291,049**	**$87,032**	**$87,032**	**-**	**-**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	54,475,254	74,062,166	74,053,211	102,884,735	103,371,404	-
INTEREST EARNINGS						
0605 Interest Income						
4430 Lottery Funds Debt Svc Ltd	369,802	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	1,373	5,800	405,116	-	-	-
All Funds	371,175	5,800	405,116	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
4430 Lottery Funds Debt Svc Ltd	10,022,983	-	-	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
3430 Other Funds Debt Svc Ltd	2,665,490	-	3,013,518	-	-	-
All Funds	12,688,473	-	3,013,518	-	-	-
1040 Transfer In Lottery Proceeds						
4430 Lottery Funds Debt Svc Ltd	-	-	-	3,799,751	-	-
1107 Tsfr From Administrative Svcs						
4430 Lottery Funds Debt Svc Ltd	46,383,614	46,302,709	42,898,843	47,504,550	47,504,550	-
3430 Other Funds Debt Svc Ltd	49,486	-	-	-	-	-
All Funds	46,433,100	46,302,709	42,898,843	47,504,550	47,504,550	-
TRANSFERS IN						
4430 Lottery Funds Debt Svc Ltd	56,406,597	46,302,709	42,898,843	51,304,301	47,504,550	-
3430 Other Funds Debt Svc Ltd	2,714,976	-	3,013,518	-	-	-
TOTAL TRANSFERS IN	**$59,121,573**	**$46,302,709**	**$45,912,361**	**$51,304,301**	**$47,504,550**	**-**
REVENUE CATEGORIES						
8030 General Fund Debt Svc	54,475,254	74,062,166	74,053,211	102,884,735	103,371,404	-
4430 Lottery Funds Debt Svc Ltd	56,776,399	46,302,709	42,898,843	51,304,301	47,504,550	-
3430 Other Funds Debt Svc Ltd	2,716,349	5,800	3,418,634	-	-	-
TOTAL REVENUE CATEGORIES	**$113,968,002**	**$120,370,675**	**$120,370,688**	**$154,189,036**	**$150,875,954**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
4430 Lottery Funds Debt Svc Ltd	(11,031,624)	-	-	-	-	-
2123 Tsfr To OR Business Development						
4430 Lottery Funds Debt Svc Ltd	(164,782)	-	-	-	-	-
TRANSFERS OUT						

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
4430 Lottery Funds Debt Svc Ltd	(11,196,406)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($11,196,406)**	**-**	**-**	**-**	**-**	**-**
AVAILABLE REVENUES						
8030 General Fund Debt Svc	54,475,254	74,062,166	74,053,211	102,884,735	103,371,404	-
4430 Lottery Funds Debt Svc Ltd	45,851,716	46,389,741	42,985,875	51,304,301	47,504,550	-
3430 Other Funds Debt Svc Ltd	2,735,675	5,800	3,418,634	-	-	-
TOTAL AVAILABLE REVENUES	**$103,062,645**	**$120,457,707**	**$120,457,720**	**$154,189,036**	**$150,875,954**	**-**
EXPENDITURES						
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	23,789,956	35,185,000	35,185,000	51,000,000	50,745,000	-
4430 Lottery Funds Debt Svc Ltd	36,257,519	35,846,362	35,846,362	37,377,000	35,877,000	-
3430 Other Funds Debt Svc Ltd	2,686,098	-	-	-	-	-
All Funds	62,733,573	71,031,362	71,031,362	88,377,000	86,622,000	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	30,680,293	38,877,166	38,868,211	51,884,735	52,626,404	-
4430 Lottery Funds Debt Svc Ltd	9,507,098	10,543,379	7,139,513	13,927,301	11,627,550	-
3430 Other Funds Debt Svc Ltd	49,565	5,800	3,418,634	-	-	-
All Funds	40,236,956	49,426,345	49,426,358	65,812,036	64,253,954	-
DEBT SERVICE						
8030 General Fund Debt Svc	54,470,249	74,062,166	74,053,211	102,884,735	103,371,404	-
4430 Lottery Funds Debt Svc Ltd	45,764,617	46,389,741	42,985,875	51,304,301	47,504,550	-
3430 Other Funds Debt Svc Ltd	2,735,663	5,800	3,418,634	-	-	-

Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
TOTAL DEBT SERVICE	**$102,970,529**	**$120,457,707**	**$120,457,720**	**$154,189,036**	**$150,875,954**	**-**
REVERSIONS						
9900 Reversions						
8030 General Fund Debt Svc	(5,005)	-	-	-	-	-
ENDING BALANCE						
4430 Lottery Funds Debt Svc Ltd	87,099	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	12	-	-	-	-	-
TOTAL ENDING BALANCE	**$87,111**	**-**	**-**	**-**	**-**	**-**

Description	*2019-21 Actuals*	*2021-23 Leg Adopted Budget*	*2021-23 Leg Approved Budget*	*2023-25 Agency Request Budget*	*2023-25 Governor's Budget*	*2023-25 Leg. Adopted Budget*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	88,195	-	-	-	-	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(88,195)	-	-	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL BEGINNING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

Summary of 2023-25 Biennium Budget

Oregon Business Development Department — **Governor's Budget**
Oregon Business Development Department — **Cross Reference Number: 12300-000-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	158	156.42	1,948,042,900	209,279,227	150,711,472	1,175,309,563	85,432,939	327,309,699	-
2021-23 Emergency Boards	13	5.58	139,859,746	54,059,297	(1,711,695)	85,651,477	1,860,667	-	-
2021-23 Leg Approved Budget	**171**	**162.00**	**2,087,902,646**	**263,338,524**	**148,999,777**	**1,260,961,040**	87,293,606	**327,309,699**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(25)	(16.50)	(1,093,130)	(479,524)	28,202	(529,361)	(112,447)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			22,651,507	16,669,379	4,518,675	(3,418,634)	-	4,882,087	-
Base Nonlimited Adjustment			17,205,075	-	-	-	-	17,205,075	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**146**	**145.50**	**2,126,666,098**	**279,528,379**	**153,546,654**	**1,257,013,045**	87,181,159	**349,396,861**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	99,110	4,623	35,033	54,830	4,624	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	62,452	(15,005)	65,770	10,240	1,447	-	-
Subtotal	**-**	**-**	**161,562**	**(10,382)**	**100,803**	**65,070**	6,071	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	268,089,136	-	14,136	264,075,000	4,000,000	-	-
022 - Phase-out Pgm & One-time Costs	(1)	(1.00)	(1,458,815,422)	(184,612,912)	(24,951,034)	(1,207,231,056)	(42,020,420)	-	-
Subtotal	**(1)**	**(1.00)**	**(1,190,726,286)**	**(184,612,912)**	**(24,936,898)**	**(943,156,056)**	(38,020,420)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	5,825,049	142,601	2,461,518	1,377,505	1,843,425	-	-
State Gov"t & Services Charges Increase/(Decrease)			1,109,621	38,163	743,413	327,316	729	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	**-**	**-**	**6,934,670**	**180,764**	**3,204,931**	**1,704,821**	1,844,154	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	(10,967)	5,704	4,841	422	-	-
Subtotal: 2023-25 Current Service Level	**145**	**144.50**	**943,036,044**	**95,074,882**	**131,921,194**	**315,631,721**	51,011,386	**349,396,861**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**145**	**144.50**	**943,036,044**	**95,074,882**	**131,921,194**	**315,631,721**	51,011,386	**349,396,861**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**145**	**144.50**	**943,036,044**	**95,074,882**	**131,921,194**	**315,631,721**	51,011,386	**349,396,861**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	4	4.00	83,500,000	-	-	-	83,500,000	-	-
082 - September Eboard	8	8.00	3,838,878	-	-	-	3,838,878	-	-
Subtotal Emergency Board Packages	**12**	**12.00**	**87,338,878**	**-**	**-**	**-**	87,338,878	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	489,813,480	26,829,432	199,416,992	263,609,845	(42,789)	-	-
091 - Additional Analyst Adjustments	3	1.50	110,774,007	-	9,826,631	100,947,376	-	-	-
092 - Statewide AG Adjustment	-	-	(33,664)	(1,057)	(12,055)	(8,421)	(1,446)	(10,685)	-
093 - Statewide Adjustment DAS Chgs	-	-	(302,384)	(10,132)	(190,466)	(101,786)	-	-	-
101 - COBID Staffing	5	5.00	1,522,882	-	-	1,522,882	-	-	-
102 - SPWF Recapitalization	-	-	75,952,430	-	-	75,952,430	-	-	-
103 - OregonInC Funding increase	-	-	-	-	-	-	-	-	-
104 - Rural Opportunity Initiative	-	-	2,000,000	-	2,000,000	-	-	-	-
105 - Technical Assistance Program	1	1.00	5,000,000	-	5,000,000	-	-	-	-
106 - Equitable Economic Recovery Plan impl.	-	-	-	-	-	-	-	-	-
107 - SPWF Recapitalization - Matching Funds	-	-	15,724,205	-	-	15,724,205	-	-	-
108 - Staffing	7	6.75	1,922,708	-	1,319,818	396,050	206,840	-	-
109 - Modernization Program Continuation - Phase II	3	2.50	2,442,200	-	2,075,869	366,331	-	-	-
110 - COBID staffing increase - Navigator	2	2.00	444,033	444,033	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
111 - Economic Equity Investment Positions	6	4.50	82,101	-	-	82,101	-	-	-
112 - Broadband Office staffing	-	-	-	-	-	-	-	-	-
113 - Arts Commission Base Funding Increase	-	-	-	-	-	-	-	-	-
114 - Cultural Trust Admin. Expense Cap Increase	-	0.50	403,964	(49,960)	-	453,924	-	-	-
115 - Agency-Wide Training	-	-	-	-	-	-	-	-	-
116 - Project Management Office establishment	-	-	-	-	-	-	-	-	-
117 - Seismic Rehabilitation Grant Program Recap.	-	-	164,103,814	12,648,814	-	151,455,000	-	-	-
118 - GCAP Funding increase	-	-	-	-	-	-	-	-	-
119 - Board Stipend and Business & Community Eng.	-	-	-	-	-	-	-	-	-
120 - Reclassifications	-	-	84,505	24,254	50,220	10,031	-	-	-
121 - Oregon Industrial Site Readiness Program	-	-	1	-	-	1	-	-	-
122 - Taiwan Trade Office	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**27**	**23.75**	**869,934,282**	**39,885,384**	**219,487,009**	**610,409,969**	162,605	**(10,685)**	**-**
Total 2023-25 Governor's Budget	**184**	**180.25**	**1,900,309,204**	**134,960,266**	**351,408,203**	**926,041,690**	138,512,869	**349,386,176**	**-**
Percentage Change From 2021-23 Leg Approved Budget	7.60%	11.27%	-8.98%	-48.75%	135.84%	-26.56%	58.67%	6.74%	-
Percentage Change From 2023-25 Current Service Level	26.90%	24.74%	101.51%	41.95%	166.38%	193.39%	171.53%	-	-

Summary of 2023-25 Biennium Budget

Oregon Business Development Department | **Governor's Budget**
Operations | **Cross Reference Number: 12300-110-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	47	47.00	14,771,797	-	10,938,127	3,583,494	250,176	-	-
2021-23 Emergency Boards	3	0.75	643,446	-	361,926	275,847	5,673	-	-
2021-23 Leg Approved Budget	**50**	**47.75**	**15,415,243**	**-**	**11,300,053**	**3,859,341**	255,849	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(4)	(1.75)	987,772	-	1,200,809	(217,042)	4,005	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**46**	**46.00**	**16,403,015**	**-**	**12,500,862**	**3,642,299**	259,854	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	7,657	-	1,004	5,922	731	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	187,318	-	181,838	5,541	(61)	-	-
Subtotal	**-**	**-**	**194,975**	**-**	**182,842**	**11,463**	670	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(84,475)	-	(59,000)	(25,475)	-	-	-
Subtotal	**-**	**-**	**(84,475)**	**-**	**(59,000)**	**(25,475)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	100,789	-	71,540	28,971	278	-	-
State Gov"t & Services Charges Increase/(Decrease)			430,052	-	430,052	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**530,841**	**-**	**501,592**	**28,971**	278	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	89,727	-	88,848	816	63	-	-
Subtotal: 2023-25 Current Service Level	**46**	**46.00**	**17,134,083**	**-**	**13,215,144**	**3,658,074**	260,865	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**46**	**46.00**	**17,134,083**	**-**	**13,215,144**	**3,658,074**	260,865	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**46**	**46.00**	**17,134,083**	**-**	**13,215,144**	**3,658,074**	260,865	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
082 - September Eboard	3	3.00	752,995	-	-	380,782	372,213	-	-
Subtotal Emergency Board Packages	**3**	**3.00**	**752,995**	**-**	**-**	**380,782**	372,213	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	(353,411)	-	(269,950)	(77,135)	(6,326)	-	-
091 - Additional Analyst Adjustments	1	0.50	107,134	-	107,134	-	-	-	-
092 - Statewide AG Adjustment	-	-	(4,863)	-	(4,041)	(822)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(88,655)	-	(88,655)	-	-	-	-
101 - COBID Staffing	1	1.00	264,792	-	-	264,792	-	-	-
102 - SPWF Recapitalization	-	-	-	-	-	-	-	-	-
103 - OregonInC Funding increase	-	-	-	-	-	-	-	-	-
104 - Rural Opportunity Initiative	-	-	-	-	-	-	-	-	-
105 - Technical Assistance Program	-	-	-	-	-	-	-	-	-
106 - Equitable Economic Recovery Plan impl.	-	-	-	-	-	-	-	-	-
107 - SPWF Recapitalization - Matching Funds	-	-	-	-	-	-	-	-	-
108 - Staffing	2	2.00	581,420	-	394,168	187,252	-	-	-
109 - Modernization Program Continuation - Phase II	3	2.50	2,442,200	-	2,075,869	366,331	-	-	-
110 - COBID staffing increase - Navigator	1	1.00	264,792	264,792	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
111 - Economic Equity Investment Positions	2	1.50	375,123	-	-	375,123	-	-	-
112 - Broadband Office staffing	-	-	-	-	-	-	-	-	-
113 - Arts Commission Base Funding Increase	-	-	-	-	-	-	-	-	-
114 - Cultural Trust Admin. Expense Cap Increase	-	-	-	-	-	-	-	-	-
115 - Agency-Wide Training	-	-	-	-	-	-	-	-	-
116 - Project Management Office establishment	-	-	-	-	-	-	-	-	-
117 - Seismic Rehabilitation Grant Program Recap.	-	-	-	-	-	-	-	-	-
118 - GCAP Funding increase	-	-	-	-	-	-	-	-	-
119 - Board Stipend and Business & Community Eng.	-	-	-	-	-	-	-	-	-
120 - Reclassifications	-	-	40,983	-	34,835	6,148	-	-	-
121 - Oregon Industrial Site Readiness Program	-	-	-	-	-	-	-	-	-
122 - Taiwan Trade Office	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**10**	**8.50**	**3,629,515**	**264,792**	**2,249,360**	**1,121,689**	(6,326)	**-**	**-**
Total 2023-25 Governor's Budget	**59**	**57.50**	**21,516,593**	**264,792**	**15,464,504**	**5,160,545**	626,752	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	18.00%	20.42%	39.58%	-	36.85%	33.72%	144.97%	-	-
Percentage Change From 2023-25 Current Service Level	28.26%	25.00%	25.58%	-	17.02%	41.07%	140.26%	-	-

Summary of 2023-25 Biennium Budget

Oregon Business Development Department | **Governor's Budget**
Business, Innovation, Trade | **Cross Reference Number: 12300-210-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	63	63.00	269,435,726	58,189,806	87,579,268	82,433,080	28,256,787	12,976,785	-
2021-23 Emergency Boards	10	4.83	58,993,973	35,612,447	949,584	21,416,746	1,015,196	-	-
2021-23 Leg Approved Budget	**73**	**67.83**	**328,429,699**	**93,802,253**	**88,528,852**	**103,849,826**	29,271,983	**12,976,785**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(16)	(10.83)	(2,010,280)	(151,670)	(1,131,517)	(585,578)	(141,515)	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			(735)	-	-	-	-	(735)	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**57**	**57.00**	**326,418,684**	**93,650,583**	**87,397,335**	**103,264,248**	29,130,468	**12,976,050**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	61,165	3,233	36,296	21,035	601	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(131,705)	(3,612)	(123,003)	(6,110)	1,020	-	-
Subtotal	**-**	**-**	**(70,540)**	**(379)**	**(86,707)**	**14,925**	1,621	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	18,589,136	-	14,136	14,575,000	4,000,000	-	-
022 - Phase-out Pgm & One-time Costs	(1)	(1.00)	(216,627,613)	(93,638,959)	(23,009,000)	(77,141,002)	(22,838,652)	-	-
Subtotal	**(1)**	**(1.00)**	**(198,038,477)**	**(93,638,959)**	**(22,994,864)**	**(62,566,002)**	(18,838,652)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	3,387,261	-	2,308,233	825,995	253,033	-	-
State Gov"t & Services Charges Increase/(Decrease)			314,286	-	180,265	134,021	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**3,701,547**	**-**	**2,488,498**	**960,016**	253,033	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	(82,907)	(11,245)	(73,723)	1,991	70	-	-
Subtotal: 2023-25 Current Service Level	**56**	**56.00**	**131,928,307**	**-**	**66,730,539**	**41,675,178**	10,546,540	**12,976,050**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**56**	**56.00**	**131,928,307**	**-**	**66,730,539**	**41,675,178**	10,546,540	**12,976,050**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**56**	**56.00**	**131,928,307**	**-**	**66,730,539**	**41,675,178**	10,546,540	**12,976,050**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	4	4.00	83,500,000	-	-	-	83,500,000	-	-
082 - September Eboard	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**4**	**4.00**	**83,500,000**	**-**	**-**	**-**	83,500,000	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	214,030,261	14,500,000	199,745,848	(208,417)	(7,170)	-	-
091 - Additional Analyst Adjustments	2	1.00	110,685,073	-	9,737,697	100,947,376	-	-	-
092 - Statewide AG Adjustment	-	-	(14,274)	-	(5,977)	(1,681)	-	(6,616)	-
093 - Statewide Adjustment DAS Chgs	-	-	(128,890)	-	(86,854)	(42,036)	-	-	-
101 - COBID Staffing	4	4.00	1,258,090	-	-	1,258,090	-	-	-
102 - SPWF Recapitalization	-	-	-	-	-	-	-	-	-
103 - OregonInC Funding increase	-	-	-	-	-	-	-	-	-
104 - Rural Opportunity Initiative	-	-	2,000,000	-	2,000,000	-	-	-	-
105 - Technical Assistance Program	1	1.00	5,000,000	-	5,000,000	-	-	-	-
106 - Equitable Economic Recovery Plan impl.	-	-	-	-	-	-	-	-	-
107 - SPWF Recapitalization - Matching Funds	-	-	-	-	-	-	-	-	-
108 - Staffing	4	3.75	1,055,598	-	639,960	208,798	206,840	-	-
109 - Modernization Program Continuation - Phase II	-	-	-	-	-	-	-	-	-
110 - COBID staffing increase - Navigator	1	1.00	179,241	179,241	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
111 - Economic Equity Investment Positions	4	3.00	(293,022)	-	-	(293,022)	-	-	-
112 - Broadband Office staffing	-	-	-	-	-	-	-	-	-
113 - Arts Commission Base Funding Increase	-	-	-	-	-	-	-	-	-
114 - Cultural Trust Admin. Expense Cap Increase	-	-	-	-	-	-	-	-	-
115 - Agency-Wide Training	-	-	-	-	-	-	-	-	-
116 - Project Management Office establishment	-	-	-	-	-	-	-	-	-
117 - Seismic Rehabilitation Grant Program Recap.	-	-	-	-	-	-	-	-	-
118 - GCAP Funding increase	-	-	-	-	-	-	-	-	-
119 - Board Stipend and Business & Community Eng.	-	-	-	-	-	-	-	-	-
120 - Reclassifications	-	-	15,385	-	15,385	-	-	-	-
121 - Oregon Industrial Site Readiness Program	-	-	-	-	-	-	-	-	-
122 - Taiwan Trade Office	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**16**	**13.75**	**333,787,462**	**14,679,241**	**217,046,059**	**101,869,108**	199,670	**(6,616)**	**-**
Total 2023-25 Governor's Budget	**76**	**73.75**	**549,215,769**	**14,679,241**	**283,776,598**	**143,544,286**	94,246,210	**12,969,434**	**-**
Percentage Change From 2021-23 Leg Approved Budget	4.11%	8.73%	67.22%	-84.35%	220.55%	38.22%	221.97%	-0.06%	-
Percentage Change From 2023-25 Current Service Level	35.71%	31.70%	316.30%	-	325.26%	244.44%	793.62%	-0.05%	-

