

The background of the cover is a scenic landscape of Oregon. It features rolling hills and mountains covered in dense evergreen forests. In the upper right corner, a bright sun is shining, creating a lens flare effect with rays of light extending across the sky. The sky is a clear, vibrant blue. The overall tone is bright and optimistic.

OREGON
BUSINESS PLAN

SHARED PROSPERITY

**OREGON BUSINESS PLAN
POLICY BRIEFS ON PRIORITIES FOR
2022 and 2023**

October, 2022

SHARED PROSPERITY

A Strategy for the 2020s ... With Priorities for 2022 and 2023

THE LONG-TERM VISION

In 2020, the Oregon Business Plan began framing a decade-long strategy aimed at not just prosperity, but *Shared Prosperity*. This holds that all Oregonians should be able to prosper, regardless of race, region, or economic circumstances. It makes clear that we must remove institutional barriers holding people back while affording them support and equitable access to the resources and opportunities needed to achieve their aspirations. That includes more opportunity and diversity in Oregon businesses.

Our goals for the 2020s are to grow wages, increase the share of people working, grow household wealth, and increase economic mobility. That requires 1) shaping an economy that expands good jobs, 2) preparing our citizens for those jobs, and 3) building economic opportunity that's accessible to more Oregonians. These pursuits are interconnected and mutually reinforcing.

THIS YEAR AND NEXT

That's the high-level view. To support this vision, we propose specific policies and actions that Oregonians can work on right away. Those for 2022 are highlighted in the chart below. Oregon has made good progress in 2022 on these initiatives and we look forward to proposing additional recommendations for 2023 as a new Governor and Legislature take office.

MORE ABOUT THE OREGON BUSINESS PLAN

The Oregon Business Plan is a public policy forum created to improve the conditions and policies needed for a vibrant economy and prosperity for more Oregonians. For two decades our analyses and recommendations have been a touchstone for state leaders across the political spectrum. Scores of our ideas have shaped public policy and investments.

The Business Plan is managed by the Oregon Business Council. In partnership with a range of leaders from business, government, nonprofit, and community organizations we update the plan as challenges and opportunities evolve. We work on it year-round and vet our findings and recommendations at the annual Leadership Summit in early December. This gathering typically hosts up to 1,200 leaders from all sectors of Oregon life.

OREGON BUSINESS PLAN FRAMEWORK FOR SHARED PROSPERITY

Four Goals

- **GROW WAGES** to raise the well-being of Oregonians
- **INCREASE THE SHARE OF PEOPLE WORKING** to bring more Oregonians into the economic mainstream
- **GROW HOUSEHOLD WEALTH** to increase family security and intergenerational well-being
- **INCREASE ECONOMIC MOBILITY** regardless of race or place

Three Imperatives

ECONOMY

Grow, Create, and Attract
Good Jobs

EDUCATION

Prepare Oregonians for the
Jobs of Today and Tomorrow

OPPORTUNITY

Provide Supports That Empower
More Oregonians and Ensure That
Zip Code Is Not Destiny

Priorities for 2022

- **MANUFACTURING RESET:** Boost opportunities in manufacturing
- **WORKFORCE INVESTMENT:** Focus on adults displaced in the pandemic
- **BROADBAND:** Increase access, affordability, and use
- **HOUSING:** Accelerate expansion of supply
- **I-5 BRIDGE & MORE:** Support key projects for federal funding
- **EITC UPTAKE:** Help Oregonians obtain critical tax credits

OREGON
BUSINESS PLAN

PROGRESS IN 2022

Oregon has made significant progress in 2022. With bipartisan support, the short session of the Legislature advanced three key priorities that are now being implemented. **Future Ready Oregon** includes a \$200 million investment to prepare Oregonians, especially historically underserved adults, for high-wage, high demand positions in manufacturing, health care, and high technology. At the same time, this funding allows for a much-needed overhaul of our workforce education system. **Broadband** legislation set policy direction to shape state and federal funding that will dramatically increase access to and adoption of internet resources. And the Legislature created a new framework and provided funds to increase the uptake of the **Earned Income and Child Tax Credits**.