Summary of 2023-25 Biennium Budget

Oregon Business Development Department — **Governor's Budget**
Infrastructure — **Cross Reference Number: 12300-300-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	38	36.92	1,515,072,517	72,957,734	4,384,506	1,068,590,531	54,806,832	314,332,914	-
2021-23 Emergency Boards	-	-	77,650,392	18,432,445	380,661	58,800,988	36,298	-	-
2021-23 Leg Approved Budget	**38**	**36.92**	**1,592,722,909**	**91,390,179**	**4,765,167**	**1,127,391,519**	54,843,130	**314,332,914**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(5)	(3.92)	(193,649)	(402,193)	(41,090)	224,571	25,063	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			4,882,087	-	-	-	-	4,882,087	-
Base Nonlimited Adjustment			17,205,810	-	-	-	-	17,205,810	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**33**	**33.00**	**1,614,617,157**	**90,987,986**	**4,724,077**	**1,127,616,090**	54,868,193	**336,420,811**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	24,912	-	(2,267)	23,887	3,292	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	1,780	(14,033)	6,935	8,390	488	-	-
Subtotal	**-**	**-**	**26,692**	**(14,033)**	**4,668**	**32,277**	3,780	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	249,500,000	-	-	249,500,000	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,227,557,846)	(90,973,953)	(1,883,034)	(1,116,322,591)	(18,378,268)	-	-
Subtotal	**-**	**-**	**(978,057,846)**	**(90,973,953)**	**(1,883,034)**	**(866,822,591)**	(18,378,268)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,750,120	-	22,112	227,732	1,500,276	-	-
State Gov"t & Services Charges Increase/(Decrease)			301,491	-	133,096	167,666	729	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**2,051,611**	**-**	**155,208**	**395,398**	1,501,005	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	(7,500)	-	(9,421)	1,632	289	-	-
Subtotal: 2023-25 Current Service Level	**33**	**33.00**	**638,630,114**	**-**	**2,991,498**	**261,222,806**	37,994,999	**336,420,811**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**33**	**33.00**	**638,630,114**	**-**	**2,991,498**	**261,222,806**	37,994,999	**336,420,811**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**33**	**33.00**	**638,630,114**	**-**	**2,991,498**	**261,222,806**	37,994,999	**336,420,811**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
082 - September Eboard	5	5.00	3,085,883	-	-	(380,782)	3,466,665	-	-
Subtotal Emergency Board Packages	**5**	**5.00**	**3,085,883**	**-**	**-**	**(380,782)**	3,466,665	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	276,205,672	12,357,660	(58,906)	263,936,211	(29,293)	-	-
091 - Additional Analyst Adjustments	-	-	(18,200)	-	(18,200)	-	-	-	-
092 - Statewide AG Adjustment	-	-	(12,867)	-	(2,037)	(5,315)	(1,446)	(4,069)	-
093 - Statewide Adjustment DAS Chgs	-	-	(67,107)	-	(14,957)	(52,150)	-	-	-
101 - COBID Staffing	-	-	-	-	-	-	-	-	-
102 - SPWF Recapitalization	-	-	75,952,430	-	-	75,952,430	-	-	-
103 - OregonInC Funding increase	-	-	-	-	-	-	-	-	-
104 - Rural Opportunity Initiative	-	-	-	-	-	-	-	-	-
105 - Technical Assistance Program	-	-	-	-	-	-	-	-	-
106 - Equitable Economic Recovery Plan impl.	-	-	-	-	-	-	-	-	-
107 - SPWF Recapitalization - Matching Funds	-	-	15,724,205	-	-	15,724,205	-	-	-
108 - Staffing	1	1.00	285,690	-	285,690	-	-	-	-
109 - Modernization Program Continuation - Phase II	-	-	-	-	-	-	-	-	-
110 - COBID staffing increase - Navigator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
111 - Economic Equity Investment Positions	-	-	-	-	-	-	-	-	-
112 - Broadband Office staffing	-	-	-	-	-	-	-	-	-
113 - Arts Commission Base Funding Increase	-	-	-	-	-	-	-	-	-
114 - Cultural Trust Admin. Expense Cap Increase	-	-	-	-	-	-	-	-	-
115 - Agency-Wide Training	-	-	-	-	-	-	-	-	-
116 - Project Management Office establishment	-	-	-	-	-	-	-	-	-
117 - Seismic Rehabilitation Grant Program Recap.	-	-	151,455,000	-	-	151,455,000	-	-	-
118 - GCAP Funding increase	-	-	-	-	-	-	-	-	-
119 - Board Stipend and Business & Community Eng.	-	-	-	-	-	-	-	-	-
120 - Reclassifications	-	-	-	-	-	-	-	-	-
121 - Oregon Industrial Site Readiness Program	-	-	1	-	-	1	-	-	-
122 - Taiwan Trade Office	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**1**	**1.00**	**519,524,824**	**12,357,660**	**191,590**	**507,010,382**	(30,739)	**(4,069)**	**-**
Total 2023-25 Governor's Budget	**39**	**39.00**	**1,161,240,821**	**12,357,660**	**3,183,088**	**767,852,406**	41,430,925	**336,416,742**	**-**
Percentage Change From 2021-23 Leg Approved Budget	2.63%	5.63%	-27.09%	-86.48%	-33.20%	-31.89%	-24.46%	7.03%	-
Percentage Change From 2023-25 Current Service Level	18.18%	18.18%	81.83%	-	6.40%	193.95%	9.04%	-	-

Oregon Business Development Department **Governor's Budget**
Film and Video **Cross Reference Number: 12300-500-00-00-00000**
2023-25 Biennium

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2021-23 Leg Adopted Budget	-	-	1,419,830	-	1,419,830	-	-	-	-
2021-23 Emergency Boards	-	-	-	-	-	-	-	-	-
2021-23 Leg Approved Budget	**-**	**-**	**1,419,830**	**-**	**1,419,830**	**-**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**-**	**-**	**1,419,830**	**-**	**1,419,830**	**-**	**-**	**-**	**-**
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)	-	-	59,633	-	59,633	-	-	-	-
Subtotal	**-**	**-**	**59,633**	**-**	**59,633**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**-**	**-**	**1,479,463**	**-**	**1,479,463**	**-**	**-**	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**-**	**-**	**1,479,463**	**-**	**1,479,463**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**-**	**-**	**1,479,463**	**-**	**1,479,463**	**-**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
082 - September Eboard	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Additional Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
101 - COBID Staffing	-	-	-	-	-	-	-	-	-
102 - SPWF Recapitalization	-	-	-	-	-	-	-	-	-
103 - OregonInC Funding increase	-	-	-	-	-	-	-	-	-
104 - Rural Opportunity Initiative	-	-	-	-	-	-	-	-	-
105 - Technical Assistance Program	-	-	-	-	-	-	-	-	-
106 - Equitable Economic Recovery Plan impl.	-	-	-	-	-	-	-	-	-
107 - SPWF Recapitalization - Matching Funds	-	-	-	-	-	-	-	-	-
108 - Staffing	-	-	-	-	-	-	-	-	-
109 - Modernization Program Continuation - Phase II	-	-	-	-	-	-	-	-	-
110 - COBID staffing increase - Navigator	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
111 - Economic Equity Investment Positions	-	-	-	-	-	-	-	-	-
112 - Broadband Office staffing	-	-	-	-	-	-	-	-	-
113 - Arts Commission Base Funding Increase	-	-	-	-	-	-	-	-	-
114 - Cultural Trust Admin. Expense Cap Increase	-	-	-	-	-	-	-	-	-
115 - Agency-Wide Training	-	-	-	-	-	-	-	-	-
116 - Project Management Office establishment	-	-	-	-	-	-	-	-	-
117 - Seismic Rehabilitation Grant Program Recap.	-	-	-	-	-	-	-	-	-
118 - GCAP Funding increase	-	-	-	-	-	-	-	-	-
119 - Board Stipend and Business & Community Eng.	-	-	-	-	-	-	-	-	-
120 - Reclassifications	-	-	-	-	-	-	-	-	-
121 - Oregon Industrial Site Readiness Program	-	-	-	-	-	-	-	-	-
122 - Taiwan Trade Office	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2023-25 Governor's Budget	**-**	**-**	**1,479,463**	**-**	**1,479,463**	**-**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-	-	4.20%	-	4.20%	-	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	10	9.50	26,885,323	4,069,521	-	20,696,658	2,119,144	-	-
2021-23 Emergency Boards	-	-	2,571,922	23,360	-	1,745,062	803,500	-	-
2021-23 Leg Approved Budget	**10**	**9.50**	**29,457,245**	**4,092,881**	**-**	**22,441,720**	2,922,644	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	123,027	74,339	-	48,688	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**10**	**9.50**	**29,580,272**	**4,167,220**	**-**	**22,490,408**	2,922,644	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	5,376	1,390	-	3,986	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	5,059	2,640	-	2,419	-	-	-
Subtotal	**-**	**-**	**10,435**	**4,030**	**-**	**6,405**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(14,545,488)	-	-	(13,741,988)	(803,500)	-	-
Subtotal	**-**	**-**	**(14,545,488)**	**-**	**-**	**(13,741,988)**	(803,500)	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	527,246	142,601	-	294,807	89,838	-	-
State Gov"t & Services Charges Increase/(Decrease)			63,792	38,163	-	25,629	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**591,038**	**180,764**	**-**	**320,436**	89,838	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	680	278	-	402	-	-	-
Subtotal: 2023-25 Current Service Level	**10**	**9.50**	**15,636,937**	**4,352,292**	**-**	**9,075,663**	2,208,982	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**10**	**9.50**	**15,636,937**	**4,352,292**	**-**	**9,075,663**	2,208,982	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**10**	**9.50**	**15,636,937**	**4,352,292**	**-**	**9,075,663**	2,208,982	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
082 - September Eboard	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	(69,042)	(28,228)	-	(40,814)	-	-	-
091 - Additional Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(1,660)	(1,057)	-	(603)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(17,732)	(10,132)	-	(7,600)	-	-	-
101 - COBID Staffing	-	-	-	-	-	-	-	-	-
102 - SPWF Recapitalization	-	-	-	-	-	-	-	-	-
103 - OregonInC Funding increase	-	-	-	-	-	-	-	-	-
104 - Rural Opportunity Initiative	-	-	-	-	-	-	-	-	-
105 - Technical Assistance Program	-	-	-	-	-	-	-	-	-
106 - Equitable Economic Recovery Plan impl.	-	-	-	-	-	-	-	-	-
107 - SPWF Recapitalization - Matching Funds	-	-	-	-	-	-	-	-	-
108 - Staffing	-	-	-	-	-	-	-	-	-
109 - Modernization Program Continuation - Phase II	-	-	-	-	-	-	-	-	-
110 - COBID staffing increase - Navigator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
111 - Economic Equity Investment Positions	-	-	-	-	-	-	-	-	-
112 - Broadband Office staffing	-	-	-	-	-	-	-	-	-
113 - Arts Commission Base Funding Increase	-	-	-	-	-	-	-	-	-
114 - Cultural Trust Admin. Expense Cap Increase	-	0.50	403,964	(49,960)	-	453,924	-	-	-
115 - Agency-Wide Training	-	-	-	-	-	-	-	-	-
116 - Project Management Office establishment	-	-	-	-	-	-	-	-	-
117 - Seismic Rehabilitation Grant Program Recap.	-	-	-	-	-	-	-	-	-
118 - GCAP Funding increase	-	-	-	-	-	-	-	-	-
119 - Board Stipend and Business & Community Eng.	-	-	-	-	-	-	-	-	-
120 - Reclassifications	-	-	28,137	24,254	-	3,883	-	-	-
121 - Oregon Industrial Site Readiness Program	-	-	-	-	-	-	-	-	-
122 - Taiwan Trade Office	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**0.50**	**343,667**	**(65,123)**	**-**	**408,790**	-	**-**	**-**
Total 2023-25 Governor's Budget	**10**	**10.00**	**15,980,604**	**4,287,169**	**-**	**9,484,453**	2,208,982	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-	5.26%	-45.75%	4.75%	-	-57.74%	-24.42%	-	-
Percentage Change From 2023-25 Current Service Level	-	5.26%	2.20%	-1.50%	-	4.50%	-	-	-

Summary of 2023-25 Biennium Budget

Oregon Business Development Department | **Governor's Budget**
Lottery & General Obligation Bond Debt Svc | **Cross Reference Number: 12300-900-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	-	-	120,457,707	74,062,166	46,389,741	5,800	-	-	-
2021-23 Emergency Boards	-	-	13	(8,955)	(3,403,866)	3,412,834	-	-	-
2021-23 Leg Approved Budget	**-**	**-**	**120,457,720**	**74,053,211**	**42,985,875**	**3,418,634**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			17,769,420	16,669,379	4,518,675	(3,418,634)	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**-**	**-**	**138,227,140**	**90,722,590**	**47,504,550**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**-**	**-**	**138,227,140**	**90,722,590**	**47,504,550**	**-**	**-**	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**-**	**-**	**138,227,140**	**90,722,590**	**47,504,550**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**-**	**-**	**138,227,140**	**90,722,590**	**47,504,550**	**-**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
082 - September Eboard	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Additional Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
101 - COBID Staffing	-	-	-	-	-	-	-	-	-
102 - SPWF Recapitalization	-	-	-	-	-	-	-	-	-
103 - OregonInC Funding increase	-	-	-	-	-	-	-	-	-
104 - Rural Opportunity Initiative	-	-	-	-	-	-	-	-	-
105 - Technical Assistance Program	-	-	-	-	-	-	-	-	-
106 - Equitable Economic Recovery Plan impl.	-	-	-	-	-	-	-	-	-
107 - SPWF Recapitalization - Matching Funds	-	-	-	-	-	-	-	-	-
108 - Staffing	-	-	-	-	-	-	-	-	-
109 - Modernization Program Continuation - Phase II	-	-	-	-	-	-	-	-	-
110 - COBID staffing increase - Navigator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
111 - Economic Equity Investment Positions	-	-	-	-	-	-	-	-	-
112 - Broadband Office staffing	-	-	-	-	-	-	-	-	-
113 - Arts Commission Base Funding Increase	-	-	-	-	-	-	-	-	-
114 - Cultural Trust Admin. Expense Cap Increase	-	-	-	-	-	-	-	-	-
115 - Agency-Wide Training	-	-	-	-	-	-	-	-	-
116 - Project Management Office establishment	-	-	-	-	-	-	-	-	-
117 - Seismic Rehabilitation Grant Program Recap.	-	-	12,648,814	12,648,814	-	-	-	-	-
118 - GCAP Funding increase	-	-	-	-	-	-	-	-	-
119 - Board Stipend and Business & Community Eng.	-	-	-	-	-	-	-	-	-
120 - Reclassifications	-	-	-	-	-	-	-	-	-
121 - Oregon Industrial Site Readiness Program	-	-	-	-	-	-	-	-	-
122 - Taiwan Trade Office	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**12,648,814**	**12,648,814**	**-**	**-**	**-**	**-**	**-**
Total 2023-25 Governor's Budget	**-**	**-**	**150,875,954**	**103,371,404**	**47,504,550**	**-**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-	-	25.25%	39.59%	10.51%	-100.00%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	9.15%	13.94%	-	-	-	-	-

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

Oregon Business Development Department — **Agency Number: 12300**

2023-25 Biennium — **Cross Reference Number: 12300-000-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Lottery Funds						
Interest Income	850,760	-	-	-	-	-
Transfer In - Intrafund	69,752,096	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	84,529,929	-	-
Tsfr From Administrative Svcs	115,265,336	146,636,440	144,641,711	131,921,194	351,408,203	-
Transfer Out - Intrafund	(75,455,611)	-	-	-	-	-
Tsfr To Administrative Svcs	(4,440,944)	-	(4,440,944)	-	-	-
Tsfr To OR Business Development	(164,782)	-	-	-	-	-
Total Lottery Funds	**$105,806,855**	**$146,636,440**	**$140,200,767**	**$216,451,123**	**$351,408,203**	**-**
Other Funds						
Business Lic and Fees	-	7,500	7,500	-	-	-
Charges for Services	366,939	653,000	653,000	186,400	186,400	-
General Fund Obligation Bonds	131,520,198	443,745,859	443,745,859	151,455,000	151,455,000	-
Lottery Bonds	-	37,850,786	37,850,786	1,169,500	192,624,011	-
Interest Income	6,740,124	3,898,704	4,298,020	6,848,200	6,848,200	-
Donations	9,763,624	10,337,894	10,337,894	10,338,000	10,338,000	-
Grants (Non-Fed)	3,000	700,000	2,380,000	-	-	-
Loan Repayments	1,081,649	834,131	834,131	805,500	805,500	-
Other Revenues	2,080,713	22,036,576	22,036,576	583,000	583,000	-
Transfer In - Intrafund	49,257,280	24,638,314	27,814,852	31,861,236	31,510,442	-
Transfer from General Fund	4,100,000	15,500,000	36,500,000	-	-	-
Tsfr From Administrative Svcs	153,932,968	448,374,772	502,816,378	5,854,675	5,854,675	-
Tsfr From OR Business Development	-	-	-	29,000,000	-	-
Tsfr From Revenue, Dept of	7,500	-	-	-	-	-
Tsfr From Oregon Health Authority	676,419	740,000	740,000	740,000	740,000	-

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

Oregon Business Development Department — **Agency Number: 12300**

2023-25 Biennium — **Cross Reference Number: 12300-000-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Tsfr From Transportation, Dept	2,661,812	2,620,729	2,620,729	1,326,768	1,326,768	-
Tsfr From Public Utility Comm	-	-	1,500,000	1,400,000	1,400,000	-
Transfer Out - Intrafund	(28,481,856)	(6,913,019)	(10,089,557)	(12,207,301)	(12,158,750)	-
Tsfr To Governor, Office of the	(848,200)	(1,123,200)	(1,123,200)	(1,174,120)	(1,174,120)	-
Tsfr To Revenue, Dept of	(32,500)	-	-	-	-	-
Total Other Funds	**$332,829,670**	**$1,003,902,046**	**$1,082,922,968**	**$228,186,858**	**$390,339,126**	**-**
Federal Funds						
Interest Income	137,299	-	-	-	-	-
Loan Repayments	246,544	-	-	-	-	-
Federal Funds	40,100,306	80,573,981	82,434,648	72,856,573	133,695,451	-
Transfer In - Intrafund	1,100	-	-	-	-	-
Transfer Out - Intrafund	(1,100)	-	-	-	-	-
Total Federal Funds	**$40,484,149**	**$80,573,981**	**$82,434,648**	**$72,856,573**	**$133,695,451**	**-**
Nonlimited Other Funds						
Non-business Lic. and Fees	41	-	-	-	-	-
Charges for Services	379,074	649,000	649,000	400,000	400,000	-
Rents and Royalties	97,122	100,000	100,000	100,000	100,000	-
Lottery Bonds	-	60,000,000	60,000,000	90,500,000	-	-
Revenue Bonds	27,997,204	30,000,000	30,000,000	30,000,000	30,000,000	-
Refunding Bonds	29,485,701	-	-	-	-	-
Interest Income	33,584,216	30,278,967	30,278,967	30,565,255	30,565,255	-
Loan Repayments	69,127,110	77,689,041	77,689,041	73,098,400	73,098,400	-
Other Revenues	(216,104)	18,000	18,000	-	-	-
Transfer In - Intrafund	46,962,767	41,931,694	41,931,694	19,733,262	19,733,262	-

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

Oregon Business Development Department **Agency Number: 12300**
2023-25 Biennium **Cross Reference Number: 12300-000-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Nonlimited Other Funds						
Transfer from General Fund	1,647,000	50,000,000	50,000,000	-	-	-
Tsfr From OR Business Development	164,782	-	-	15,000,000	-	-
Tsfr From Oregon Health Authority	20,722,180	16,692,000	16,692,000	16,692,000	16,692,000	-
Transfer Out - Intrafund	(62,034,677)	(59,656,989)	(59,656,989)	(39,387,197)	(39,084,954)	-
Tsfr To Oregon Health Authority	26,475	-	-	-	-	-
Total Nonlimited Other Funds	**$167,942,891**	**$247,701,713**	**$247,701,713**	**$236,701,720**	**$131,503,963**	**-**

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

Oregon Business Development Department **Agency Number: 12300**
2023-25 Biennium **Cross Reference Number: 12300-110-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Lottery Funds						
Interest Income	3,046	-	-	-	-	-
Other Revenues	30,887	-	-	-	-	-
Transfer In - Intrafund	1,297,876	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	3,908,140	-	-
Tsfr From Administrative Svcs	17,155,628	10,938,127	11,300,053	13,215,144	15,464,504	-
Transfer Out - Intrafund	(10,161,303)	-	-	-	-	-
Tsfr To Administrative Svcs	(11,289)	-	(11,288)	-	-	-
Total Lottery Funds	**$8,314,845**	**$10,938,127**	**$11,288,765**	**$17,123,284**	**$15,464,504**	**-**
Other Funds						
Charges for Services	1,645	-	-	-	-	-
Interest Income	52,764	12,800	12,800	31,000	31,000	-
Other Revenues	1,490	455,552	455,552	3,500	3,500	-
Transfer In - Intrafund	3,055,009	3,128,852	3,291,872	5,187,531	4,964,155	-
Total Other Funds	**$3,110,908**	**$3,597,204**	**$3,760,224**	**$5,222,031**	**$4,998,655**	**-**
Federal Funds						
Federal Funds	95,000	250,176	255,849	260,865	633,078	-
Total Federal Funds	**$95,000**	**$250,176**	**$255,849**	**$260,865**	**$633,078**	**-**

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

Oregon Business Development Department — **Agency Number: 12300**

2023-25 Biennium — **Cross Reference Number: 12300-210-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Lottery Funds						
Interest Income	477,912	-	-	-	-	-
Transfer In - Intrafund	52,549,192	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	52,408,930	-	-
Tsfr From Administrative Svcs	43,188,142	83,591,268	84,540,852	66,730,539	283,776,598	-
Transfer Out - Intrafund	(46,828,328)	-	-	-	-	-
Tsfr To Administrative Svcs	(3,822,051)	-	(3,822,052)	-	-	-
Total Lottery Funds	**$45,564,867**	**$83,591,268**	**$80,718,800**	**$119,139,469**	**$283,776,598**	**-**
Other Funds						
Charges for Services	365,294	641,000	641,000	186,400	186,400	-
Lottery Bonds	-	-	-	-	100,947,376	-
Interest Income	1,427,832	109,936	109,936	1,521,600	1,521,600	-
Loan Repayments	1,081,649	834,131	834,131	805,500	805,500	-
Other Revenues	83,076	9,481,059	9,481,059	135,000	135,000	-
Transfer In - Intrafund	27,478,239	6,311,454	6,311,454	8,438,970	8,438,970	-
Transfer from General Fund	4,100,000	15,500,000	36,500,000	-	-	-
Tsfr From Administrative Svcs	153,883,482	52,652,051	52,939,851	5,854,675	5,854,675	-
Tsfr From OR Business Development	-	-	-	5,000,000	-	-
Tsfr From Revenue, Dept of	7,500	-	-	-	-	-
Tsfr From Transportation, Dept	1,401,745	1,401,745	1,401,745	-	-	-
Transfer Out - Intrafund	(21,038,179)	(413,019)	(576,039)	(1,241,982)	(1,277,754)	-
Tsfr To Governor, Office of the	(848,200)	(1,123,200)	(1,123,200)	(1,174,120)	(1,174,120)	-
Tsfr To Revenue, Dept of	(32,500)	-	-	-	-	-
Total Other Funds	**$167,909,938**	**$85,395,157**	**$106,519,937**	**$19,526,043**	**$115,437,647**	**-**

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

Oregon Business Development Department **Agency Number: 12300**
2023-25 Biennium **Cross Reference Number: 12300-210-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Federal Funds						
Loan Repayments	9,856	-	-	-	-	-
Federal Funds	1,667,681	23,395,134	24,410,330	32,391,727	89,391,727	-
Transfer In - Intrafund	1,100	-	-	-	-	-
Transfer Out - Intrafund	(1,100)	-	-	-	-	-
Total Federal Funds	**$1,677,537**	**$23,395,134**	**$24,410,330**	**$32,391,727**	**$89,391,727**	**-**
Nonlimited Other Funds						
Non-business Lic. and Fees	41	-	-	-	-	-
Charges for Services	378,874	400,000	400,000	400,000	400,000	-
Rents and Royalties	97,122	100,000	100,000	100,000	100,000	-
Interest Income	2,802,840	2,468,814	2,468,814	3,015,900	3,015,900	-
Loan Repayments	7,145,459	5,210,397	5,210,397	4,016,000	4,016,000	-
Other Revenues	-	18,000	18,000	-	-	-
Tsfr From OR Business Development	-	-	-	15,000,000	-	-
Transfer Out - Intrafund	(4,671,928)	(3,780,630)	(3,780,630)	(5,359,775)	(5,397,373)	-
Total Nonlimited Other Funds	**$5,752,408**	**$4,416,581**	**$4,416,581**	**$17,172,125**	**$2,134,527**	**-**

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

Oregon Business Development Department — **Agency Number: 12300**

2023-25 Biennium — **Cross Reference Number: 12300-300-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Lottery Funds						
Transfer In - Intrafund	3,760,498	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	24,413,108	-	-
Tsfr From Administrative Svcs	5,808,230	4,384,506	4,482,133	2,991,498	3,183,088	-
Transfer Out - Intrafund	(5,744,885)	-	-	-	-	-
Tsfr To Administrative Svcs	(488,142)	-	(488,142)	-	-	-
Total Lottery Funds	**$3,335,701**	**$4,384,506**	**$3,993,991**	**$27,404,606**	**$3,183,088**	**-**
Other Funds						
Business Lic and Fees	-	7,500	7,500	-	-	-
Charges for Services	-	12,000	12,000	-	-	-
General Fund Obligation Bonds	131,520,198	443,745,859	443,745,859	151,455,000	151,455,000	-
Lottery Bonds	-	28,340,058	28,340,058	1,169,500	91,676,635	-
Interest Income	4,987,282	3,614,650	3,614,650	5,145,600	5,145,600	-
Other Revenues	23,163	10,960,551	10,960,551	15,000	15,000	-
Transfer In - Intrafund	9,040,241	8,698,008	8,698,008	8,388,495	8,261,077	-
Tsfr From Administrative Svcs	-	395,722,721	449,876,527	-	-	-
Tsfr From OR Business Development	-	-	-	24,000,000	-	-
Tsfr From Oregon Health Authority	676,419	740,000	740,000	740,000	740,000	-
Tsfr From Transportation, Dept	555,761	473,350	473,350	473,350	473,350	-
Tsfr From Public Utility Comm	-	-	1,500,000	1,400,000	1,400,000	-
Transfer Out - Intrafund	(374,513)	-	(3,013,518)	(611,839)	(567,611)	-
Total Other Funds	**$146,428,551**	**$892,314,697**	**$944,954,985**	**$192,175,106**	**$258,599,051**	**-**
Federal Funds						
Interest Income	137,299	-	-	-	-	-
Loan Repayments	236,688	-	-	-	-	-

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

Oregon Business Development Department **Agency Number: 12300**
2023-25 Biennium **Cross Reference Number: 12300-300-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Federal Funds						
Federal Funds	36,404,020	54,809,527	54,845,825	37,994,999	41,461,664	-
Total Federal Funds	**$36,778,007**	**$54,809,527**	**$54,845,825**	**$37,994,999**	**$41,461,664**	**-**
Nonlimited Other Funds						
Charges for Services	200	249,000	249,000	-	-	-
Lottery Bonds	-	60,000,000	60,000,000	90,500,000	-	-
Revenue Bonds	27,997,204	30,000,000	30,000,000	30,000,000	30,000,000	-
Refunding Bonds	29,485,701	-	-	-	-	-
Interest Income	30,781,376	27,810,153	27,810,153	27,549,355	27,549,355	-
Loan Repayments	61,981,651	72,478,644	72,478,644	69,082,400	69,082,400	-
Other Revenues	(216,104)	-	-	-	-	-
Transfer In - Intrafund	46,962,767	41,931,694	41,931,694	19,733,262	19,733,262	-
Transfer from General Fund	1,647,000	50,000,000	50,000,000	-	-	-
Tsfr From OR Business Development	164,782	-	-	-	-	-
Tsfr From Oregon Health Authority	20,722,180	16,692,000	16,692,000	16,692,000	16,692,000	-
Transfer Out - Intrafund	(57,362,749)	(55,876,359)	(55,876,359)	(34,027,422)	(33,687,581)	-
Tsfr To Oregon Health Authority	26,475	-	-	-	-	-
Total Nonlimited Other Funds	**$162,190,483**	**$243,285,132**	**$243,285,132**	**$219,529,595**	**$129,369,436**	**-**

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

Oregon Business Development Department **Agency Number: 12300**

2023-25 Biennium **Cross Reference Number: 12300-500-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Lottery Funds						
Other Revenues	(30,887)	-	-	-	-	-
Transfer In - Intrafund	195,174	-	-	-	-	-
Tsfr From Administrative Svcs	1,175,816	1,419,830	1,419,830	1,479,463	1,479,463	-
Transfer Out - Intrafund	(15,442)	-	-	-	-	-
Total Lottery Funds	**$1,324,661**	**$1,419,830**	**$1,419,830**	**$1,479,463**	**$1,479,463**	**-**

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

Oregon Business Development Department **Agency Number: 12300**
2023-25 Biennium **Cross Reference Number: 12300-600-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Lottery Funds						
Transfer In - Intrafund	1,926,373	-	-	-	-	-
Tsfr From Administrative Svcs	1,553,906	-	-	-	-	-
Transfer Out - Intrafund	(1,674,029)	-	-	-	-	-
Tsfr To Administrative Svcs	(119,462)	-	(119,462)	-	-	-
Total Lottery Funds	**$1,686,788**	**-**	**($119,462)**	**-**	**-**	**-**
Other Funds						
Lottery Bonds	-	9,510,728	9,510,728	-	-	-
Interest Income	270,873	155,518	155,518	150,000	150,000	-
Donations	9,763,624	10,337,894	10,337,894	10,338,000	10,338,000	-
Grants (Non-Fed)	3,000	700,000	2,380,000	-	-	-
Other Revenues	1,972,984	1,139,414	1,139,414	429,500	429,500	-
Transfer In - Intrafund	7,018,301	6,500,000	6,500,000	9,846,240	9,846,240	-
Tsfr From Transportation, Dept	704,306	745,634	745,634	853,418	853,418	-
Transfer Out - Intrafund	(7,069,164)	(6,500,000)	(6,500,000)	(10,353,480)	(10,313,385)	-
Total Other Funds	**$12,663,924**	**$22,589,188**	**$24,269,188**	**$11,263,678**	**$11,303,773**	**-**
Federal Funds						
Federal Funds	1,933,605	2,119,144	2,922,644	2,208,982	2,208,982	-
Total Federal Funds	**$1,933,605**	**$2,119,144**	**$2,922,644**	**$2,208,982**	**$2,208,982**	**-**

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

Oregon Business Development Department **Agency Number: 12300**
2023-25 Biennium **Cross Reference Number: 12300-900-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Lottery Funds						
Interest Income	369,802	-	-	-	-	-
Transfer In - Intrafund	10,022,983	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	3,799,751	-	-
Tsfr From Administrative Svcs	46,383,614	46,302,709	42,898,843	47,504,550	47,504,550	-
Transfer Out - Intrafund	(11,031,624)	-	-	-	-	-
Tsfr To OR Business Development	(164,782)	-	-	-	-	-
Total Lottery Funds	**$45,579,993**	**$46,302,709**	**$42,898,843**	**$51,304,301**	**$47,504,550**	**-**
Other Funds						
Interest Income	1,373	5,800	405,116	-	-	-
Transfer In - Intrafund	2,665,490	-	3,013,518	-	-	-
Tsfr From Administrative Svcs	49,486	-	-	-	-	-
Total Other Funds	**$2,716,349**	**$5,800**	**$3,418,634**	**-**	**-**	**-**

Summary Cross Reference Number	Cross Reference Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
110-00-00-00000	**Operations**						
	General Fund	-	-	-	264,792	264,792	-
	Lottery Funds	8,348,244	10,938,127	11,300,053	17,123,284	15,464,504	-
	Other Funds	2,345,015	3,583,494	3,859,341	5,461,878	5,160,545	-
	Federal Funds	80,211	250,176	255,849	260,865	626,752	-
	All Funds	10,773,470	14,771,797	15,415,243	23,110,819	21,516,593	-
210-00-00-00000	**Business, Innovation, Trade**						
	General Fund	103,117,250	58,189,806	93,802,253	179,241	14,679,241	-
	Lottery Funds	45,667,101	87,579,268	88,528,852	119,139,469	283,776,598	-
	Other Funds	170,478,221	95,409,865	116,826,611	75,825,094	156,513,720	-
	Federal Funds	1,432,977	28,256,787	29,271,983	37,253,380	94,246,210	-
	All Funds	320,695,549	269,435,726	328,429,699	232,397,184	549,215,769	-
300-00-00-00000	**Infrastructure**						
	General Fund	3,709,521	72,957,734	91,390,179	20,000,000	12,357,660	-
	Lottery Funds	3,082,319	4,384,506	4,765,167	27,404,606	3,183,088	-
	Other Funds	337,182,723	1,382,923,445	1,441,724,433	866,224,576	1,104,269,148	-
	Federal Funds	36,490,804	54,806,832	54,843,130	37,994,999	41,430,925	-
	All Funds	380,465,367	1,515,072,517	1,592,722,909	951,624,181	1,161,240,821	-
500-00-00-00000	**Film and Video**						
	Lottery Funds	1,147,182	1,419,830	1,419,830	1,479,463	1,479,463	-

Summary Cross Reference Number	Cross Reference Description	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
600-00-00-00000	**Arts**						
	General Fund	3,114,109	4,069,521	4,092,881	14,326,585	4,287,169	-
	Lottery Funds	1,686,788	-	-	-	-	-
	Other Funds	10,788,328	20,696,658	22,441,720	9,784,770	9,484,453	-
	Federal Funds	1,924,531	2,119,144	2,922,644	2,208,982	2,208,982	-
	All Funds	17,513,756	26,885,323	29,457,245	26,320,337	15,980,604	-
900-00-00-00000	**Lottery & General Obligation Bond Debt Svc**						
	General Fund	54,470,249	74,062,166	74,053,211	102,884,735	103,371,404	-
	Lottery Funds	45,764,617	46,389,741	42,985,875	51,304,301	47,504,550	-
	Other Funds	2,735,663	5,800	3,418,634	-	-	-
	All Funds	102,970,529	120,457,707	120,457,720	154,189,036	150,875,954	-
TOTAL AGENCY							
	General Fund	164,411,129	209,279,227	263,338,524	137,655,353	134,960,266	-
	Lottery Funds	105,696,251	150,711,472	148,999,777	216,451,123	351,408,203	-
	Other Funds	523,529,950	1,502,619,262	1,588,270,739	957,296,318	1,275,427,866	-
	Federal Funds	39,928,523	85,432,939	87,293,606	77,718,226	138,512,869	-
	All Funds	833,565,853	1,948,042,900	2,087,902,646	1,389,121,020	1,900,309,204	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	670	-	-	670
Tsfr From Administrative Svcs	-	182,842	-	-	-	-	182,842
Total Revenues	**-**	**$182,842**	**-**	**$670**	**-**	**-**	**$183,512**
Personal Services							
Temporary Appointments	-	3,380	35	-	-	-	3,415
Overtime Payments	-	-	138	-	-	-	138
All Other Differential	-	-	254	-	-	-	254
Public Employees' Retire Cont	-	-	70	-	-	-	70
Pension Obligation Bond	-	165,333	4,415	(61)	-	-	169,687
Social Security Taxes	-	259	33	-	-	-	292
Unemployment Assessments	-	1,806	-	-	-	-	1,806
Paid Family Medical Leave Insurance	-	-	2	-	-	-	2
Mass Transit Tax	-	11,060	594	-	-	-	11,654
Vacancy Savings	-	1,004	5,922	731	-	-	7,657
Total Personal Services	**-**	**$182,842**	**$11,463**	**$670**	**-**	**-**	**$194,975**
Total Expenditures							
Total Expenditures	-	182,842	11,463	670	-	-	194,975
Total Expenditures	**-**	**$182,842**	**$11,463**	**$670**	**-**	**-**	**$194,975**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(11,463)	-	-	-	(11,463)
Total Ending Balance	**-**	**-**	**($11,463)**	**-**	**-**	**-**	**($11,463)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	(59,000)	-	-	-	-	(59,000)
Total Revenues	**-**	**($59,000)**	**-**	**-**	**-**	**-**	**($59,000)**
Services & Supplies							
Instate Travel	-	(14,750)	(2,750)	-	-	-	(17,500)
Employee Training	-	(6,490)	(1,210)	-	-	-	(7,700)
Office Expenses	-	(8,850)	(1,650)	-	-	-	(10,500)
Telecommunications	-	(8,260)	(1,540)	-	-	-	(9,800)
IT Professional Services	-	-	(2,155)	-	-	-	(2,155)
Dues and Subscriptions	-	(2,950)	(550)	-	-	-	(3,500)
Expendable Prop 250 - 5000	-	(2,950)	(550)	-	-	-	(3,500)
IT Expendable Property	-	(14,750)	(15,070)	-	-	-	(29,820)
Total Services & Supplies	**-**	**($59,000)**	**($25,475)**	**-**	**-**	**-**	**($84,475)**
Total Expenditures							
Total Expenditures	-	(59,000)	(25,475)	-	-	-	(84,475)
Total Expenditures	**-**	**($59,000)**	**($25,475)**	**-**	**-**	**-**	**($84,475)**
Ending Balance							
Ending Balance	-	-	25,475	-	-	-	25,475
Total Ending Balance	**-**	**-**	**$25,475**	**-**	**-**	**-**	**$25,475**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	278	-	-	278
Tsfr From Administrative Svcs	-	501,592	-	-	-	-	501,592
Total Revenues	**-**	**$501,592**	**-**	**$278**	**-**	**-**	**$501,870**
Services & Supplies							
Instate Travel	-	2,477	1,031	21	-	-	3,529
Out of State Travel	-	498	665	53	-	-	1,216
Employee Training	-	1,600	248	47	-	-	1,895
Office Expenses	-	3,186	345	47	-	-	3,578
Telecommunications	-	962	455	2	-	-	1,419
State Gov. Service Charges	-	430,052	-	-	-	-	430,052
Data Processing	-	5,326	2,978	-	-	-	8,304
Publicity and Publications	-	625	3,475	-	-	-	4,100
Professional Services	-	1,503	-	-	-	-	1,503
IT Professional Services	-	784	5,354	-	-	-	6,138
Attorney General	-	13,133	2,672	-	-	-	15,805
Employee Recruitment and Develop	-	289	-	-	-	-	289
Dues and Subscriptions	-	134	48	-	-	-	182
Facilities Rental and Taxes	-	27,247	970	108	-	-	28,325
Other Services and Supplies	-	7,366	10,166	-	-	-	17,532
Expendable Prop 250 - 5000	-	3,937	447	-	-	-	4,384
IT Expendable Property	-	2,473	117	-	-	-	2,590
Total Services & Supplies	**-**	**$501,592**	**$28,971**	**$278**	**-**	**-**	**$530,841**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	501,592	28,971	278	-	-	530,841
Total Expenditures	**-**	**$501,592**	**$28,971**	**$278**	**-**	**-**	**$530,841**
Ending Balance							
Ending Balance	-	-	(28,971)	-	-	-	(28,971)
Total Ending Balance	**-**	**-**	**($28,971)**	**-**	**-**	**-**	**($28,971)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 060 - Technical Adjustments | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	63	-	-	63
Tsfr From Administrative Svcs	-	88,848	-	-	-	-	88,848
Total Revenues	**-**	**$88,848**	**-**	**$63**	**-**	**-**	**$88,911**
Personal Services							
Temporary Appointments	-	-	1	-	-	-	1
Overtime Payments	-	-	-	-	-	-	-
All Other Differential	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Pension Obligation Bond	-	3,512	816	63	-	-	4,391
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	(1)	-	-	-	(1)
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Vacancy Savings	-	-	-	-	-	-	-
Total Personal Services	**-**	**$3,512**	**$816**	**$63**	**-**	**-**	**$4,391**
Services & Supplies							
Instate Travel	-	19,172	-	-	-	-	19,172
Out of State Travel	-	5,210	-	-	-	-	5,210
Employee Training	-	5,268	-	-	-	-	5,268
Office Expenses	-	2,021	-	-	-	-	2,021
Telecommunications	-	45,316	-	-	-	-	45,316
State Gov. Service Charges	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 060 - Technical Adjustments | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	-	-	-	-	-
Publicity and Publications	-	1,042	-	-	-	-	1,042
Professional Services	-	26,020	23,936	-	-	-	49,956
IT Professional Services	-	1,958	-	-	-	-	1,958
Attorney General	-	-	-	-	-	-	-
Employee Recruitment and Develop	-	4,805	-	-	-	-	4,805
Dues and Subscriptions	-	48,765	9,446	-	-	-	58,211
Facilities Rental and Taxes	-	-	-	-	-	-	-
Other Services and Supplies	-	(80,721)	(33,382)	-	-	-	(114,103)
Expendable Prop 250 - 5000	-	3,875	-	-	-	-	3,875
IT Expendable Property	-	2,605	-	-	-	-	2,605
Total Services & Supplies	**-**	**$85,336**	**-**	**-**	**-**	**-**	**$85,336**
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	88,848	816	63	-	-	89,727
Total Expenditures	**-**	**$88,848**	**$816**	**$63**	**-**	**-**	**$89,727**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 060 - Technical Adjustments | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(816)	-	-	-	(816)
Total Ending Balance	**-**	**-**	**($816)**	**-**	**-**	**-**	**($816)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 082 - September Eboard | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	372,213	-	-	372,213
Transfer In - Intrafund	-	-	380,782	-	-	-	380,782
Total Revenues	**-**	**-**	**$380,782**	**$372,213**	**-**	**-**	**$752,995**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	231,204	225,564	-	-	456,768
Empl. Rel. Bd. Assessments	-	-	80	80	-	-	160
Public Employees' Retire Cont	-	-	41,432	40,421	-	-	81,853
Social Security Taxes	-	-	17,688	17,256	-	-	34,944
Paid Family Medical Leave Insurance	-	-	925	903	-	-	1,828
Worker's Comp. Assess. (WCD)	-	-	69	69	-	-	138
Mass Transit Tax	-	-	1,140	-	-	-	1,140
Flexible Benefits	-	-	59,400	59,400	-	-	118,800
Reconciliation Adjustment	-	-	8,048	7,724	-	-	15,772
Total Personal Services	**-**	**-**	**$359,986**	**$351,417**	**-**	**-**	**$711,403**
Services & Supplies							
Instate Travel	-	-	3,750	3,750	-	-	7,500
Employee Training	-	-	1,650	1,650	-	-	3,300
Office Expenses	-	-	2,250	2,250	-	-	4,500
Telecommunications	-	-	1,980	1,980	-	-	3,960
Data Processing	-	-	1,800	1,800	-	-	3,600
IT Professional Services	-	-	3,981	3,981	-	-	7,962
Dues and Subscriptions	-	-	750	750	-	-	1,500