Meanwhile, the **Semiconductor Competitiveness Task Force** developed recommendations to maintain and expand Oregon's leading position in this critical sector. The task force released its [initial report](#) in August. The panel's recommendations and proposed strategies on workforce, research, land use, environmental permitting, and incentives will likely have broad applications for all of Oregon's manufacturing. And the **Interstate Bridge Replacement Program** is on track in producing the design of a new I-5 bridge.

LOOKING AHEAD TO 2023

2023 will be especially ripe for policy action, in particular for a new Governor and Legislature. The Oregon Business Plan sees the following 10 policy issues as key priorities for Oregon to tackle. In fact, leaders from business, government, nonprofit, and community organizations are already at work on these issues – in some cases leading and in others partnering or lending support. By the end of 2022 the Oregon Business Plan will have recommendations in each of these areas.

- **Manufacturing.** Develop a next-generation manufacturing strategy for Oregon, building off work of the Semiconductor Competitiveness Task Force.
- **Future Ready Oregon.** Support implementation of the investment in workforce education with development of industry consortia and new models and approaches to workforce systems.
- **Postsecondary Education.** Increase access and affordability, in particular for student populations historically underserved.
- **Broadband.** Support state and private sector implementation of expanded broadband access and utilization made possible by additional federal funding.
- **Housing.** Develop policies to enable localities to meet 30,000 new units per year the next 10 years, as called for in HB 2003.
- **Water.** Modernize Oregon's water management systems with responsive regionalized policies.
- **Forests.** Build more resilient forest landscapes, with safe, responsive, fire adapted communities.
- **The I-5 Bridge.** Develop and execute a plan to fund Oregon's \$1 billion share of a replacement span.
- **Economic Development.** Create an economic development infrastructure that supports business expansion statewide.
- **Fiscal Planning.** Craft and continuously update a long-term fiscal plan, forecasting state spending and investment needs a decade out.

More about the Oregon Business Plan can be found at the Business Plan [website](#). Links to recent Oregon Business Plan policy proposals can be found on [this page](#).

PROMOTE ADVANCED MANUFACTURING, OREGON'S KEY OPPORTUNITY FOR SUSTAINED, EQUITABLE PROSPERITY

The Opportunity and Why It's Important

Maintaining Oregon's leadership in manufacturing is essential for a vibrant, equitable state economy. Our manufacturers directly account for roughly 13 percent of the state economy and 8 percent of jobs. Most importantly, manufacturing jobs are important escalators of opportunity. The typical manufacturing worker earns \$55,000 a year, \$8,000 more than counterparts in a non-manufacturing industry. It's one of the few sectors that provides employment opportunities for both rural and urban Oregonians. And job seekers often don't need a four-year college degree to secure these increasingly technical openings, meaning that manufacturing jobs are often excellent paths to economic mobility.

Current Status

Oregon holds national and sometimes global leadership positions in the design and production of semiconductors, electronic components, outdoor gear and apparel, transportation equipment, food and beverage products, wood products, dental equipment, advanced metals, and machinery.

While we enjoy a solid base of companies, our firms face many headwinds. Challenges include:

- ***Retirements and a growing skills gap*** that require focused recruiting and training
- ***An increasingly challenging tax and regulatory environment*** that adds costs and makes competing from Oregon ever more challenging
- ***Lack of industrial land*** that impedes business expansion
- ***The digital transformation of manufacturing***, which creates opportunities but requires retooling of manufacturing processes and retraining of staff.

Recommendations

We recommend that the next Governor and Legislature pursue a multi-pronged agenda to advance manufacturing in Oregon.

1. **Remove bottlenecks to growth and improve the business environment.**
 - Make available more shovel-ready industrial land responsive to industry need.
 - Reduce tax and regulatory uncertainty, including the maintenance of key incentive programs for businesses expansion.
2. **Build and expand the workforce pipeline.**
 - Invest in workforce system transformation, including expansion of apprenticeships.
 - Build employer-consortia to define needs, and work with local workforce partners to meet them.
 - Invest in marketing programs to attract people to the industry, particularly black, indigenous and people of color.
3. **Foster Innovation.**
 - Invest in centers for industry R&D and workforce development.
 - Accelerate Industry 4.0 adoption among small manufacturers.