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 082 - September Eboard | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	750	750	-	-	1,500
IT Expendable Property	-	-	3,885	3,885	-	-	7,770
Total Services & Supplies	**-**	**-**	**$20,796**	**$20,796**	**-**	**-**	**$41,592**
Total Expenditures							
Total Expenditures	-	-	380,782	372,213	-	-	752,995
Total Expenditures	**-**	**-**	**$380,782**	**$372,213**	**-**	**-**	**$752,995**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 090 - Analyst Adjustments | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	(269,950)	-	-	-	-	(269,950)
Total Revenues	**-**	**($269,950)**	**-**	**-**	**-**	**-**	**($269,950)**
Personal Services							
Vacancy Savings	-	(269,950)	(77,135)	(6,326)	-	-	(353,411)
Total Personal Services	**-**	**($269,950)**	**($77,135)**	**($6,326)**	**-**	**-**	**($353,411)**
Total Expenditures							
Total Expenditures	-	(269,950)	(77,135)	(6,326)	-	-	(353,411)
Total Expenditures	**-**	**($269,950)**	**($77,135)**	**($6,326)**	**-**	**-**	**($353,411)**
Ending Balance							
Ending Balance	-	-	77,135	6,326	-	-	83,461
Total Ending Balance	**-**	**-**	**$77,135**	**$6,326**	**-**	**-**	**$83,461**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 091 - Additional Analyst Adjustments | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	107,134	-	-	-	-	107,134
Total Revenues	**-**	**$107,134**	**-**	**-**	**-**	**-**	**$107,134**
Personal Services							
Class/Unclass Sal. and Per Diem	-	79,908	-	-	-	-	79,908
Empl. Rel. Bd. Assessments	-	26	-	-	-	-	26
Public Employees' Retire Cont	-	14,320	-	-	-	-	14,320
Social Security Taxes	-	6,113	-	-	-	-	6,113
Paid Family Medical Leave Insurance	-	320	-	-	-	-	320
Worker's Comp. Assess. (WCD)	-	23	-	-	-	-	23
Flexible Benefits	-	19,800	-	-	-	-	19,800
Total Personal Services	**-**	**$120,510**	**-**	**-**	**-**	**-**	**$120,510**
Services & Supplies							
Instate Travel	-	23	-	-	-	-	23
Out of State Travel	-	(498)	-	-	-	-	(498)
Employee Training	-	2,500	-	-	-	-	2,500
Office Expenses	-	(1,686)	-	-	-	-	(1,686)
Telecommunications	-	358	-	-	-	-	358
Data Processing	-	(4,126)	-	-	-	-	(4,126)
Publicity and Publications	-	(625)	-	-	-	-	(625)
Professional Services	-	(1,503)	-	-	-	-	(1,503)
IT Professional Services	-	2,790	-	-	-	-	2,790
Employee Recruitment and Develop	-	(289)	-	-	-	-	(289)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 091 - Additional Analyst Adjustments | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Dues and Subscriptions	-	366	-	-	-	-	366
Other Services and Supplies	-	(7,366)	-	-	-	-	(7,366)
Expendable Prop 250 - 5000	-	(3,437)	-	-	-	-	(3,437)
IT Expendable Property	-	117	-	-	-	-	117
Total Services & Supplies	**-**	**($13,376)**	**-**	**-**	**-**	**-**	**($13,376)**
Total Expenditures							
Total Expenditures	-	107,134	-	-	-	-	107,134
Total Expenditures	**-**	**$107,134**	**-**	**-**	**-**	**-**	**$107,134**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.50
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.50**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 092 - Statewide AG Adjustment | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	(4,041)	(822)	-	-	-	(4,863)
Total Services & Supplies	**-**	**($4,041)**	**($822)**	**-**	**-**	**-**	**($4,863)**
Total Expenditures							
Total Expenditures	-	(4,041)	(822)	-	-	-	(4,863)
Total Expenditures	**-**	**($4,041)**	**($822)**	**-**	**-**	**-**	**($4,863)**
Ending Balance							
Ending Balance	-	4,041	822	-	-	-	4,863
Total Ending Balance	**-**	**$4,041**	**$822**	**-**	**-**	**-**	**$4,863**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 093 - Statewide Adjustment DAS Chgs | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	(88,655)	-	-	-	-	(88,655)
Total Revenues	**-**	**($88,655)**	**-**	**-**	**-**	**-**	**($88,655)**
Services & Supplies							
State Gov. Service Charges	-	(81,030)	-	-	-	-	(81,030)
Other Services and Supplies	-	(7,625)	-	-	-	-	(7,625)
Total Services & Supplies	**-**	**($88,655)**	**-**	**-**	**-**	**-**	**($88,655)**
Total Expenditures							
Total Expenditures	-	(88,655)	-	-	-	-	(88,655)
Total Expenditures	**-**	**($88,655)**	**-**	**-**	**-**	**-**	**($88,655)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 101 - COBID Staffing | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	264,792	-	-	-	264,792
Total Revenues	**-**	**-**	**$264,792**	**-**	**-**	**-**	**$264,792**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	159,816	-	-	-	159,816
Empl. Rel. Bd. Assessments	-	-	53	-	-	-	53
Public Employees' Retire Cont	-	-	28,639	-	-	-	28,639
Social Security Taxes	-	-	12,226	-	-	-	12,226
Paid Family Medical Leave Insurance	-	-	639	-	-	-	639
Worker's Comp. Assess. (WCD)	-	-	46	-	-	-	46
Mass Transit Tax	-	-	959	-	-	-	959
Flexible Benefits	-	-	39,600	-	-	-	39,600
Other OPE	-	-	8,950	-	-	-	8,950
Total Personal Services	**-**	**-**	**$250,928**	**-**	**-**	**-**	**$250,928**
Services & Supplies							
Instate Travel	-	-	2,500	-	-	-	2,500
Employee Training	-	-	1,100	-	-	-	1,100
Office Expenses	-	-	1,500	-	-	-	1,500
Telecommunications	-	-	1,320	-	-	-	1,320
Data Processing	-	-	1,200	-	-	-	1,200
IT Professional Services	-	-	2,654	-	-	-	2,654
Dues and Subscriptions	-	-	500	-	-	-	500
Expendable Prop 250 - 5000	-	-	500	-	-	-	500

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 101 - COBID Staffing | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	2,590	-	-	-	2,590
Total Services & Supplies	**-**	**-**	**$13,864**	**-**	**-**	**-**	**$13,864**
Total Expenditures							
Total Expenditures	-	-	264,792	-	-	-	264,792
Total Expenditures	**-**	**-**	**$264,792**	**-**	**-**	**-**	**$264,792**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 108 - Staffing | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	187,252	-	-	-	187,252
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	394,168	-	-	-	-	394,168
Total Revenues	**-**	**$394,168**	**$187,252**	**-**	**-**	**-**	**$581,420**
Personal Services							
Class/Unclass Sal. and Per Diem	-	243,516	115,332	-	-	-	358,848
Empl. Rel. Bd. Assessments	-	72	35	-	-	-	107
Public Employees' Retire Cont	-	43,638	20,667	-	-	-	64,305
Social Security Taxes	-	18,630	8,823	-	-	-	27,453
Paid Family Medical Leave Insurance	-	974	462	-	-	-	1,436
Worker's Comp. Assess. (WCD)	-	62	30	-	-	-	92
Mass Transit Tax	-	1,461	692	-	-	-	2,153
Flexible Benefits	-	53,460	25,740	-	-	-	79,200
Other OPE	-	13,638	6,459	-	-	-	20,097
Total Personal Services	**-**	**$375,451**	**$178,240**	**-**	**-**	**-**	**$553,691**
Services & Supplies							
Instate Travel	-	3,375	1,625	-	-	-	5,000
Employee Training	-	1,485	715	-	-	-	2,200
Office Expenses	-	2,025	975	-	-	-	3,000
Telecommunications	-	1,782	858	-	-	-	2,640
Data Processing	-	1,620	780	-	-	-	2,400
IT Professional Services	-	3,583	1,725	-	-	-	5,308

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 108 - Staffing | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Dues and Subscriptions	-	675	325	-	-	-	1,000
Expendable Prop 250 - 5000	-	675	325	-	-	-	1,000
IT Expendable Property	-	3,497	1,684	-	-	-	5,181
Total Services & Supplies	**-**	**$18,717**	**$9,012**	**-**	**-**	**-**	**$27,729**
Total Expenditures							
Total Expenditures	-	394,168	187,252	-	-	-	581,420
Total Expenditures	**-**	**$394,168**	**$187,252**	**-**	**-**	**-**	**$581,420**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							2.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 109 - Modernization Program Continuation - Phase II | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	366,331	-	-	-	366,331
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	2,075,869	-	-	-	-	2,075,869
Total Revenues	**-**	**$2,075,869**	**$366,331**	**-**	**-**	**-**	**$2,442,200**
Personal Services							
Class/Unclass Sal. and Per Diem	-	359,040	63,360	-	-	-	422,400
Empl. Rel. Bd. Assessments	-	112	20	-	-	-	132
Public Employees' Retire Cont	-	64,340	11,354	-	-	-	75,694
Social Security Taxes	-	27,468	4,848	-	-	-	32,316
Paid Family Medical Leave Insurance	-	1,437	254	-	-	-	1,691
Worker's Comp. Assess. (WCD)	-	98	17	-	-	-	115
Mass Transit Tax	-	2,155	380	-	-	-	2,535
Flexible Benefits	-	84,150	14,850	-	-	-	99,000
Other OPE	-	20,105	3,547	-	-	-	23,652
Total Personal Services	**-**	**$558,905**	**$98,630**	**-**	**-**	**-**	**$657,535**
Services & Supplies							
Instate Travel	-	5,313	938	-	-	-	6,251
Employee Training	-	2,338	413	-	-	-	2,751
Office Expenses	-	3,188	563	-	-	-	3,751
Telecommunications	-	2,805	495	-	-	-	3,300
Data Processing	-	2,550	450	-	-	-	3,000
IT Professional Services	-	1,493,140	263,495	-	-	-	1,756,635

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 109 - Modernization Program Continuation - Phase II | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Dues and Subscriptions	-	1,063	188	-	-	-	1,251
Expendable Prop 250 - 5000	-	1,063	188	-	-	-	1,251
IT Expendable Property	-	5,504	971	-	-	-	6,475
Total Services & Supplies	**-**	**$1,516,964**	**$267,701**	**-**	**-**	**-**	**$1,784,665**
Total Expenditures							
Total Expenditures	-	2,075,869	366,331	-	-	-	2,442,200
Total Expenditures	**-**	**$2,075,869**	**$366,331**	**-**	**-**	**-**	**$2,442,200**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.50
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.50**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 110 - COBID staffing increase - Navigator | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	264,792	-	-	-	-	-	264,792
Total Revenues	**$264,792**	**-**	**-**	**-**	**-**	**-**	**$264,792**
Personal Services							
Class/Unclass Sal. and Per Diem	159,816	-	-	-	-	-	159,816
Empl. Rel. Bd. Assessments	53	-	-	-	-	-	53
Public Employees' Retire Cont	28,639	-	-	-	-	-	28,639
Social Security Taxes	12,226	-	-	-	-	-	12,226
Paid Family Medical Leave Insurance	639	-	-	-	-	-	639
Worker's Comp. Assess. (WCD)	46	-	-	-	-	-	46
Mass Transit Tax	959	-	-	-	-	-	959
Flexible Benefits	39,600	-	-	-	-	-	39,600
Other OPE	8,950	-	-	-	-	-	8,950
Total Personal Services	**$250,928**	**-**	**-**	**-**	**-**	**-**	**$250,928**
Services & Supplies							
Instate Travel	2,500	-	-	-	-	-	2,500
Employee Training	1,100	-	-	-	-	-	1,100
Office Expenses	1,500	-	-	-	-	-	1,500
Telecommunications	1,320	-	-	-	-	-	1,320
Data Processing	1,200	-	-	-	-	-	1,200
IT Professional Services	2,654	-	-	-	-	-	2,654
Dues and Subscriptions	500	-	-	-	-	-	500
Expendable Prop 250 - 5000	500	-	-	-	-	-	500

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 110 - COBID staffing increase - Navigator | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,590	-	-	-	-	-	2,590
Total Services & Supplies	**$13,864**	**-**	**-**	**-**	**-**	**-**	**$13,864**
Total Expenditures							
Total Expenditures	264,792	-	-	-	-	-	264,792
Total Expenditures	**$264,792**	**-**	**-**	**-**	**-**	**-**	**$264,792**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 111 - Economic Equity Investment Positions | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	375,123	-	-	-	375,123
Total Revenues	**-**	**-**	**$375,123**	**-**	**-**	**-**	**$375,123**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	220,860	-	-	-	220,860
Empl. Rel. Bd. Assessments	-	-	78	-	-	-	78
Public Employees' Retire Cont	-	-	39,578	-	-	-	39,578
Social Security Taxes	-	-	16,895	-	-	-	16,895
Paid Family Medical Leave Insurance	-	-	883	-	-	-	883
Worker's Comp. Assess. (WCD)	-	-	68	-	-	-	68
Mass Transit Tax	-	-	1,325	-	-	-	1,325
Flexible Benefits	-	-	59,400	-	-	-	59,400
Other OPE	-	-	12,368	-	-	-	12,368
Total Personal Services	**-**	**-**	**$351,455**	**-**	**-**	**-**	**$351,455**
Services & Supplies							
Instate Travel	-	-	3,750	-	-	-	3,750
Employee Training	-	-	1,650	-	-	-	1,650
Office Expenses	-	-	2,250	-	-	-	2,250
Telecommunications	-	-	1,980	-	-	-	1,980
Data Processing	-	-	1,800	-	-	-	1,800
IT Professional Services	-	-	5,308	-	-	-	5,308
Dues and Subscriptions	-	-	750	-	-	-	750
Expendable Prop 250 - 5000	-	-	1,000	-	-	-	1,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 111 - Economic Equity Investment Positions | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	5,180	-	-	-	5,180
Total Services & Supplies	**-**	**-**	**$23,668**	**-**	**-**	**-**	**$23,668**
Total Expenditures							
Total Expenditures	-	-	375,123	-	-	-	375,123
Total Expenditures	**-**	**-**	**$375,123**	**-**	**-**	**-**	**$375,123**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.50
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.50**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 112 - Broadband Office staffing | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 112 - Broadband Office staffing | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 115 - Agency-Wide Training | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 115 - Agency-Wide Training | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 119 - Board Stipend and Business & Community Eng. | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Professional Services	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**

Pkg: 119 - Board Stipend and Business & Community Eng. | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Operations**
Pkg: 120 - Reclassifications | **Cross Reference Number: 12300-110-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	34,835	-	-	-	-	34,835
Total Revenues	**-**	**$34,835**	**-**	**-**	**-**	**-**	**$34,835**
Personal Services							
Class/Unclass Sal. and Per Diem	-	26,357	4,651	-	-	-	31,008
Public Employees' Retire Cont	-	4,723	834	-	-	-	5,557
Social Security Taxes	-	2,016	356	-	-	-	2,372
Paid Family Medical Leave Insurance	-	105	19	-	-	-	124
Mass Transit Tax	-	158	28	-	-	-	186
Other OPE	-	1,476	260	-	-	-	1,736
Total Personal Services	**-**	**$34,835**	**$6,148**	**-**	**-**	**-**	**$40,983**
Total Expenditures							
Total Expenditures	-	34,835	6,148	-	-	-	40,983
Total Expenditures	**-**	**$34,835**	**$6,148**	**-**	**-**	**-**	**$40,983**
Ending Balance							
Ending Balance	-	-	(6,148)	-	-	-	(6,148)
Total Ending Balance	**-**	**-**	**($6,148)**	**-**	**-**	**-**	**($6,148)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(379)	-	-	-	-	-	(379)
Federal Funds	-	-	-	1,621	-	-	1,621
Tsfr From Administrative Svcs	-	(86,707)	-	-	-	-	(86,707)
Total Revenues	**($379)**	**($86,707)**	**-**	**$1,621**	**-**	**-**	**($85,465)**
Personal Services							
Pension Obligation Bond	(3,668)	(142,341)	(13,110)	1,020	-	-	(158,099)
Unemployment Assessments	-	-	-	-	-	-	-
Mass Transit Tax	56	(1,686)	2,406	-	-	-	776
Other OPE	-	21,024	4,594	-	-	-	25,618
Vacancy Savings	3,233	36,296	21,035	601	-	-	61,165
Total Personal Services	**($379)**	**($86,707)**	**$14,925**	**$1,621**	**-**	**-**	**($70,540)**
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	(379)	(86,707)	14,925	1,621	-	-	(70,540)
Total Expenditures	**($379)**	**($86,707)**	**$14,925**	**$1,621**	**-**	**-**	**($70,540)**
Ending Balance							
Ending Balance	-	-	(14,925)	-	-	-	(14,925)
Total Ending Balance	**-**	**-**	**($14,925)**	**-**	**-**	**-**	**($14,925)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 021 - Phase-in

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	4,000,000	-	-	4,000,000
Tsfr From Administrative Svcs	-	14,136	-	-	-	-	14,136
Total Revenues	**-**	**$14,136**	**-**	**$4,000,000**	**-**	**-**	**$4,014,136**
Services & Supplies							
Instate Travel	-	2,549	-	-	-	-	2,549
Employee Training	-	1,122	-	-	-	-	1,122
Office Expenses	-	1,529	-	-	-	-	1,529
Telecommunications	-	1,346	-	-	-	-	1,346
Data Processing	-	1,224	-	-	-	-	1,224
Professional Services	-	-	575,000	-	-	-	575,000
IT Professional Services	-	2,706	-	-	-	-	2,706
Dues and Subscriptions	-	510	-	-	-	-	510
Expendable Prop 250 - 5000	-	510	-	-	-	-	510
IT Expendable Property	-	2,640	-	-	-	-	2,640
Total Services & Supplies	**-**	**$14,136**	**$575,000**	**-**	**-**	**-**	**$589,136**
Special Payments							
Dist to Non-Gov Units	-	-	11,000,000	4,000,000	-	-	15,000,000
Spc Pmt to Public Universities	-	-	3,000,000	-	-	-	3,000,000
Total Special Payments	**-**	**-**	**$14,000,000**	**$4,000,000**	**-**	**-**	**$18,000,000**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 021 - Phase-in

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	14,136	14,575,000	4,000,000	-	-	18,589,136
Total Expenditures	**-**	**$14,136**	**$14,575,000**	**$4,000,000**	**-**	**-**	**$18,589,136**
Ending Balance							
Ending Balance	-	-	(14,575,000)	-	-	-	(14,575,000)
Total Ending Balance	**-**	**-**	**($14,575,000)**	**-**	**-**	**-**	**($14,575,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(93,638,959)	-	-	-	-	-	(93,638,959)
Federal Funds	-	-	-	(22,838,652)	-	-	(22,838,652)
Tsfr From Administrative Svcs	-	(19,021,000)	-	-	-	-	(19,021,000)
Total Revenues	**($93,638,959)**	**($19,021,000)**	**-**	**($22,838,652)**	**-**	**-**	**($135,498,611)**
Personal Services							
Class/Unclass Sal. and Per Diem	(212,760)	-	-	-	-	-	(212,760)
Empl. Rel. Bd. Assessments	(53)	-	-	-	-	-	(53)
Public Employees' Retire Cont	(38,127)	-	-	-	-	-	(38,127)
Social Security Taxes	(16,276)	-	-	-	-	-	(16,276)
Paid Family Medical Leave Insurance	(851)	-	-	-	-	-	(851)
Worker's Comp. Assess. (WCD)	(46)	-	-	-	-	-	(46)
Mass Transit Tax	(1,596)	-	(1,792)	-	-	-	(3,388)
Flexible Benefits	(39,600)	-	-	-	-	-	(39,600)
Total Personal Services	**($309,309)**	**-**	**($1,792)**	**-**	**-**	**-**	**($311,101)**
Services & Supplies							
Instate Travel	(11,449)	(5,250)	(7,250)	(2,500)	-	-	(26,449)
Employee Training	(9,922)	(2,310)	(5,940)	(1,100)	-	-	(19,272)
Office Expenses	(5,222)	(3,150)	(6,600)	(1,500)	-	-	(16,472)
Telecommunications	(3,264)	(2,940)	(5,920)	(1,320)	-	-	(13,444)
Data Processing	-	-	(4,800)	(1,200)	-	-	(6,000)
Publicity and Publications	(25,000)	-	-	-	-	-	(25,000)
Professional Services	(562,108)	-	(550,000)	(825,552)	-	-	(1,937,660)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Professional Services	-	-	(8,501)	(2,100)	-	-	(10,601)
Attorney General	(63,262)	-	(10,000)	-	-	-	(73,262)
Dues and Subscriptions	(250)	(1,050)	(2,700)	(500)	-	-	(4,500)
Expendable Prop 250 - 5000	(3,795)	(1,050)	(700)	-	-	-	(5,545)
IT Expendable Property	(1,250)	(5,250)	(3,500)	(2,880)	-	-	(12,880)
Total Services & Supplies	**($685,522)**	**($21,000)**	**($605,911)**	**($838,652)**	**-**	**-**	**($2,151,085)**
Special Payments							
Dist to Other Gov Unit	(8,000,000)	-	(6,287,800)	-	-	-	(14,287,800)
Dist to Non-Gov Units	(48,144,128)	(22,988,000)	(64,745,499)	(22,000,000)	-	-	(157,877,627)
Dist to Individuals	-	-	-	-	-	-	-
Spc Pmt to Public Universities	-	-	(5,500,000)	-	-	-	(5,500,000)
Intra-Agency Gen Fund Transfer	(36,500,000)	-	-	-	-	-	(36,500,000)
Total Special Payments	**($92,644,128)**	**($22,988,000)**	**($76,533,299)**	**($22,000,000)**	**-**	**-**	**($214,165,427)**
Total Expenditures							
Total Expenditures	(93,638,959)	(23,009,000)	(77,141,002)	(22,838,652)	-	-	(216,627,613)
Total Expenditures	**($93,638,959)**	**($23,009,000)**	**($77,141,002)**	**($22,838,652)**	**-**	**-**	**($216,627,613)**
Ending Balance							
Ending Balance	-	3,988,000	77,141,002	-	-	-	81,129,002
Total Ending Balance	**-**	**$3,988,000**	**$77,141,002**	**-**	**-**	**-**	**$81,129,002**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(1)
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**(1)**
Total FTE							
Total FTE							(1.00)
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**(1.00)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 031 - Standard Inflation

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	253,033	-	-	253,033
Tsfr From Administrative Svcs	-	2,488,498	-	-	-	-	2,488,498
Total Revenues	**-**	**$2,488,498**	**-**	**$253,033**	**-**	**-**	**$2,741,531**
Services & Supplies							
Instate Travel	-	11,669	3,211	-	-	-	14,880
Out of State Travel	-	23,951	1,037	-	-	-	24,988
Employee Training	-	1,943	804	-	-	-	2,747
Office Expenses	-	2,202	2,360	-	-	-	4,562
Telecommunications	-	3,656	3,004	-	-	-	6,660
State Gov. Service Charges	-	180,265	134,021	-	-	-	314,286
Data Processing	-	1,177	2,603	-	-	-	3,780
Publicity and Publications	-	3,266	2,880	-	-	-	6,146
Professional Services	-	71,974	147,219	-	-	-	219,193
IT Professional Services	-	360	5,275	-	-	-	5,635
Attorney General	-	19,427	5,465	-	-	-	24,892
Dispute Resolution Services	-	-	11,007	-	-	-	11,007
Employee Recruitment and Develop	-	178	119	-	-	-	297
Dues and Subscriptions	-	2,605	255	-	-	-	2,860
Facilities Rental and Taxes	-	22,475	3,425	-	-	-	25,900
Other Services and Supplies	-	151	294	13,783	-	-	14,228
Expendable Prop 250 - 5000	-	1,275	473	-	-	-	1,748

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	736	347	-	-	-	1,083
Total Services & Supplies	**-**	**$347,310**	**$323,799**	**$13,783**	**-**	**-**	**$684,892**
Special Payments							
Dist to Cities	-	17,237	-	-	-	-	17,237
Dist to Counties	-	6,273	-	-	-	-	6,273
Dist to Other Gov Unit	-	16,585	14,495	-	-	-	31,080
Dist to Non-Gov Units	-	1,242,532	613,595	120,180	-	-	1,976,307
Dist to Individuals	-	21,903	8,127	-	-	-	30,030
Dist to Comm College Districts	-	14,146	-	-	-	-	14,146
Dist to Non-Profit Organizations	-	815,303	-	-	-	-	815,303
Loans Made - Other	-	-	-	119,070	-	-	119,070
Other Special Payments	-	7,209	-	-	-	-	7,209
Total Special Payments	**-**	**$2,141,188**	**$636,217**	**$239,250**	**-**	**-**	**$3,016,655**
Total Expenditures							
Total Expenditures	-	2,488,498	960,016	253,033	-	-	3,701,547
Total Expenditures	**-**	**$2,488,498**	**$960,016**	**$253,033**	**-**	**-**	**$3,701,547**
Ending Balance							
Ending Balance	-	-	(960,016)	-	-	-	(960,016)
Total Ending Balance	**-**	**-**	**($960,016)**	**-**	**-**	**-**	**($960,016)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 060 - Technical Adjustments | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(11,245)	-	-	-	-	-	(11,245)
Federal Funds	-	-	-	70	-	-	70
Tsfr From Administrative Svcs	-	(73,723)	-	-	-	-	(73,723)
Total Revenues	**($11,245)**	**($73,723)**	**-**	**$70**	**-**	**-**	**($84,898)**
Personal Services							
Pension Obligation Bond	(11,245)	1,613	1,991	70	-	-	(7,571)
Total Personal Services	**($11,245)**	**$1,613**	**$1,991**	**$70**	**-**	**-**	**($7,571)**
Services & Supplies							
Instate Travel	-	(16,672)	-	-	-	-	(16,672)
Out of State Travel	-	(5,210)	-	-	-	-	(5,210)
Employee Training	-	(4,168)	-	-	-	-	(4,168)
Office Expenses	-	(521)	-	-	-	-	(521)
Telecommunications	-	(6,460)	-	-	-	-	(6,460)
Publicity and Publications	-	(1,042)	-	-	-	-	(1,042)
Professional Services	-	(5,440)	-	-	-	-	(5,440)
IT Professional Services	-	(1,958)	-	-	-	-	(1,958)
Employee Recruitment and Develop	-	(1,042)	-	-	-	-	(1,042)
Dues and Subscriptions	-	(27,092)	-	-	-	-	(27,092)
Expendable Prop 250 - 5000	-	(3,126)	-	-	-	-	(3,126)
IT Expendable Property	-	(2,605)	-	-	-	-	(2,605)
Total Services & Supplies	**-**	**($75,336)**	**-**	**-**	**-**	**-**	**($75,336)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 060 - Technical Adjustments

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	(11,245)	(73,723)	1,991	70	-	-	(82,907)
Total Expenditures	**($11,245)**	**($73,723)**	**$1,991**	**$70**	**-**	**-**	**($82,907)**
Ending Balance							
Ending Balance	-	-	(1,991)	-	-	-	(1,991)
Total Ending Balance	**-**	**-**	**($1,991)**	**-**	**-**	**-**	**($1,991)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 081 - June 2022 Emergency Board

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	83,500,000	-	-	83,500,000
Total Revenues	**-**	**-**	**-**	**$83,500,000**	**-**	**-**	**$83,500,000**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	811,848	-	-	811,848
Empl. Rel. Bd. Assessments	-	-	-	212	-	-	212
Public Employees' Retire Cont	-	-	-	145,484	-	-	145,484
Social Security Taxes	-	-	-	62,106	-	-	62,106
Paid Family Medical Leave Insurance	-	-	-	3,247	-	-	3,247
Worker's Comp. Assess. (WCD)	-	-	-	184	-	-	184
Flexible Benefits	-	-	-	158,400	-	-	158,400
Total Personal Services	**-**	**-**	**-**	**$1,181,481**	**-**	**-**	**$1,181,481**
Services & Supplies							
Instate Travel	-	-	-	10,000	-	-	10,000
Out of State Travel	-	-	-	20,000	-	-	20,000
Employee Training	-	-	-	4,400	-	-	4,400
Office Expenses	-	-	-	8,800	-	-	8,800
Telecommunications	-	-	-	11,600	-	-	11,600
Professional Services	-	-	-	300,000	-	-	300,000
Attorney General	-	-	-	50,000	-	-	50,000
Dues and Subscriptions	-	-	-	2,000	-	-	2,000
Other Services and Supplies	-	-	-	25,000	-	-	25,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 081 - June 2022 Emergency Board

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	9,600	-	-	9,600
Total Services & Supplies	**-**	**-**	**-**	**$441,400**	**-**	**-**	**$441,400**
Special Payments							
Loans Made - Other	-	-	-	81,877,119	-	-	81,877,119
Total Special Payments	**-**	**-**	**-**	**$81,877,119**	**-**	**-**	**$81,877,119**
Total Expenditures							
Total Expenditures	-	-	-	83,500,000	-	-	83,500,000
Total Expenditures	**-**	**-**	**-**	**$83,500,000**	**-**	**-**	**$83,500,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							4.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 090 - Analyst Adjustments | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	14,500,000	-	-	-	-	-	14,500,000
Tsfr From Administrative Svcs	-	199,745,848	-	-	-	-	199,745,848
Total Revenues	**$14,500,000**	**$199,745,848**	**-**	**-**	**-**	**-**	**$214,245,848**
Personal Services							
Vacancy Savings	-	(254,152)	(208,417)	(7,170)	-	-	(469,739)
Total Personal Services	**-**	**($254,152)**	**($208,417)**	**($7,170)**	**-**	**-**	**($469,739)**
Special Payments							
Dist to Other Gov Unit	1,000,000	-	-	-	-	-	1,000,000
Dist to Non-Gov Units	13,500,000	200,000,000	-	-	-	-	213,500,000
Total Special Payments	**$14,500,000**	**$200,000,000**	**-**	**-**	**-**	**-**	**$214,500,000**
Total Expenditures							
Total Expenditures	14,500,000	199,745,848	(208,417)	(7,170)	-	-	214,030,261
Total Expenditures	**$14,500,000**	**$199,745,848**	**($208,417)**	**($7,170)**	**-**	**-**	**$214,030,261**
Ending Balance							
Ending Balance	-	-	208,417	7,170	-	-	215,587
Total Ending Balance	**-**	**-**	**$208,417**	**$7,170**	**-**	**-**	**$215,587**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 091 - Additional Analyst Adjustments | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	100,947,376	-	-	-	100,947,376
Tsfr From Administrative Svcs	-	9,737,697	-	-	-	-	9,737,697
Total Revenues	**-**	**$9,737,697**	**$100,947,376**	**-**	**-**	**-**	**$110,685,073**
Personal Services							
Class/Unclass Sal. and Per Diem	-	175,728	-	-	-	-	175,728
Empl. Rel. Bd. Assessments	-	52	-	-	-	-	52
Public Employees' Retire Cont	-	31,490	-	-	-	-	31,490
Social Security Taxes	-	13,444	-	-	-	-	13,444
Paid Family Medical Leave Insurance	-	702	-	-	-	-	702
Worker's Comp. Assess. (WCD)	-	46	-	-	-	-	46
Flexible Benefits	-	39,600	-	-	-	-	39,600
Total Personal Services	**-**	**$261,062**	**-**	**-**	**-**	**-**	**$261,062**
Services & Supplies							
Instate Travel	-	(6,669)	-	-	-	-	(6,669)
Out of State Travel	-	(23,951)	-	-	-	-	(23,951)
Employee Training	-	257	-	-	-	-	257
Office Expenses	-	1,298	-	-	-	-	1,298
Telecommunications	-	(656)	-	-	-	-	(656)
Data Processing	-	1,323	-	-	-	-	1,323
Publicity and Publications	-	1,544	-	-	-	-	1,544
Professional Services	-	(71,994)	-	-	-	-	(71,994)
IT Professional Services	-	5,500	-	-	-	-	5,500

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 091 - Additional Analyst Adjustments

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	100,000	-	-	-	-	100,000
Employee Recruitment and Develop	-	(178)	-	-	-	-	(178)
Dues and Subscriptions	-	(1,605)	-	-	-	-	(1,605)
Other Services and Supplies	-	(151)	947,376	-	-	-	947,225
Expendable Prop 250 - 5000	-	(275)	-	-	-	-	(275)
IT Expendable Property	-	4,764	-	-	-	-	4,764
Total Services & Supplies	**-**	**$9,207**	**$947,376**	**-**	**-**	**-**	**$956,583**
Special Payments							
Dist to Non-Gov Units	-	-	100,000,000	-	-	-	100,000,000
Other Special Payments	-	9,467,428	-	-	-	-	9,467,428
Total Special Payments	**-**	**$9,467,428**	**$100,000,000**	**-**	**-**	**-**	**$109,467,428**
Total Expenditures							
Total Expenditures	-	9,737,697	100,947,376	-	-	-	110,685,073
Total Expenditures	**-**	**$9,737,697**	**$100,947,376**	**-**	**-**	**-**	**$110,685,073**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 091 - Additional Analyst Adjustments

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 092 - Statewide AG Adjustment | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	(5,977)	(1,681)	-	(6,616)	-	(14,274)
Total Services & Supplies	**-**	**($5,977)**	**($1,681)**	**-**	**($6,616)**	**-**	**($14,274)**
Total Expenditures							
Total Expenditures	-	(5,977)	(1,681)	-	(6,616)	-	(14,274)
Total Expenditures	**-**	**($5,977)**	**($1,681)**	**-**	**($6,616)**	**-**	**($14,274)**
Ending Balance							
Ending Balance	-	5,977	1,681	-	6,616	-	14,274
Total Ending Balance	**-**	**$5,977**	**$1,681**	**-**	**$6,616**	**-**	**$14,274**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	(86,854)	-	-	-	-	(86,854)
Total Revenues	**-**	**($86,854)**	**-**	**-**	**-**	**-**	**($86,854)**
Services & Supplies							
State Gov. Service Charges	-	(63,416)	(35,232)	-	-	-	(98,648)
Professional Services	-	(23,438)	(4,589)	-	-	-	(28,027)
Dispute Resolution Services	-	-	(2,372)	-	-	-	(2,372)
Other Services and Supplies	-	-	157	-	-	-	157
Total Services & Supplies	**-**	**($86,854)**	**($42,036)**	**-**	**-**	**-**	**($128,890)**
Total Expenditures							
Total Expenditures	-	(86,854)	(42,036)	-	-	-	(128,890)
Total Expenditures	**-**	**($86,854)**	**($42,036)**	**-**	**-**	**-**	**($128,890)**
Ending Balance							
Ending Balance	-	-	42,036	-	-	-	42,036
Total Ending Balance	**-**	**-**	**$42,036**	**-**	**-**	**-**	**$42,036**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 101 - COBID Staffing

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	-	1,460,618	-	-	-	1,460,618
Tsfr From Transportation, Dept	-	-	(1,460,618)	-	-	-	(1,460,618)
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers Out							
Transfer Out - Intrafund	-	-	(264,792)	-	-	-	(264,792)
Total Transfers Out	**-**	**-**	**($264,792)**	**-**	**-**	**-**	**($264,792)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	517,392	-	-	-	517,392
Empl. Rel. Bd. Assessments	-	-	212	-	-	-	212
Public Employees' Retire Cont	-	-	92,717	-	-	-	92,717
Social Security Taxes	-	-	39,580	-	-	-	39,580
Paid Family Medical Leave Insurance	-	-	2,069	-	-	-	2,069
Worker's Comp. Assess. (WCD)	-	-	184	-	-	-	184
Mass Transit Tax	-	-	3,105	-	-	-	3,105
Flexible Benefits	-	-	158,400	-	-	-	158,400
Other OPE	-	-	28,975	-	-	-	28,975
Total Personal Services	**-**	**-**	**$842,634**	**-**	**-**	**-**	**$842,634**
Services & Supplies							
Instate Travel	-	-	10,000	-	-	-	10,000
Employee Training	-	-	4,400	-	-	-	4,400
Office Expenses	-	-	6,000	-	-	-	6,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 101 - COBID Staffing | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	-	-	5,280	-	-	-	5,280
Data Processing	-	-	4,800	-	-	-	4,800
Professional Services	-	-	360,000	-	-	-	360,000
IT Professional Services	-	-	10,616	-	-	-	10,616
Dues and Subscriptions	-	-	2,000	-	-	-	2,000
Expendable Prop 250 - 5000	-	-	2,000	-	-	-	2,000
IT Expendable Property	-	-	10,360	-	-	-	10,360
Total Services & Supplies	**-**	**-**	**$415,456**	**-**	**-**	**-**	**$415,456**
Total Expenditures							
Total Expenditures	-	-	1,258,090	-	-	-	1,258,090
Total Expenditures	**-**	**-**	**$1,258,090**	**-**	**-**	**-**	**$1,258,090**
Ending Balance							
Ending Balance	-	-	(1,522,882)	-	-	-	(1,522,882)
Total Ending Balance	**-**	**-**	**($1,522,882)**	**-**	**-**	**-**	**($1,522,882)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 101 - COBID Staffing

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							4.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 103 - OregonInC Funding increase

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 103 - OregonInC Funding increase | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 103 - OregonInC Funding increase

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 104 - Rural Opportunity Initiative

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	2,000,000	-	-	-	-	2,000,000
Total Revenues	**-**	**$2,000,000**	**-**	**-**	**-**	**-**	**$2,000,000**
Special Payments							
Dist to Non-Gov Units	-	2,000,000	-	-	-	-	2,000,000
Total Special Payments	**-**	**$2,000,000**	**-**	**-**	**-**	**-**	**$2,000,000**
Total Expenditures							
Total Expenditures	-	2,000,000	-	-	-	-	2,000,000
Total Expenditures	**-**	**$2,000,000**	**-**	**-**	**-**	**-**	**$2,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 105 - Technical Assistance Program | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	5,000,000	-	-	-	-	5,000,000
Total Revenues	**-**	**$5,000,000**	**-**	**-**	**-**	**-**	**$5,000,000**
Personal Services							
Class/Unclass Sal. and Per Diem	-	145,104	-	-	-	-	145,104
Empl. Rel. Bd. Assessments	-	53	-	-	-	-	53
Public Employees' Retire Cont	-	26,003	-	-	-	-	26,003
Social Security Taxes	-	11,100	-	-	-	-	11,100
Paid Family Medical Leave Insurance	-	580	-	-	-	-	580
Worker's Comp. Assess. (WCD)	-	46	-	-	-	-	46
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	39,600	-	-	-	-	39,600
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**$222,486**	**-**	**-**	**-**	**-**	**$222,486**
Services & Supplies							
Instate Travel	-	5,000	-	-	-	-	5,000
Out of State Travel	-	4,000	-	-	-	-	4,000
Employee Training	-	2,100	-	-	-	-	2,100
Office Expenses	-	2,500	-	-	-	-	2,500
Telecommunications	-	1,320	-	-	-	-	1,320
Data Processing	-	1,200	-	-	-	-	1,200
IT Professional Services	-	2,654	-	-	-	-	2,654

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 105 - Technical Assistance Program | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Dues and Subscriptions	-	1,000	-	-	-	-	1,000
Expendable Prop 250 - 5000	-	1,400	-	-	-	-	1,400
IT Expendable Property	-	3,500	-	-	-	-	3,500
Total Services & Supplies	**-**	**$24,674**	**-**	**-**	**-**	**-**	**$24,674**
Special Payments							
Dist to Non-Gov Units	-	4,752,840	-	-	-	-	4,752,840
Total Special Payments	**-**	**$4,752,840**	**-**	**-**	**-**	**-**	**$4,752,840**
Total Expenditures							
Total Expenditures	-	5,000,000	-	-	-	-	5,000,000
Total Expenditures	**-**	**$5,000,000**	**-**	**-**	**-**	**-**	**$5,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 105 - Technical Assistance Program

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**

Pkg: 106 - Equitable Economic Recovery Plan impl. | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Tsfr From OR Business Development	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 106 - Equitable Economic Recovery Plan impl. | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Loans Made - Other	-	-	-	-	-	-	-
Spc Pmt to OR Business Development	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 106 - Equitable Economic Recovery Plan impl.

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 108 - Staffing | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	206,840	-	-	206,840
Transfer In - Intrafund	-	-	208,798	-	-	-	208,798
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	639,960	-	-	-	-	639,960
Total Revenues	**-**	**$639,960**	**$208,798**	**$206,840**	**-**	**-**	**$1,055,598**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	(396,050)	-	(396,050)
Total Transfers Out	**-**	**-**	**-**	**-**	**($396,050)**	**-**	**($396,050)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	386,784	109,272	125,586	-	-	621,642
Empl. Rel. Bd. Assessments	-	106	53	39	-	-	198
Public Employees' Retire Cont	-	69,312	19,582	22,505	-	-	111,399
Social Security Taxes	-	29,589	8,359	9,607	-	-	47,555
Paid Family Medical Leave Insurance	-	1,548	437	502	-	-	2,487
Worker's Comp. Assess. (WCD)	-	92	46	34	-	-	172
Mass Transit Tax	-	2,321	656	-	-	-	2,977
Flexible Benefits	-	79,200	39,600	29,700	-	-	148,500
Other OPE	-	21,660	6,119	7,033	-	-	34,812
Total Personal Services	**-**	**$590,612**	**$184,124**	**$195,006**	**-**	**-**	**$969,742**
Services & Supplies							
Instate Travel	-	10,000	5,000	1,875	-	-	16,875

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 108 - Staffing | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Out of State Travel	-	8,000	4,000	-	-	-	12,000
Employee Training	-	4,200	2,100	825	-	-	7,125
Office Expenses	-	5,000	2,500	1,125	-	-	8,625
Telecommunications	-	2,640	1,320	990	-	-	4,950
Data Processing	-	2,400	1,200	900	-	-	4,500
IT Professional Services	-	5,308	2,654	2,654	-	-	10,616
Dues and Subscriptions	-	2,000	1,000	375	-	-	3,375
Expendable Prop 250 - 5000	-	2,800	1,400	500	-	-	4,700
IT Expendable Property	-	7,000	3,500	2,590	-	-	13,090
Total Services & Supplies	**-**	**$49,348**	**$24,674**	**$11,834**	**-**	**-**	**$85,856**
Total Expenditures							
Total Expenditures	-	639,960	208,798	206,840	-	-	1,055,598
Total Expenditures	**-**	**$639,960**	**$208,798**	**$206,840**	**-**	**-**	**$1,055,598**
Ending Balance							
Ending Balance	-	-	-	-	(396,050)	-	(396,050)
Total Ending Balance	**-**	**-**	**-**	**-**	**($396,050)**	**-**	**($396,050)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 108 - Staffing

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							3.75
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.75**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**

Pkg: 109 - Modernization Program Continuation - Phase II | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	(135,542)	-	-	-	(135,542)
Total Transfers Out	**-**	**-**	**($135,542)**	**-**	**-**	**-**	**($135,542)**
Ending Balance							
Ending Balance	-	-	(135,542)	-	-	-	(135,542)
Total Ending Balance	**-**	**-**	**($135,542)**	**-**	**-**	**-**	**($135,542)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 110 - COBID staffing increase - Navigator | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	179,241	-	-	-	-	-	179,241
Total Revenues	**$179,241**	**-**	**-**	**-**	**-**	**-**	**$179,241**
Personal Services							
Class/Unclass Sal. and Per Diem	95,088	-	-	-	-	-	95,088
Empl. Rel. Bd. Assessments	53	-	-	-	-	-	53
Public Employees' Retire Cont	17,040	-	-	-	-	-	17,040
Social Security Taxes	7,274	-	-	-	-	-	7,274
Paid Family Medical Leave Insurance	380	-	-	-	-	-	380
Worker's Comp. Assess. (WCD)	46	-	-	-	-	-	46
Mass Transit Tax	571	-	-	-	-	-	571
Flexible Benefits	39,600	-	-	-	-	-	39,600
Other OPE	5,325	-	-	-	-	-	5,325
Total Personal Services	**$165,377**	**-**	**-**	**-**	**-**	**-**	**$165,377**
Services & Supplies							
Instate Travel	2,500	-	-	-	-	-	2,500
Employee Training	1,100	-	-	-	-	-	1,100
Office Expenses	1,500	-	-	-	-	-	1,500
Telecommunications	1,320	-	-	-	-	-	1,320
Data Processing	1,200	-	-	-	-	-	1,200
IT Professional Services	2,654	-	-	-	-	-	2,654
Dues and Subscriptions	500	-	-	-	-	-	500
Expendable Prop 250 - 5000	500	-	-	-	-	-	500

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 110 - COBID staffing increase - Navigator | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,590	-	-	-	-	-	2,590
Total Services & Supplies	**$13,864**	**-**	**-**	**-**	**-**	**-**	**$13,864**
Total Expenditures							
Total Expenditures	179,241	-	-	-	-	-	179,241
Total Expenditures	**$179,241**	**-**	**-**	**-**	**-**	**-**	**$179,241**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 111 - Economic Equity Investment Positions | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	(375,123)	-	-	-	(375,123)
Total Transfers Out	**-**	**-**	**($375,123)**	**-**	**-**	**-**	**($375,123)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	451,170	-	-	-	451,170
Empl. Rel. Bd. Assessments	-	-	156	-	-	-	156
Public Employees' Retire Cont	-	-	80,849	-	-	-	80,849
Social Security Taxes	-	-	34,514	-	-	-	34,514
Paid Family Medical Leave Insurance	-	-	1,804	-	-	-	1,804
Worker's Comp. Assess. (WCD)	-	-	136	-	-	-	136
Mass Transit Tax	-	-	2,708	-	-	-	2,708
Flexible Benefits	-	-	118,800	-	-	-	118,800
Other OPE	-	-	25,266	-	-	-	25,266
Total Personal Services	**-**	**-**	**$715,403**	**-**	**-**	**-**	**$715,403**
Services & Supplies							
Instate Travel	-	-	13,125	-	-	-	13,125
Out of State Travel	-	-	9,000	-	-	-	9,000
Employee Training	-	-	5,550	-	-	-	5,550
Office Expenses	-	-	6,750	-	-	-	6,750
Telecommunications	-	-	3,960	-	-	-	3,960
Data Processing	-	-	3,600	-	-	-	3,600
IT Professional Services	-	-	10,616	-	-	-	10,616
Dues and Subscriptions	-	-	2,625	-	-	-	2,625