IMPLEMENT FUTURE READY OREGON TO ADVANCE A SKILLED, DIVERSE WORKFORCE IN A NEW FRAMEWORK

The Opportunity and Why It's Important

At a time of growing job skill demands, Oregon has both need and opportunity to connect diverse workers to education and training resources leading to well-paying, skilled jobs. That's the purpose of Future Ready Oregon, a \$200 million workforce investment enacted by the 2022 Legislature. With the legislation in hand, Oregon's challenge now is to implement its provisions and realize its benefits for individuals and the economy.

Future Ready Oregon will offer unprecedented education and support services to thousands of adult learners, dislocated workers, disconnected youth, and historically marginalized populations. It will enable them to earn credentials and prepare for jobs in manufacturing, healthcare, technology, and other growing sectors. In addition to training opportunities, the investment aims to redesign the workforce education system to focus on the needs of the job seeker, provide wraparound services, engage employers, and provide innovative models of service.

Current Status

Future Ready Oregon resources are being distributed through a combination of formula and competitive grants. The HECC has already distributed one round of "Prosperity 10,000" grants to local workforce boards to expand existing successful programs and it will make a second distribution later in the year. Meanwhile, the agency is developing a series of other funding opportunities, including competitive, "Workforce Ready" grants focused on redesigning and reimagining workforce education that connect people to good jobs. The bill also establishes new consortia in the manufacturing, healthcare, and technology sectors to support employer engagement and collaboration.

Recommendations

- **Maintain the focus on system redesign and draw on national evidence and expertise.** Future Ready's training investments are well-timed and critical, but policymakers cannot lose sight of the act's second aim: redesign. National workforce experts believe the investment puts Oregon in a leadership position if the dollars can advance systemic change. One key: building durable industry consortia that improve timely employer-educator exchanges on occupational skill needs. Well-studied models to explore include San Antonio's Project Quest and the U.S. Chamber of Commerce Foundation's Talent Pipeline Management program.
- **Accelerate work on outcome-based funding for high quality, non-degree credentials.** Oregon has completed initial work to identify short-term credentials that lead to good-paying, in-demand jobs. That work should accelerate under Future Ready Oregon and explore alternative funding models tied to successful placement of trainees in Oregon firms.



REDESIGN AND EXPAND STUDENT AID TO IMPROVE HIGH SCHOOL AND POSTSECONDARY COMPLETION

The Opportunity and Why It's Important

Education and training beyond high school are key to preparing Oregonians for an era of increasingly complex, technology-dependent work and for closing opportunity gaps. College affordability and other barriers to access prevent students from historically underserved groups from achieving the same share of postsecondary credentials as their white counterparts. Expanding equitable access to postsecondary education increases state prosperity and shares it more widely at the same time.

Current Status

Oregon has ambitious education goals but middling performance. Over half of working-age Oregonians have some postsecondary credentials (through apprenticeships, certificates, industry certifications, and degrees) – slightly below the U.S. average (and nine percentage points below Washington State). Disaggregated data show that benefits of postsecondary education are inequitably distributed. While 56 percent of white Oregonians benefit from the increased earning power conferred by such credentials, that advantage is enjoyed by only 38 percent of Oregonians from underrepresented populations.

The high cost of postsecondary education, driven by a generation of public disinvestment, is a key access barrier. From 1990 through 2020, for example, a full year of average postsecondary tuition, adjusted for inflation and net of discounts and financial aid, has gone from just over \$3,000 to just over \$9,000. Student living expenses have also increased with everything else.

Oregon's two financial aid programs, the Oregon Opportunity Grant (OOG) and Oregon Promise, delivered \$657 per full-time student in 2020. That's well below the U.S. average of \$830, and less than half of the \$1,489 provided in Washington State.

Recommendations

Redesign financial aid to incent high school completion and increase postsecondary attendance and completion rates. Oregon made some progress on affordability during the past decade, but the two aid programs are relatively small and interact in ways that are difficult to explain to prospective students. A redesigned system would consist of three parts:

- **Evidence-based high school learning accounts**, funding for postsecondary studies that students would earn by meeting performance benchmarks as they progress through high school.
- **Expanded postsecondary financial aid**, basically, wider availability of Oregon Opportunity Grants for students aged 18-24, similar to Washington's College Grant Program.
- **Lifelong Learning Grants** tailored to the needs of adult learners for career transitions and retraining, including stronger wraparound support to help students stay on track with their studies.