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**
Pkg: 111 - Economic Equity Investment Positions | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	4,700	-	-	-	4,700
IT Expendable Property	-	-	13,090	-	-	-	13,090
Total Services & Supplies	**-**	**-**	**$73,016**	**-**	**-**	**-**	**$73,016**
Special Payments							
Dist to Non-Gov Units	-	-	(1,081,441)	-	-	-	(1,081,441)
Total Special Payments	**-**	**-**	**($1,081,441)**	**-**	**-**	**-**	**($1,081,441)**
Total Expenditures							
Total Expenditures	-	-	(293,022)	-	-	-	(293,022)
Total Expenditures	**-**	**-**	**($293,022)**	**-**	**-**	**-**	**($293,022)**
Ending Balance							
Ending Balance	-	-	(82,101)	-	-	-	(82,101)
Total Ending Balance	**-**	**-**	**($82,101)**	**-**	**-**	**-**	**($82,101)**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**

Pkg: 111 - Economic Equity Investment Positions | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 115 - Agency-Wide Training

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Business, Innovation, Trade**

Pkg: 116 - Project Management Office establishment | **Cross Reference Number: 12300-210-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 118 - GCAP Funding increase

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Other Gov Unit	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 120 - Reclassifications

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	15,385	-	-	-	-	15,385
Total Revenues	**-**	**$15,385**	**-**	**-**	**-**	**-**	**$15,385**
Personal Services							
Class/Unclass Sal. and Per Diem	-	11,640	-	-	-	-	11,640
Public Employees' Retire Cont	-	2,086	-	-	-	-	2,086
Social Security Taxes	-	891	-	-	-	-	891
Paid Family Medical Leave Insurance	-	46	-	-	-	-	46
Mass Transit Tax	-	70	-	-	-	-	70
Other OPE	-	652	-	-	-	-	652
Total Personal Services	**-**	**$15,385**	**-**	**-**	**-**	**-**	**$15,385**
Total Expenditures							
Total Expenditures	-	15,385	-	-	-	-	15,385
Total Expenditures	**-**	**$15,385**	**-**	**-**	**-**	**-**	**$15,385**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 122 - Taiwan Trade Office

Cross Reference Name: Business, Innovation, Trade
Cross Reference Number: 12300-210-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(14,033)	-	-	-	-	-	(14,033)
Federal Funds	-	-	-	3,780	-	-	3,780
Tsfr From Administrative Svcs	-	4,668	-	-	-	-	4,668
Total Revenues	**($14,033)**	**$4,668**	**-**	**$3,780**	**-**	**-**	**($5,585)**
Personal Services							
Pension Obligation Bond	(14,033)	3,177	4,802	488	-	-	(5,566)
Unemployment Assessments	-	-	4,262	-	-	-	4,262
Mass Transit Tax	-	3,758	(674)	-	-	-	3,084
Vacancy Savings	-	(2,267)	23,887	3,292	-	-	24,912
Total Personal Services	**($14,033)**	**$4,668**	**$32,277**	**$3,780**	**-**	**-**	**$26,692**
Total Expenditures							
Total Expenditures	(14,033)	4,668	32,277	3,780	-	-	26,692
Total Expenditures	**($14,033)**	**$4,668**	**$32,277**	**$3,780**	**-**	**-**	**$26,692**
Ending Balance							
Ending Balance	-	-	(32,277)	-	-	-	(32,277)
Total Ending Balance	**-**	**-**	**($32,277)**	**-**	**-**	**-**	**($32,277)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 021 - Phase-in | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Counties	-	-	5,000,000	-	-	-	5,000,000
Dist to Other Gov Unit	-	-	114,500,000	-	-	-	114,500,000
Dist to Local School Districts	-	-	130,000,000	-	-	-	130,000,000
Total Special Payments	**-**	**-**	**$249,500,000**	**-**	**-**	**-**	**$249,500,000**
Total Expenditures							
Total Expenditures	-	-	249,500,000	-	-	-	249,500,000
Total Expenditures	**-**	**-**	**$249,500,000**	**-**	**-**	**-**	**$249,500,000**
Ending Balance							
Ending Balance	-	-	(249,500,000)	-	-	-	(249,500,000)
Total Ending Balance	**-**	**-**	**($249,500,000)**	**-**	**-**	**-**	**($249,500,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(90,973,953)	-	-	-	-	-	(90,973,953)
Federal Funds	-	-	-	(18,378,268)	-	-	(18,378,268)
Tsfr From Administrative Svcs	-	(1,883,034)	-	-	-	-	(1,883,034)
Total Revenues	**($90,973,953)**	**($1,883,034)**	**-**	**($18,378,268)**	**-**	**-**	**($111,235,255)**
Services & Supplies							
Instate Travel	(3,750)	-	(2,500)	-	-	-	(6,250)
Employee Training	(3,300)	-	(1,100)	-	-	-	(4,400)
Office Expenses	(3,000)	-	(1,500)	-	-	-	(4,500)
Telecommunications	(4,200)	-	(1,400)	-	-	-	(5,600)
State Gov. Service Charges	-	-	(1,436)	-	-	-	(1,436)
Professional Services	-	-	(242,719)	-	-	-	(242,719)
Attorney General	(5,000)	-	-	-	-	-	(5,000)
Dues and Subscriptions	(1,500)	-	(500)	-	-	-	(2,000)
Other Services and Supplies	-	-	(3,524,437)	-	-	-	(3,524,437)
Expendable Prop 250 - 5000	(6,500)	-	(500)	-	-	-	(7,000)
IT Expendable Property	(2,500)	-	(2,500)	-	-	-	(5,000)
Total Services & Supplies	**($29,750)**	**-**	**($3,778,592)**	**-**	**-**	**-**	**($3,808,342)**
Special Payments							
Dist to Cities	(9,713,755)	-	(190,460,358)	(18,378,268)	-	-	(218,552,381)
Dist to Counties	(3,280,319)	-	(80,000,000)	-	-	-	(83,280,319)
Dist to Other Gov Unit	(23,072,479)	(1,883,034)	(414,026,343)	-	-	-	(438,981,856)
Dist to Non-Gov Units	(4,877,650)	-	(7,000,000)	-	-	-	(11,877,650)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Local School Districts	-	-	(421,057,298)	-	-	-	(421,057,298)
Intra-Agency Gen Fund Transfer	(50,000,000)	-	-	-	-	-	(50,000,000)
Total Special Payments	**($90,944,203)**	**($1,883,034)**	**($1,112,543,999)**	**($18,378,268)**	**-**	**-**	**($1,223,749,504)**
Total Expenditures							
Total Expenditures	(90,973,953)	(1,883,034)	(1,116,322,591)	(18,378,268)	-	-	(1,227,557,846)
Total Expenditures	**($90,973,953)**	**($1,883,034)**	**($1,116,322,591)**	**($18,378,268)**	**-**	**-**	**($1,227,557,846)**
Ending Balance							
Ending Balance	-	-	1,116,322,591	-	-	-	1,116,322,591
Total Ending Balance	**-**	**-**	**$1,116,322,591**	**-**	**-**	**-**	**$1,116,322,591**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	1,501,005	-	-	1,501,005
Tsfr From Administrative Svcs	-	155,208	-	-	-	-	155,208
Total Revenues	**-**	**$155,208**	**-**	**$1,501,005**	**-**	**-**	**$1,656,213**
Services & Supplies							
Instate Travel	-	590	6,326	1,724	-	-	8,640
Out of State Travel	-	194	2,144	1,144	-	-	3,482
Employee Training	-	236	1,950	607	-	-	2,793
Office Expenses	-	339	2,667	1,907	-	-	4,913
Telecommunications	-	416	1,378	76	-	-	1,870
State Gov. Service Charges	-	133,096	167,666	729	-	-	301,491
Data Processing	-	-	152	181	-	-	333
Publicity and Publications	-	42	1,444	1,790	-	-	3,276
Professional Services	-	9,580	52,404	23,441	-	-	85,425
IT Professional Services	-	-	214	-	-	-	214
Attorney General	-	2,867	17,277	4,701	-	-	24,845
Employee Recruitment and Develop	-	1	327	249	-	-	577
Dues and Subscriptions	-	24	686	771	-	-	1,481
Facilities Rental and Taxes	-	1,045	13,286	2,548	-	-	16,879
Agency Program Related S and S	-	-	423	1,910	-	-	2,333
Other Services and Supplies	-	6,573	196	-	-	-	6,769
Expendable Prop 250 - 5000	-	205	1,542	2,179	-	-	3,926

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	245	-	-	-	245
Total Services & Supplies	**-**	**$155,208**	**$270,327**	**$43,957**	**-**	**-**	**$469,492**
Special Payments							
Dist to Cities	-	-	-	933,538	-	-	933,538
Dist to Counties	-	-	-	407,569	-	-	407,569
Dist to Other Gov Unit	-	-	125,071	-	-	-	125,071
Dist to Non-Gov Units	-	-	-	89,135	-	-	89,135
Loans Made - Other	-	-	-	26,806	-	-	26,806
Total Special Payments	**-**	**-**	**$125,071**	**$1,457,048**	**-**	**-**	**$1,582,119**
Total Expenditures							
Total Expenditures	-	155,208	395,398	1,501,005	-	-	2,051,611
Total Expenditures	**-**	**$155,208**	**$395,398**	**$1,501,005**	**-**	**-**	**$2,051,611**
Ending Balance							
Ending Balance	-	-	(395,398)	-	-	-	(395,398)
Total Ending Balance	**-**	**-**	**($395,398)**	**-**	**-**	**-**	**($395,398)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 060 - Technical Adjustments | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	289	-	-	289
Tsfr From Administrative Svcs	-	(9,421)	-	-	-	-	(9,421)
Total Revenues	**-**	**($9,421)**	**-**	**$289**	**-**	**-**	**($9,132)**
Personal Services							
Pension Obligation Bond	-	579	1,632	289	-	-	2,500
Total Personal Services	**-**	**$579**	**$1,632**	**$289**	**-**	**-**	**$2,500**
Services & Supplies							
Instate Travel	-	24,000	-	-	-	-	24,000
Out of State Travel	-	7,277	-	-	-	-	7,277
Employee Training	-	4,000	-	-	-	-	4,000
Office Expenses	-	7,500	-	-	-	-	7,500
Telecommunications	-	5,500	-	-	-	-	5,500
Publicity and Publications	-	7,500	-	-	-	-	7,500
Professional Services	-	10,600	-	-	-	-	10,600
Attorney General	-	25,000	-	-	-	-	25,000
Employee Recruitment and Develop	-	3,000	-	-	-	-	3,000
Dues and Subscriptions	-	3,000	-	-	-	-	3,000
Other Services and Supplies	-	(117,377)	-	-	-	-	(117,377)
IT Expendable Property	-	10,000	-	-	-	-	10,000
Total Services & Supplies	**-**	**($10,000)**	**-**	**-**	**-**	**-**	**($10,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 060 - Technical Adjustments | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	(9,421)	1,632	289	-	-	(7,500)
Total Expenditures	**-**	**($9,421)**	**$1,632**	**$289**	**-**	**-**	**($7,500)**
Ending Balance							
Ending Balance	-	-	(1,632)	-	-	-	(1,632)
Total Ending Balance	**-**	**-**	**($1,632)**	**-**	**-**	**-**	**($1,632)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 082 - September Eboard | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	3,466,665	-	-	3,466,665
Total Revenues	**-**	**-**	**-**	**$3,466,665**	**-**	**-**	**$3,466,665**
Transfers Out							
Transfer Out - Intrafund	-	-	(380,782)	-	-	-	(380,782)
Total Transfers Out	**-**	**-**	**($380,782)**	**-**	**-**	**-**	**($380,782)**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	167,448	721,440	-	-	888,888
Empl. Rel. Bd. Assessments	-	-	53	212	-	-	265
Public Employees' Retire Cont	-	-	30,007	129,282	-	-	159,289
Social Security Taxes	-	-	12,810	55,190	-	-	68,000
Paid Family Medical Leave Insurance	-	-	670	2,886	-	-	3,556
Worker's Comp. Assess. (WCD)	-	-	46	184	-	-	230
Mass Transit Tax	-	-	1,005	-	-	-	1,005
Flexible Benefits	-	-	39,600	158,400	-	-	198,000
Total Personal Services	**-**	**-**	**$251,639**	**$1,067,594**	**-**	**-**	**$1,319,233**
Services & Supplies							
Instate Travel	-	-	5,000	25,000	-	-	30,000
Out of State Travel	-	-	4,000	12,000	-	-	16,000
Employee Training	-	-	2,100	7,400	-	-	9,500
Office Expenses	-	-	2,500	12,500	-	-	15,000
Telecommunications	-	-	1,320	8,280	-	-	9,600

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 082 - September Eboard | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	1,200	4,800	-	-	6,000
Professional Services	-	-	-	1,042,185	-	-	1,042,185
IT Professional Services	-	-	2,654	10,616	-	-	13,270
Attorney General	-	-	25,000	-	-	-	25,000
Dues and Subscriptions	-	-	1,000	3,500	-	-	4,500
Expendable Prop 250 - 5000	-	-	1,400	4,700	-	-	6,100
IT Expendable Property	-	-	3,500	13,090	-	-	16,590
Total Services & Supplies	**-**	**-**	**$49,674**	**$1,144,071**	**-**	**-**	**$1,193,745**
Special Payments							
Dist to Other Gov Unit	-	-	(682,095)	-	-	-	(682,095)
Dist to Non-Gov Units	-	-	-	1,255,000	-	-	1,255,000
Total Special Payments	**-**	**-**	**($682,095)**	**$1,255,000**	**-**	**-**	**$572,905**
Total Expenditures							
Total Expenditures	-	-	(380,782)	3,466,665	-	-	3,085,883
Total Expenditures	**-**	**-**	**($380,782)**	**$3,466,665**	**-**	**-**	**$3,085,883**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 082 - September Eboard | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							5.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 090 - Analyst Adjustments | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	12,357,660	-	-	-	-	-	12,357,660
Tsfr From Administrative Svcs	-	(58,906)	-	-	-	-	(58,906)
Total Revenues	**$12,357,660**	**($58,906)**	**-**	**-**	**-**	**-**	**$12,298,754**
Personal Services							
Vacancy Savings	-	(58,906)	(166,476)	(29,293)	-	-	(254,675)
Total Personal Services	**-**	**($58,906)**	**($166,476)**	**($29,293)**	**-**	**-**	**($254,675)**
Special Payments							
Dist to Non-Gov Units	12,357,660	-	-	-	-	-	12,357,660
Other Special Payments	-	-	264,102,687	-	-	-	264,102,687
Total Special Payments	**$12,357,660**	**-**	**$264,102,687**	**-**	**-**	**-**	**$276,460,347**
Total Expenditures							
Total Expenditures	12,357,660	(58,906)	263,936,211	(29,293)	-	-	276,205,672
Total Expenditures	**$12,357,660**	**($58,906)**	**$263,936,211**	**($29,293)**	**-**	**-**	**$276,205,672**
Ending Balance							
Ending Balance	-	-	(263,936,211)	29,293	-	-	(263,906,918)
Total Ending Balance	**-**	**-**	**($263,936,211)**	**$29,293**	**-**	**-**	**($263,906,918)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 091 - Additional Analyst Adjustments | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	(18,200)	-	-	-	-	(18,200)
Total Revenues	**-**	**($18,200)**	**-**	**-**	**-**	**-**	**($18,200)**
Services & Supplies							
Instate Travel	-	(590)	-	-	-	-	(590)
Out of State Travel	-	(194)	-	-	-	-	(194)
Employee Training	-	(236)	-	-	-	-	(236)
Office Expenses	-	(339)	-	-	-	-	(339)
Telecommunications	-	(416)	-	-	-	-	(416)
Publicity and Publications	-	(42)	-	-	-	-	(42)
Professional Services	-	(9,580)	-	-	-	-	(9,580)
Employee Recruitment and Develop	-	(1)	-	-	-	-	(1)
Dues and Subscriptions	-	(24)	-	-	-	-	(24)
Other Services and Supplies	-	(6,573)	-	-	-	-	(6,573)
Expendable Prop 250 - 5000	-	(205)	-	-	-	-	(205)
Total Services & Supplies	**-**	**($18,200)**	**-**	**-**	**-**	**-**	**($18,200)**
Total Expenditures							
Total Expenditures	-	(18,200)	-	-	-	-	(18,200)
Total Expenditures	**-**	**($18,200)**	**-**	**-**	**-**	**-**	**($18,200)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 091 - Additional Analyst Adjustments | **Cross Reference Number: 12300-300-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 092 - Statewide AG Adjustment | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	(2,037)	(5,315)	(1,446)	(4,069)	-	(12,867)
Total Services & Supplies	**-**	**($2,037)**	**($5,315)**	**($1,446)**	**($4,069)**	**-**	**($12,867)**
Total Expenditures							
Total Expenditures	-	(2,037)	(5,315)	(1,446)	(4,069)	-	(12,867)
Total Expenditures	**-**	**($2,037)**	**($5,315)**	**($1,446)**	**($4,069)**	**-**	**($12,867)**
Ending Balance							
Ending Balance	-	2,037	5,315	1,446	4,069	-	12,867
Total Ending Balance	**-**	**$2,037**	**$5,315**	**$1,446**	**$4,069**	**-**	**$12,867**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Infrastructure
Cross Reference Number: 12300-300-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	(14,957)	-	-	-	-	(14,957)
Total Revenues	**-**	**($14,957)**	**-**	**-**	**-**	**-**	**($14,957)**
Services & Supplies							
State Gov. Service Charges	-	(14,095)	(44,043)	-	-	-	(58,138)
Professional Services	-	-	(8,107)	-	-	-	(8,107)
Other Services and Supplies	-	(862)	-	-	-	-	(862)
Total Services & Supplies	**-**	**($14,957)**	**($52,150)**	**-**	**-**	**-**	**($67,107)**
Total Expenditures							
Total Expenditures	-	(14,957)	(52,150)	-	-	-	(67,107)
Total Expenditures	**-**	**($14,957)**	**($52,150)**	**-**	**-**	**-**	**($67,107)**
Ending Balance							
Ending Balance	-	-	52,150	-	-	-	52,150
Total Ending Balance	**-**	**-**	**$52,150**	**-**	**-**	**-**	**$52,150**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 102 - SPWF Recapitalization | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	75,952,430	-	-	-	75,952,430
Total Revenues	**-**	**-**	**$75,952,430**	**-**	**-**	**-**	**$75,952,430**
Services & Supplies							
Other Services and Supplies	-	-	952,430	-	-	-	952,430
Total Services & Supplies	**-**	**-**	**$952,430**	**-**	**-**	**-**	**$952,430**
Special Payments							
Dist to Non-Gov Units	-	-	75,000,000	-	-	-	75,000,000
Total Special Payments	**-**	**-**	**$75,000,000**	**-**	**-**	**-**	**$75,000,000**
Total Expenditures							
Total Expenditures	-	-	75,952,430	-	-	-	75,952,430
Total Expenditures	**-**	**-**	**$75,952,430**	**-**	**-**	**-**	**$75,952,430**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 106 - Equitable Economic Recovery Plan impl. | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Tsfr From OR Business Development	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Spc Pmt to OR Business Development	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 107 - SPWF Recapitalization - Matching Funds | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Lottery Bonds	-	-	15,724,205	-	-	-	15,724,205
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**$15,724,205**	**-**	**-**	**-**	**$15,724,205**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Other Services and Supplies	-	-	224,205	-	-	-	224,205
Total Services & Supplies	**-**	**-**	**$224,205**	**-**	**-**	**-**	**$224,205**
Special Payments							
Dist to Non-Gov Units	-	-	15,500,000	-	-	-	15,500,000
Total Special Payments	**-**	**-**	**$15,500,000**	**-**	**-**	**-**	**$15,500,000**
Total Expenditures							
Total Expenditures	-	-	15,724,205	-	-	-	15,724,205
Total Expenditures	**-**	**-**	**$15,724,205**	**-**	**-**	**-**	**$15,724,205**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 107 - SPWF Recapitalization - Matching Funds | **Cross Reference Number: 12300-300-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 108 - Staffing | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	285,690	-	-	-	-	285,690
Total Revenues	**-**	**$285,690**	**-**	**-**	**-**	**-**	**$285,690**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Tsfr To Agriculture, Dept of	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	167,448	-	-	-	-	167,448
Empl. Rel. Bd. Assessments	-	53	-	-	-	-	53
Public Employees' Retire Cont	-	30,007	-	-	-	-	30,007
Social Security Taxes	-	12,810	-	-	-	-	12,810
Paid Family Medical Leave Insurance	-	670	-	-	-	-	670
Worker's Comp. Assess. (WCD)	-	46	-	-	-	-	46
Mass Transit Tax	-	1,005	-	-	-	-	1,005
Flexible Benefits	-	39,600	-	-	-	-	39,600
Other OPE	-	9,377	-	-	-	-	9,377
Total Personal Services	**-**	**$261,016**	**-**	**-**	**-**	**-**	**$261,016**
Services & Supplies							
Instate Travel	-	5,000	-	-	-	-	5,000
Out of State Travel	-	4,000	-	-	-	-	4,000

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 108 - Staffing | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Employee Training	-	2,100	-	-	-	-	2,100
Office Expenses	-	2,500	-	-	-	-	2,500
Telecommunications	-	1,320	-	-	-	-	1,320
Data Processing	-	1,200	-	-	-	-	1,200
IT Professional Services	-	2,654	-	-	-	-	2,654
Dues and Subscriptions	-	1,000	-	-	-	-	1,000
Expendable Prop 250 - 5000	-	1,400	-	-	-	-	1,400
IT Expendable Property	-	3,500	-	-	-	-	3,500
Total Services & Supplies	**-**	**$24,674**	**-**	**-**	**-**	**-**	**$24,674**
Total Expenditures							
Total Expenditures	-	285,690	-	-	-	-	285,690
Total Expenditures	**-**	**$285,690**	**-**	**-**	**-**	**-**	**$285,690**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department
Pkg: 108 - Staffing

Cross Reference Name: Infrastructure
Cross Reference Number: 12300-300-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							1.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 109 - Modernization Program Continuation - Phase II | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	(186,829)	-	-	-	(186,829)
Total Transfers Out	**-**	**-**	**($186,829)**	**-**	**-**	**-**	**($186,829)**
Ending Balance							
Ending Balance	-	-	(186,829)	-	-	-	(186,829)
Total Ending Balance	**-**	**-**	**($186,829)**	**-**	**-**	**-**	**($186,829)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 112 - Broadband Office staffing | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**
Pkg: 112 - Broadband Office staffing | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 115 - Agency-Wide Training | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Transfer Out - Indirect Cost	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 116 - Project Management Office establishment | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 116 - Project Management Office establishment | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 116 - Project Management Office establishment | **Cross Reference Number: 12300-300-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 117 - Seismic Rehabilitation Grant Program Recap. | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	151,455,000	-	-	-	151,455,000
Total Revenues	**-**	**-**	**$151,455,000**	**-**	**-**	**-**	**$151,455,000**
Services & Supplies							
Other Services and Supplies	-	-	1,455,000	-	-	-	1,455,000
Total Services & Supplies	**-**	**-**	**$1,455,000**	**-**	**-**	**-**	**$1,455,000**
Special Payments							
Dist to Other Gov Unit	-	-	50,000,000	-	-	-	50,000,000
Dist to Local School Districts	-	-	100,000,000	-	-	-	100,000,000
Total Special Payments	**-**	**-**	**$150,000,000**	**-**	**-**	**-**	**$150,000,000**
Total Expenditures							
Total Expenditures	-	-	151,455,000	-	-	-	151,455,000
Total Expenditures	**-**	**-**	**$151,455,000**	**-**	**-**	**-**	**$151,455,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Infrastructure**

Pkg: 121 - Oregon Industrial Site Readiness Program | **Cross Reference Number: 12300-300-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Non-Gov Units	-	-	1	-	-	-	1
Total Special Payments	**-**	**-**	**$1**	**-**	**-**	**-**	**$1**
Total Expenditures							
Total Expenditures	-	-	1	-	-	-	1
Total Expenditures	**-**	**-**	**$1**	**-**	**-**	**-**	**$1**
Ending Balance							
Ending Balance	-	-	(1)	-	-	-	(1)
Total Ending Balance	**-**	**-**	**($1)**	**-**	**-**	**-**	**($1)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Film and Video**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-500-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Tsfr From Administrative Svcs	-	59,633	-	-	-	-	59,633
Total Revenues	**-**	**$59,633**	**-**	**-**	**-**	**-**	**$59,633**
Special Payments							
Dist to Non-Gov Units	-	59,633	-	-	-	-	59,633
Total Special Payments	**-**	**$59,633**	**-**	**-**	**-**	**-**	**$59,633**
Total Expenditures							
Total Expenditures	-	59,633	-	-	-	-	59,633
Total Expenditures	**-**	**$59,633**	**-**	**-**	**-**	**-**	**$59,633**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,030	-	-	-	-	-	4,030
Total Revenues	**$4,030**	**-**	**-**	**-**	**-**	**-**	**$4,030**
Personal Services							
Pension Obligation Bond	2,223	-	1,953	-	-	-	4,176
Unemployment Assessments	-	-	-	-	-	-	-
Mass Transit Tax	417	-	466	-	-	-	883
Vacancy Savings	1,390	-	3,986	-	-	-	5,376
Total Personal Services	**$4,030**	**-**	**$6,405**	**-**	**-**	**-**	**$10,435**
Services & Supplies							
Other Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Dist to Non-Profit Organizations	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	4,030	-	6,405	-	-	-	10,435
Total Expenditures	**$4,030**	**-**	**$6,405**	**-**	**-**	**-**	**$10,435**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department **Cross Reference Name: Arts**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(6,405)	-	-	-	(6,405)
Total Ending Balance	**-**	**-**	**($6,405)**	**-**	**-**	**-**	**($6,405)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**
Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Federal Funds	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Other Services and Supplies	-	-	(476,350)	(23,000)	-	-	(499,350)
Total Services & Supplies	**-**	**-**	**($476,350)**	**($23,000)**	**-**	**-**	**($499,350)**
Special Payments							
Dist to Other Gov Unit	-	-	(180,000)	-	-	-	(180,000)
Dist to Non-Gov Units	-	-	(10,534,378)	(780,500)	-	-	(11,314,878)
Dist to Non-Profit Organizations	-	-	(2,551,260)	-	-	-	(2,551,260)
Total Special Payments	**-**	**-**	**($13,265,638)**	**($780,500)**	**-**	**-**	**($14,046,138)**
Total Expenditures							
Total Expenditures	-	-	(13,741,988)	(803,500)	-	-	(14,545,488)
Total Expenditures	**-**	**-**	**($13,741,988)**	**($803,500)**	**-**	**-**	**($14,545,488)**
Ending Balance							
Ending Balance	-	-	13,741,988	803,500	-	-	14,545,488
Total Ending Balance	**-**	**-**	**$13,741,988**	**$803,500**	**-**	**-**	**$14,545,488**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	180,764	-	-	-	-	-	180,764
Federal Funds	-	-	-	89,838	-	-	89,838
Total Revenues	**$180,764**	**-**	**-**	**$89,838**	**-**	**-**	**$270,602**
Services & Supplies							
Instate Travel	1,861	-	2,041	949	-	-	4,851
Out of State Travel	112	-	196	789	-	-	1,097
Employee Training	682	-	301	-	-	-	983
Office Expenses	829	-	2,413	398	-	-	3,640
Telecommunications	546	-	403	-	-	-	949
State Gov. Service Charges	38,163	-	25,629	-	-	-	63,792
Data Processing	24	-	1,419	-	-	-	1,443
Publicity and Publications	594	-	43,295	63	-	-	43,952
Professional Services	23,884	-	12,695	1,593	-	-	38,172
IT Professional Services	2,908	-	-	-	-	-	2,908
Attorney General	3,436	-	1,959	-	-	-	5,395
Employee Recruitment and Develop	159	-	108	199	-	-	466
Dues and Subscriptions	455	-	7	284	-	-	746
Facilities Rental and Taxes	3,155	-	726	-	-	-	3,881
Other Services and Supplies	422	-	1,051	239	-	-	1,712
Expendable Prop 250 - 5000	204	-	383	-	-	-	587
IT Expendable Property	455	-	99	-	-	-	554
Total Services & Supplies	**$77,889**	**-**	**$92,725**	**$4,514**	**-**	**-**	**$175,128**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Cities	1,007	-	-	-	-	-	1,007
Dist to Counties	-	-	38,888	-	-	-	38,888
Dist to Other Gov Unit	-	-	35,823	-	-	-	35,823
Dist to Non-Gov Units	88,376	-	91,730	81,911	-	-	262,017
Dist to Individuals	13,492	-	-	3,413	-	-	16,905
Dist to Non-Profit Organizations	-	-	7,216	-	-	-	7,216
Other Special Payments	-	-	330	-	-	-	330
Spc Pmt to Parks and Rec Dept	-	-	53,724	-	-	-	53,724
Total Special Payments	**$102,875**	**-**	**$227,711**	**$85,324**	**-**	**-**	**$415,910**
Total Expenditures							
Total Expenditures	180,764	-	320,436	89,838	-	-	591,038
Total Expenditures	**$180,764**	**-**	**$320,436**	**$89,838**	**-**	**-**	**$591,038**
Ending Balance							
Ending Balance	-	-	(320,436)	-	-	-	(320,436)
Total Ending Balance	**-**	**-**	**($320,436)**	**-**	**-**	**-**	**($320,436)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**
Pkg: 060 - Technical Adjustments | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	278	-	-	-	-	-	278
Total Revenues	**$278**	**-**	**-**	**-**	**-**	**-**	**$278**
Personal Services							
Pension Obligation Bond	278	-	402	-	-	-	680
Total Personal Services	**$278**	**-**	**$402**	**-**	**-**	**-**	**$680**
Total Expenditures							
Total Expenditures	278	-	402	-	-	-	680
Total Expenditures	**$278**	**-**	**$402**	**-**	**-**	**-**	**$680**
Ending Balance							
Ending Balance	-	-	(402)	-	-	-	(402)
Total Ending Balance	**-**	**-**	**($402)**	**-**	**-**	**-**	**($402)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**
Pkg: 090 - Analyst Adjustments | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(28,228)	-	-	-	-	-	(28,228)
Total Revenues	**($28,228)**	**-**	**-**	**-**	**-**	**-**	**($28,228)**
Personal Services							
Vacancy Savings	(28,228)	-	(40,814)	-	-	-	(69,042)
Total Personal Services	**($28,228)**	**-**	**($40,814)**	**-**	**-**	**-**	**($69,042)**
Total Expenditures							
Total Expenditures	(28,228)	-	(40,814)	-	-	-	(69,042)
Total Expenditures	**($28,228)**	**-**	**($40,814)**	**-**	**-**	**-**	**($69,042)**
Ending Balance							
Ending Balance	-	-	40,814	-	-	-	40,814
Total Ending Balance	**-**	**-**	**$40,814**	**-**	**-**	**-**	**$40,814**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**
Pkg: 092 - Statewide AG Adjustment | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,057)	-	-	-	-	-	(1,057)
Total Revenues	**($1,057)**	**-**	**-**	**-**	**-**	**-**	**($1,057)**
Services & Supplies							
Attorney General	(1,057)	-	(603)	-	-	-	(1,660)
Total Services & Supplies	**($1,057)**	**-**	**($603)**	**-**	**-**	**-**	**($1,660)**
Total Expenditures							
Total Expenditures	(1,057)	-	(603)	-	-	-	(1,660)
Total Expenditures	**($1,057)**	**-**	**($603)**	**-**	**-**	**-**	**($1,660)**
Ending Balance							
Ending Balance	-	-	603	-	-	-	603
Total Ending Balance	**-**	**-**	**$603**	**-**	**-**	**-**	**$603**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**
Pkg: 093 - Statewide Adjustment DAS Chgs | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(10,132)	-	-	-	-	-	(10,132)
Total Revenues	**($10,132)**	**-**	**-**	**-**	**-**	**-**	**($10,132)**
Services & Supplies							
State Gov. Service Charges	(9,513)	-	(7,223)	-	-	-	(16,736)
Other Services and Supplies	(619)	-	(377)	-	-	-	(996)
Total Services & Supplies	**($10,132)**	**-**	**($7,600)**	**-**	**-**	**-**	**($17,732)**
Total Expenditures							
Total Expenditures	(10,132)	-	(7,600)	-	-	-	(17,732)
Total Expenditures	**($10,132)**	**-**	**($7,600)**	**-**	**-**	**-**	**($17,732)**
Ending Balance							
Ending Balance	-	-	7,600	-	-	-	7,600
Total Ending Balance	**-**	**-**	**$7,600**	**-**	**-**	**-**	**$7,600**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 109 - Modernization Program Continuation - Phase II | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	(43,960)	-	-	-	(43,960)
Total Transfers Out	**-**	**-**	**($43,960)**	**-**	**-**	**-**	**($43,960)**
Ending Balance							
Ending Balance	-	-	(43,960)	-	-	-	(43,960)
Total Ending Balance	**-**	**-**	**($43,960)**	**-**	**-**	**-**	**($43,960)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 113 - Arts Commission Base Funding Increase | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Paid Family Medical Leave Insurance	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Other OPE	7,393	-	-	-	-	-	7,393
Reconciliation Adjustment	(7,393)	-	-	-	-	-	(7,393)
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 113 - Arts Commission Base Funding Increase | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Agency Program Related S and S	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 113 - Arts Commission Base Funding Increase | **Cross Reference Number: 12300-600-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 114 - Cultural Trust Admin. Expense Cap Increase | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(49,960)	-	-	-	-	-	(49,960)
Transfer In - Intrafund	-	-	1,311,654	-	-	-	1,311,654
Total Revenues	**($49,960)**	**-**	**$1,311,654**	**-**	**-**	**-**	**$1,261,694**
Transfers Out							
Transfer Out - Intrafund	-	-	(1,311,654)	-	-	-	(1,311,654)
Total Transfers Out	**-**	**-**	**($1,311,654)**	**-**	**-**	**-**	**($1,311,654)**
Personal Services							
Class/Unclass Sal. and Per Diem	(45,548)	-	116,168	-	-	-	70,620
Empl. Rel. Bd. Assessments	5	-	19	-	-	-	24
Public Employees' Retire Cont	(8,163)	-	20,816	-	-	-	12,653
Social Security Taxes	(3,484)	-	8,887	-	-	-	5,403
Paid Family Medical Leave Insurance	(182)	-	465	-	-	-	283
Worker's Comp. Assess. (WCD)	4	-	17	-	-	-	21
Mass Transit Tax	(273)	-	697	-	-	-	424
Flexible Benefits	3,300	-	14,850	-	-	-	18,150
Other OPE	(2,551)	-	6,505	-	-	-	3,954
Total Personal Services	**($56,892)**	**-**	**$168,424**	**-**	**-**	**-**	**$111,532**
Services & Supplies							
Instate Travel	1,250	-	-	-	-	-	1,250
Out of State Travel	-	-	-	-	-	-	-
Employee Training	550	-	-	-	-	-	550

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 114 - Cultural Trust Admin. Expense Cap Increase | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	750	-	-	-	-	-	750
Telecommunications	660	-	-	-	-	-	660
Data Processing	600	-	-	-	-	-	600
Professional Services	-	-	285,500	-	-	-	285,500
IT Professional Services	1,327	-	-	-	-	-	1,327
Dues and Subscriptions	250	-	-	-	-	-	250
Agency Program Related S and S	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	250	-	-	-	-	-	250
IT Expendable Property	1,295	-	-	-	-	-	1,295
Total Services & Supplies	**$6,932**	**-**	**$285,500**	**-**	**-**	**-**	**$292,432**
Special Payments							
Dist to Non-Gov Units	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	(49,960)	-	453,924	-	-	-	403,964
Total Expenditures	**($49,960)**	**-**	**$453,924**	**-**	**-**	**-**	**$403,964**
Ending Balance							
Ending Balance	-	-	(453,924)	-	-	-	(453,924)
Total Ending Balance	**-**	**-**	**($453,924)**	**-**	**-**	**-**	**($453,924)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department **Cross Reference Name: Arts**

Pkg: 114 - Cultural Trust Admin. Expense Cap Increase **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.50
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.50**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 115 - Agency-Wide Training | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 116 - Project Management Office establishment | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Arts**

Pkg: 120 - Reclassifications | **Cross Reference Number: 12300-600-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	24,254	-	-	-	-	-	24,254
Total Revenues	**$24,254**	**-**	**-**	**-**	**-**	**-**	**$24,254**
Personal Services							
Class/Unclass Sal. and Per Diem	18,350	-	2,938	-	-	-	21,288
Public Employees' Retire Cont	3,289	-	526	-	-	-	3,815
Social Security Taxes	1,403	-	225	-	-	-	1,628
Paid Family Medical Leave Insurance	73	-	12	-	-	-	85
Mass Transit Tax	110	-	18	-	-	-	128
Other OPE	1,028	-	164	-	-	-	1,192
Reconciliation Adjustment	1	-	-	-	-	-	1
Total Personal Services	**$24,254**	**-**	**$3,883**	**-**	**-**	**-**	**$28,137**
Total Expenditures							
Total Expenditures	24,254	-	3,883	-	-	-	28,137
Total Expenditures	**$24,254**	**-**	**$3,883**	**-**	**-**	**-**	**$28,137**
Ending Balance							
Ending Balance	-	-	(3,883)	-	-	-	(3,883)
Total Ending Balance	**-**	**-**	**($3,883)**	**-**	**-**	**-**	**($3,883)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Lottery & General Obligation Bond Debt Svc**

Pkg: 102 - SPWF Recapitalization | **Cross Reference Number: 12300-900-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Debt Service							
Principal - Bonds	-	-	-	-	-	-	-
Interest - Bonds	-	-	-	-	-	-	-
Total Debt Service	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Lottery & General Obligation Bond Debt Svc**

Pkg: 107 - SPWF Recapitalization - Matching Funds | **Cross Reference Number: 12300-900-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In Lottery Proceeds	-	-	-	-	-	-	-
Tsfr From Administrative Svcs	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Debt Service							
Principal - Bonds	-	-	-	-	-	-	-
Interest - Bonds	-	-	-	-	-	-	-
Total Debt Service	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Business Development Department | **Cross Reference Name: Lottery & General Obligation Bond Debt Svc**

Pkg: 117 - Seismic Rehabilitation Grant Program Recap. | **Cross Reference Number: 12300-900-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	12,648,814	-	-	-	-	-	12,648,814
Total Revenues	**$12,648,814**	**-**	**-**	**-**	**-**	**-**	**$12,648,814**
Debt Service							
Principal - Bonds	5,230,000	-	-	-	-	-	5,230,000
Interest - Bonds	7,418,814	-	-	-	-	-	7,418,814
Total Debt Service	**$12,648,814**	**-**	**-**	**-**	**-**	**-**	**$12,648,814**
Total Expenditures							
Total Expenditures	12,648,814	-	-	-	-	-	12,648,814
Total Expenditures	**$12,648,814**	**-**	**-**	**-**	**-**	**-**	**$12,648,814**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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											957,238	16,588,107	14,867,153	2,990,970	35,403,468
Total OPE											477,339	7,443,811	6,986,206	1,415,877	16,323,233
Total Personal Services											**1,434,577**	**24,031,918**	**21,853,359**	**4,406,847**	**51,726,701**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010101	MEAH Z7583 HF	AGENCY HEAD 3	45X	PF	1	1.00	24	10	20474	SAL	-	491,376	-	-	491,376
										OPE	-	154,170	-	-	154,170
3003018	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	5	5985	SAL	-	143,640	-	-	143,640
										OPE	-	77,002	-	-	77,002
Total Salary											-	635,016	-	-	635,016
Total OPE											-	231,172	-	-	231,172
Total Personal Services											**-**	**866,188**	**-**	**-**	**866,188**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010115	MESN Z7081 AF	BUSINESS OPERATIONS ADMINISTRATOF	40X	PF	1	1.00	24	10	15046	SAL	-	361,104	-	-	361,104
										OPE	-	128,936	-	-	128,936
0060431	UA C0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	17	PF	1	1.00	24	10	4770	SAL	-	114,480	-	-	114,480
										OPE	-	69,430	-	-	69,430
3017050	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	9	9718	SAL	-	209,909	23,323	-	233,232
										OPE	-	90,242	10,027	-	100,269
Total Salary											-	685,493	23,323	-	708,816
Total OPE											-	288,608	10,027	-	298,635
Total Personal Services											**-**	**974,101**	**33,350**	**-**	**1,007,451**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010111	MMS X7344 AP	Human Resources Manager 2		PF	1	1.00	24	10	10720	SAL	-	218,688	38,592	-	257,280
										OPE	-	90,538	15,977	-	106,515
0060612	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	6	5700	SAL	-	109,440	27,360	-	136,800
										OPE	-	60,181	15,045	-	75,226
0070106	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	8	8408	SAL	-	161,434	40,358	-	201,792
										OPE	-	73,683	18,421	-	92,104
0070107	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	8	7274	SAL	-	148,390	26,186	-	174,576
										OPE	-	72,281	12,755	-	85,036
0070115	UA C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	10	4353	SAL	-	104,472	-	-	104,472
										OPE	-	66,830	-	-	66,830
0070121	UA C4014 AP	FACILITY OPERATIONS SPECIALIST 1	24	PF	1	1.00	24	10	6659	SAL	-	135,844	23,972	-	159,816
										OPE	-	69,023	12,180	-	81,203
3001008	UA C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	10	5768	SAL	-	138,432	-	-	138,432
										OPE	-	75,650	-	-	75,650
3023011	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	7630	SAL	-	155,652	27,468	-	183,120
										OPE	-	74,167	13,088	-	87,255
Total Salary											-	1,172,352	183,936	-	1,356,288
Total OPE											-	582,353	87,466	-	669,819
Total Personal Services											**-**	**1,754,705**	**271,402**	**-**	**2,026,107**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0060432	UA C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	87,524	-	87,524
0070101	MMS X7073 AP	Budget and Fiscal Manager 3		PF	1	1.00	24	10	11802	SAL	-	220,933	62,315	-	283,248
										OPE	-	88,287	24,901	-	113,188
0070103	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	9264	SAL	-	188,986	33,350	-	222,336
										OPE	-	82,824	14,616	-	97,440
0070104	UA C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	9	6046	SAL	-	-	72,552	72,552	145,104
										OPE	-	-	38,691	38,691	77,382
0070118	UA C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
0070130	MMS X7034 AP	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	3	7630	SAL	-	137,340	45,780	-	183,120
										OPE	-	65,441	21,814	-	87,255
3006012	MMN X1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	2	6601	SAL	-	158,424	-	-	158,424
										OPE	-	80,842	-	-	80,842
3007004	UA C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	92,076	92,076	184,152
										OPE	-	-	43,762	43,762	87,524
3013023	UA C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	7673	SAL	-	184,152	-	-	184,152
										OPE	-	87,524	-	-	87,524
3013024	UA C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
3021044	UA C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	5	4153	SAL	-	-	49,836	49,836	99,672
										OPE	-	-	32,792	32,792	65,584
3023042	UA C1218 AP	ACCOUNTANT 3	30	PF	1	0.50	12	4	6659	SAL	-	79,908	-	-	79,908
										OPE	-	40,602	-	-	40,602
Total Salary											-	969,743	965,581	214,464	2,149,788
Total OPE											-	445,520	454,006	115,245	1,014,771
Total Personal Services											**-**	**1,415,263**	**1,419,587**	**329,709**	**3,164,559**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010206	MMS X7374 IP	Information Technology Manager 2		PF	1	1.00	24	9	11802	SAL	-	240,761	42,487	-	283,248
										OPE	-	96,210	16,978	-	113,188
0070113	UA C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8587	SAL	-	154,566	51,522	-	206,088
										OPE	-	69,915	23,305	-	93,220
0070116	UA C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	9	9080	SAL	-	185,232	32,688	-	217,920
										OPE	-	81,849	14,444	-	96,293
0070125	UA C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	7189	SAL	-	146,656	25,880	-	172,536
										OPE	-	71,830	12,676	-	84,506
0070128	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	10	10383	SAL	-	211,813	37,379	-	249,192
										OPE	-	88,752	15,662	-	104,414
3013025	UA C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	8031	SAL	-	161,905	30,839	-	192,744
										OPE	-	75,394	14,361	-	89,755
3017061	UA C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	3	6893	SAL	-	165,432	-	-	165,432
										OPE	-	82,662	-	-	82,662
3017062	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	3	7511	SAL	-	180,264	-	-	180,264
										OPE	-	86,513	-	-	86,513
3021038	UA C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	5	7557	SAL	-	-	181,368	-	181,368
										OPE	-	-	86,800	-	86,800
3023019	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	6977	SAL	-	142,331	25,117	-	167,448
										OPE	-	70,708	12,478	-	83,186
3023020	UA C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	0.50	12	3	6224	SAL	-	63,485	11,203	-	74,688
										OPE	-	33,359	5,887	-	39,246
3023021	UA C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	3	7511	SAL	-	153,224	27,040	-	180,264
										OPE	-	73,536	12,977	-	86,513
3023024	UA C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	LF	1	0.75	18	3	6224	SAL	-	-	112,032	-	112,032
										OPE	-	-	58,867	-	58,867
Total Salary											-	1,805,669	577,555	-	2,383,224
Total OPE											-	830,728	274,435	-	1,105,163
Total Personal Services											**-**	**2,636,397**	**851,990**	**-**	**3,488,387**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010214	MESN Z7664 AF	COMMUNICATIONS MANAGER 2	33X	PF	1	1.00	24	10	10720	SAL	-	257,280	-	-	257,280
										OPE	-	106,515	-	-	106,515
0010305	MMN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	7	8831	SAL	-	211,944	-	-	211,944
										OPE	-	94,741	-	-	94,741
0010307	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	10	9752	SAL	-	175,536	58,512	-	234,048
										OPE	-	75,361	25,120	-	100,481
0010312	UA C0104 AP	OFFICE SPECIALIST 2	15	PF	1	1.00	24	6	3627	SAL	-	87,048	-	-	87,048
										OPE	-	62,305	-	-	62,305
0070108	UA C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	7189	SAL	-	172,536	-	-	172,536
										OPE	-	84,506	-	-	84,506
3006005	UA C1163 AP	ECONOMIST 3	30	PF	1	1.00	24	10	8865	SAL	-	212,760	-	-	212,760
										OPE	-	94,953	-	-	94,953
3006009	MMN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	4	7630	SAL	-	183,120	-	-	183,120
										OPE	-	87,255	-	-	87,255
3013026	UA C1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	10	8865	SAL	-	212,760	-	-	212,760
										OPE	-	94,953	-	-	94,953
3021043	UA C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	5	7322	SAL	-	-	-	175,728	175,728
										OPE	-	-	-	85,335	85,335
3023005	UA C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	3	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	81,203	-	81,203
3023023	UA C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	3	6659	SAL	159,816	-	-	-	159,816
										OPE	81,203	-	-	-	81,203
Total Salary											159,816	1,512,984	218,328	175,728	2,066,856
Total OPE											81,203	700,589	106,323	85,335	973,450
Total Personal Services											**241,019**	**2,213,573**	**324,651**	**261,063**	**3,040,306**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0040103	UA C0438 AP	PROCUREMENT & CONTRACT SPECIALIS	29	PF	1	1.00	24	10	8443	SAL	-	-	202,632	-	202,632
										OPE	-	-	92,323	-	92,323
3000000	UA C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	73,986	-	73,986
3003020	UA C0438 AP	PROCUREMENT & CONTRACT SPECIALIS	29	PF	1	1.00	24	10	8443	SAL	-	101,316	101,316	-	202,632
										OPE	-	46,162	46,162	-	92,324
3006013	UA C0437 AP	PROCUREMENT & CONTRACT SPECIALIS	27	PF	1	1.00	24	6	6345	SAL	-	152,280	-	-	152,280
										OPE	-	79,246	-	-	79,246
3007006	UA C0435 AP	PROCUREMENT AND CONTRACT ASSIST/	19	PF	1	1.00	24	7	4553	SAL	-	-	109,272	-	109,272
										OPE	-	-	68,077	-	68,077
3008002	MMN X7634 AP	Procurement Manager 2		PF	1	1.00	24	10	10720	SAL	-	231,552	25,728	-	257,280
										OPE	-	95,864	10,652	-	106,516
3017060	UA C0437 AP	PROCUREMENT & CONTRACT SPECIALIS	27	PF	1	1.00	24	10	7673	SAL	-	184,152	-	-	184,152
										OPE	-	87,524	-	-	87,524
3021003	UA C0438 AP	PROCUREMENT & CONTRACT SPECIALIS	29	PF	1	1.00	24	7	7322	SAL	-	123,010	52,718	-	175,728
										OPE	-	59,735	25,601	-	85,336
3023012	UA C0437 AP	PROCUREMENT & CONTRACT SPECIALIS	27	LF	1	1.00	24	9	7322	SAL	-	87,864	87,864	-	175,728
										OPE	-	42,668	42,668	-	85,336
3023025	UA C0438 AP	PROCUREMENT & CONTRACT SPECIALIS	29	LF	1	0.75	18	3	6046	SAL	-	-	108,828	-	108,828
										OPE	-	-	58,035	-	58,035
Total Salary											-	880,174	820,382	-	1,700,556
Total OPE											-	411,199	417,504	-	828,703
Total Personal Services											**-**	**1,291,373**	**1,237,886**	**-**	**2,529,259**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010203	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
0010204	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	8831	SAL	-	211,944	-	-	211,944
										OPE	-	94,741	-	-	94,741
0010314	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
0020107	MMS X7323 AP	Manager 3	35X	PF	1	1.00	24	10	11802	SAL	-	-	283,248	-	283,248
										OPE	-	-	113,188	-	113,188
0020113	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
0020201	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	244,872	-	244,872
										OPE	-	-	103,292	-	103,292
0040105	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	8831	SAL	-	211,944	-	-	211,944
										OPE	-	94,741	-	-	94,741
0060428	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	244,872	-	244,872
										OPE	-	-	103,292	-	103,292
0060429	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	183,654	61,218	244,872
										OPE	-	-	77,469	25,823	103,292
0302002	MMN X7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	35X	PF	1	1.00	24	7	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
3001002	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	8	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	100,269	-	100,269
3001007	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	244,872	-	244,872
										OPE	-	-	103,292	-	103,292
3010002	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	122,436	122,436	244,872
										OPE	-	-	51,646	51,646	103,292
3023014	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	7	7673	SAL	-	184,152	-	-	184,152
										OPE	-	87,524	-	-	87,524
3023015	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	9	8443	SAL	-	202,632	-	-	202,632
										OPE	-	92,323	-	-	92,323
3023016	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	0.75	18	3	6977	SAL	-	-	-	125,586	125,586

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	-	-	-	62,387	62,387
Total Salary											-	1,790,160	1,557,186	309,240	3,656,586
Total OPE											-	782,497	652,448	139,856	1,574,801
Total Personal Services											**-**	**2,572,657**	**2,209,634**	**449,096**	**5,231,387**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0020115	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	8	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	89,891	-	89,891
0060601	MMS X7323 AP	Manager 3	35X	PF	1	1.00	24	10	11802	SAL	-	-	283,248	-	283,248
										OPE	-	-	113,188	-	113,188
0060602	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4770	SAL	-	-	114,480	-	114,480
										OPE	-	-	69,430	-	69,430
0060603	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
0060604	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
0060605	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
3007005	UA C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	87,524	-	87,524
3011006	UA C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	4553	SAL	-	-	109,272	-	109,272
										OPE	-	-	68,077	-	68,077
3011007	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
3011008	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
3011009	UA C1002 AP	LOAN SPECIALIST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	87,524	-	87,524
3012001	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	8	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
3021033	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	-	212,760	212,760
										OPE	-	-	-	94,953	94,953
3021034	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	-	212,760	212,760
										OPE	-	-	-	94,953	94,953
3021035	UA C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	10	6345	SAL	-	-	-	152,280	152,280
										OPE	-	-	-	79,246	79,246
3021036	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	10	9752	SAL	-	-	-	234,048	234,048

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	-	-	-	100,481	100,481
3023013	UA C1001 AP	LOAN SPECIALIST 1	23	PF	1	1.00	24	3	4553	SAL	-	-	109,272	-	109,272
										OPE	-	-	68,077	-	68,077
Total Salary											-	-	2,454,408	811,848	3,266,256
Total OPE											-	-	1,153,429	369,633	1,523,062
Total Personal Services											**-**	**-**	**3,607,837**	**1,181,481**	**4,789,318**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
3001033	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
3005004	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
3006000	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	9718	SAL	-	233,232	-	-	233,232
										OPE	-	100,269	-	-	100,269
3006006	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
3006008	MESN Z7323 AF	Manager 3	35X	PF	1	1.00	24	10	11802	SAL	-	283,248	-	-	283,248
										OPE	-	113,188	-	-	113,188
3013022	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	10	9752	SAL	-	234,048	-	-	234,048
										OPE	-	100,481	-	-	100,481
3023008	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6046	SAL	-	145,104	-	-	145,104
										OPE	-	77,382	-	-	77,382
Total Salary											-	1,630,248	-	-	1,630,248
Total OPE											-	701,196	-	-	701,196
Total Personal Services											**-**	**2,331,444**	**-**	**-**	**2,331,444**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010205	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	4	8015	SAL	-	192,360	-	-	192,360
										OPE	-	89,655	-	-	89,655
0060301	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
3006014	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	7	8831	SAL	-	211,944	-	-	211,944
										OPE	-	94,741	-	-	94,741
3006015	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	8	9264	SAL	-	222,336	-	-	222,336
										OPE	-	97,440	-	-	97,440
3006016	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	9718	SAL	-	233,232	-	-	233,232
										OPE	-	100,269	-	-	100,269
3013028	MMS X7324 AP	Manager 2	33X	PF	1	1.00	24	10	10720	SAL	-	257,280	-	-	257,280
										OPE	-	106,515	-	-	106,515
Total Salary											-	1,362,024	-	-	1,362,024
Total OPE											-	591,912	-	-	591,912
Total Personal Services											**-**	**1,953,936**	**-**	**-**	**1,953,936**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010210	MMN X7313 AP	Government Relations Manager 3		PF	1	1.00	24	10	11802	SAL	-	283,248	-	-	283,248
										OPE	-	113,188	-	-	113,188
0010308	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8865	SAL	-	212,760	-	-	212,760
										OPE	-	94,953	-	-	94,953
3001001	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
3001032	MMN X7323 AP	Manager 3	35X	PF	1	1.00	24	10	11802	SAL	-	283,248	-	-	283,248
										OPE	-	113,188	-	-	113,188
3006007	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5367	SAL	-	128,808	-	-	128,808
										OPE	-	73,150	-	-	73,150
3006010	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4553	SAL	-	109,272	-	-	109,272
										OPE	-	68,077	-	-	68,077
3013033	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	10720	SAL	-	257,280	-	-	257,280
										OPE	-	106,515	-	-	106,515
3021004	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	8443	SAL	-	60,790	141,842	-	202,632
										OPE	-	27,697	64,626	-	92,323
3021029	MMS X7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	3	9718	SAL	-	233,232	-	-	233,232
										OPE	-	100,269	-	-	100,269
3021030	MMS X7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	3	9718	SAL	-	233,232	-	-	233,232
										OPE	-	100,269	-	-	100,269
3021031	MMS X7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	38X	PF	1	1.00	24	3	9718	SAL	-	233,232	-	-	233,232
										OPE	-	100,269	-	-	100,269
3023043	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.50	12	4	7322	SAL	-	87,864	-	-	87,864
										OPE	-	42,667	-	-	42,667
3023044	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	0.50	12	4	7322	SAL	-	87,864	-	-	87,864
										OPE	-	42,667	-	-	42,667
Total Salary											-	2,455,702	141,842	-	2,597,544
Total OPE											-	1,086,201	64,626	-	1,150,827
Total Personal Services											**-**	**3,541,903**	**206,468**	**-**	**3,748,371**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
3009008	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4770	SAL	-	-	114,480	-	114,480
										OPE	-	-	69,430	-	69,430
3009009	UA C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	83,186	-	83,186
3009010	UA C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	6	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	75,650	-	75,650
3009011	UA C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	9	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	81,203	-	81,203
3009012	MMS X7324 AP	Manager 2	33X	PF	1	1.00	24	5	8408	SAL	-	-	201,792	-	201,792
										OPE	-	-	92,104	-	92,104
3013011	UA C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	83,186	-	83,186
3017045	UA C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	7	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	85,335	-	85,335
3017046	UA C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8443	SAL	-	-	202,632	-	202,632
										OPE	-	-	92,323	-	92,323
3023001	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	79,246	-	79,246
3023002	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	77,382	-	77,382
3023003	UA C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	3	4153	SAL	-	-	99,672	-	99,672
										OPE	-	-	65,584	-	65,584
3023004	UA C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	70,950	-	70,950
3023022	UA C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	3	3962	SAL	95,088	-	-	-	95,088
										OPE	64,393	-	-	-	64,393
Total Salary											95,088	-	1,845,168	-	1,940,256
Total OPE											64,393	-	955,579	-	1,019,972
Total Personal Services											**159,481**	**-**	**2,800,747**	**-**	**2,960,228**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
3023026	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	0.75	18	3	6977	SAL	-	-	125,586	-	125,586
										OPE	-	-	62,387	-	62,387
3023027	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	LF	1	0.75	18	3	6977	SAL	-	-	125,586	-	125,586
										OPE	-	-	62,387	-	62,387
3023028	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	LF	1	0.75	18	3	3481	SAL	-	-	62,658	-	62,658
										OPE	-	-	46,045	-	46,045
3023029	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	33X	LF	1	0.75	18	3	7630	SAL	-	-	137,340	-	137,340
										OPE	-	-	65,440	-	65,440
Total Salary											-	-	451,170	-	451,170
Total OPE											-	-	236,259	-	236,259
Total Personal Services											**-**	**-**	**687,429**	**-**	**687,429**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
0010207	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	64,393	-	64,393
0010213	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4353	SAL	-	-	52,236	52,236	104,472
										OPE	-	-	33,415	33,415	66,830
0040101	MESN Z7595 DF	DEPUTY/CHIEF 5	42X	PF	1	1.00	24	10	17088	SAL	-	-	410,112	-	410,112
										OPE	-	-	138,429	-	138,429
0040102	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
0040104	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
0060303	UA C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	10	9291	SAL	-	-	167,238	55,746	222,984
										OPE	-	-	73,206	24,402	97,608
0060402	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4553	SAL	-	-	81,954	27,318	109,272
										OPE	-	-	51,058	17,019	68,077
0060405	UA C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	87,524	-	87,524
0060406	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	117,039	95,721	212,760
										OPE	-	-	52,234	42,719	94,953
0060408	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	117,039	95,721	212,760
										OPE	-	-	52,234	42,719	94,953
0060410	UA C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	10	9291	SAL	-	-	189,536	33,448	222,984
										OPE	-	-	82,967	14,641	97,608
0060411	UA C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	10	9291	SAL	-	-	222,984	-	222,984
										OPE	-	-	97,608	-	97,608
0060412	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	4	6659	SAL	-	-	79,908	79,908	159,816
										OPE	-	-	40,602	40,602	81,204
0060416	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	3	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	79,246	-	79,246
0060421	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	10	8443	SAL	-	-	202,632	-	202,632
										OPE	-	-	92,323	-	92,323
0060422	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	106,380	106,380	212,760

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	-	-	47,477	47,477	94,954
0060430	UA C1003 AP	LOAN SPECIALIST 3	30	PF	1	1.00	24	9	8443	SAL	-	-	151,974	50,658	202,632
										OPE	-	-	69,242	23,081	92,323
3001005	UA C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	6345	SAL	-	-	76,140	76,140	152,280
										OPE	-	-	39,623	39,623	79,246
3003019	UA C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	10	9291	SAL	-	-	222,984	-	222,984
										OPE	-	-	97,608	-	97,608
3006003	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	9264	SAL	-	-	222,336	-	222,336
										OPE	-	-	97,440	-	97,440
3006004	UA C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	10	9291	SAL	-	-	222,984	-	222,984
										OPE	-	-	97,608	-	97,608
3008001	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	244,872	-	-	244,872
										OPE	-	103,292	-	-	103,292
3010001	MMS X7323 AP	Manager 3	35X	PF	1	1.00	24	10	11802	SAL	-	-	198,274	84,974	283,248
										OPE	-	-	79,232	33,956	113,188
3011005	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	5	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	83,186	-	83,186
3013012	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	8	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	87,524	-	87,524
3013017	UA C0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	10	9291	SAL	-	200,686	22,298	-	222,984
										OPE	-	87,847	9,761	-	97,608
3013029	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	8865	SAL	-	-	212,760	-	212,760
										OPE	-	-	94,953	-	94,953
3016043	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	5	6659	SAL	-	159,816	-	-	159,816
										OPE	-	81,203	-	-	81,203
3016044	UA C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	3962	SAL	-	95,088	-	-	95,088
										OPE	-	64,393	-	-	64,393
3023017	UA C0872 AP	OPERATIONS & POLICY ANALYST 3	30	LF	1	1.00	24	5	6977	SAL	-	167,448	-	-	167,448
										OPE	-	83,186	-	-	83,186
Total Salary											-	867,910	4,285,448	758,250	5,911,608
Total OPE											-	419,921	1,938,799	359,654	2,718,374

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											-	1,287,831	6,224,247	1,117,904	8,629,982

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
3001004	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	6977	SAL	-	167,448	-	-	167,448
										OPE	-	83,186	-	-	83,186
3017051	MMS X7324 AP	Manager 2	33X	PF	1	1.00	24	10	10720	SAL	-	257,280	-	-	257,280
										OPE	-	106,515	-	-	106,515
3017052	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	8053	SAL	-	193,272	-	-	193,272
										OPE	-	89,891	-	-	89,891
3017053	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	7	8443	SAL	-	202,632	-	-	202,632
										OPE	-	92,323	-	-	92,323
3021037	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	8053	SAL	-	-	-	193,272	193,272
										OPE	-	-	-	89,891	89,891
3021039	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	83,186	-	83,186
3021040	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	6977	SAL	-	-	-	167,448	167,448
										OPE	-	-	-	83,186	83,186
3021041	UA C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	6977	SAL	-	-	-	167,448	167,448
										OPE	-	-	-	83,186	83,186
3021042	UA C0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	6	8053	SAL	-	-	-	193,272	193,272
										OPE	-	-	-	89,891	89,891
Total Salary											-	820,632	167,448	721,440	1,709,520
Total OPE											-	371,915	83,186	346,154	801,255
Total Personal Services											**-**	**1,192,547**	**250,634**	**1,067,594**	**2,510,775**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1900001	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	0.50	12	10	10720	SAL	128,640	-	-	-	128,640
										OPE	53,257	-	-	-	53,257
1900002	MENN Z0119 AF	EXECUTIVE SUPPORT SPECIALIST 2	20	PF	1	1.00	24	5	4691	SAL	112,584	-	-	-	112,584
										OPE	68,937	-	-	-	68,937
1900005	MMN X0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	7	8015	SAL	76,944	-	115,416	-	192,360
										OPE	35,862	-	53,793	-	89,655
3001034	MMN X0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	6	7630	SAL	183,120	-	-	-	183,120
										OPE	87,255	-	-	-	87,255
3001035	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	9718	SAL	201,046	-	32,186	-	233,232
										OPE	86,432	-	13,837	-	100,269
3013031	UA C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	87,524	-	87,524
Total Salary											702,334	-	331,754	-	1,034,088
Total OPE											331,743	-	155,154	-	486,897
Total Personal Services											**1,034,077**	**-**	**486,908**	**-**	**1,520,985**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1900001	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	0	0.50	12	10	10720	SAL	-	-	128,640	-	128,640
										OPE	-	-	53,257	-	53,257
3003012	MMN X0863 AP	PROGRAM ANALYST 4	31	PF	1	1.00	24	9	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	100,269	-	100,269
3003013	UA C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5367	SAL	-	-	128,808	-	128,808
										OPE	-	-	73,150	-	73,150
3007003	MMN X0865 AP	PUBLIC AFFAIRS SPECIALIST 2	29	PF	1	1.00	24	9	8831	SAL	-	-	211,944	-	211,944
										OPE	-	-	94,741	-	94,741
3014041	MMN X0806 AP	OFFICE MANAGER 2	22	PF	1	1.00	24	7	5700	SAL	-	-	136,800	-	136,800
										OPE	-	-	75,226	-	75,226
9999020	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	600	-	600
										OPE	-	-	46	-	46
9999021	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	600	-	600
										OPE	-	-	46	-	46
9999022	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	600	-	600
										OPE	-	-	46	-	46
9999023	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	600	-	600
										OPE	-	-	46	-	46
9999024	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	600	-	600
										OPE	-	-	46	-	46
9999025	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	600	-	600
										OPE	-	-	46	-	46
9999026	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	600	-	600
										OPE	-	-	46	-	46
Total Salary											-	-	843,624	-	843,624
Total OPE											-	-	396,965	-	396,965
Total Personal Services											**-**	**-**	**1,240,589**	**-**	**1,240,589**