Maintain state institutional support to reduce pressure on tuition increases, and give public universities and community colleges greater flexibility and incentives to reduce and contain costs.



EXPAND BROADBAND ACCESS, AFFORDABILITY, AND ADOPTION

The Opportunity and Why It's Important

At a time when broadband communication has proved vital to daily living and the state economy, Oregon is ideally positioned to make this essential service more available to more Oregonians. Hundreds of millions of federal dollars have been allocated to improve broadband access and adoption for unserved and underserved areas in Oregon. At the same time, private sector firms are constantly investing in facilities to expand and upgrade broadband services, and they are by far the largest source of funding for broadband expansion and innovation. These new public dollars flowing through federal, state, and local programs can be especially valuable if invested in conjunction with private investments to close gaps that plague some areas and populations. It's critical that private-public funding be deployed in an overarching strategy – with goals, metrics, and interconnected plans of action – to address three interrelated needs.

- **Access:** putting in place the physical infrastructure to provide households with high-speed internet in every corner of the state.
- **Affordability:** leveraging federal subsidies to those who otherwise would be unable to afford access at the commercial rates typically available.
- **Adoption:** providing community-based technical assistance, equipment, and software, as well as promotion of internet benefits and literacy for those currently unserved or underserved.

Current Status

- Several federal departments are promulgating guidelines, project criteria, and timelines for states to use in awarding grants to private and public entities.
- Implementation of 2022 Oregon legislation includes realignment of Oregon Broadband Advisory Council and additional program and project management staffing for the Oregon Broadband Office.
- Agreements between State of Oregon and federal agencies are in progress with deadlines for submission of applications and program proposals due through summer and fall 2022.
- Regional meetings jointly sponsored by private sector service providers and local governments are scheduled from June through August 2022 for project collaboration and ways to resolve obstacles.

Recommendations

Build out the strategy and work plans to mobilize a strong network of government entities, service providers, individuals, and non-profit and community-based organizations. Identify specific needs and the barriers to adoption. In collaboration with trusted, culturally competent organizations, create a practical, long term adoption strategy for affected communities and user groups across the state.

Address such questions as why is having and knowing how to use information communication technology important to various users for various purposes.

Direct the Oregon Broadband Advisory Council to leverage the various federal funding streams across all jurisdictions and interest groups, with focused attention on access and adoption.



ACCELERATE HOUSING PRODUCTION TO IMPROVE AFFORDABILITY AND REDUCE HOMELESSNESS

The Opportunity and Why It's Important

Oregon has a mandate to tackle an interrelated housing affordability and homelessness crisis that has extended over a decade. The crisis is rooted in an overregulated market that produces too few housing units relative to population and job growth. A study ordered by the Legislature found that Oregon's housing supply is underbuilt by 140,000 units. This shortage puts upward pressure on prices and rents, outpacing income growth and putting a large share of Oregon households in cost-burdened or severely cost burdened status. People in cost burdened status spend 30 percent of their income on housing. People severely cost burdened spend over 50 percent.

Current Status

The state's 2019 strategy to address the housing crisis, embodied in House Bill 2003, is on the right track, but it will take years to execute. The vision of the legislation is sound, yet its implementation will be challenging. A state-level housing supply agenda will have to be worked out at the local level, where there are likely to be differing perspectives among elected officials and neighborhoods on zoning changes and individual development projects.

Recommendations

- **Codify new methods to project regional housing needs.** The first phase of HB 2003's implementation demonstrated new methods to calculate regional housing needs. Under current law, localities consider needs for only future population growth with no consideration for current market conditions and a legacy of underproduction. The new methods consider elevated prices, overcrowding, and homelessness.
- **Tie the new regional housing need projections to binding local production strategies and land use plans.** The state will need to provide resources to localities to update their housing strategies and land use plans and recognize the higher need uncovered in the HB 2003 method. New rules should commit localities to their share of HB 2003-aligned production levels--about 30,000 units annually for 20 years--and incorporate meaningful regulations and incentives tied to implementation.



UPDATE OREGON'S WATER MANAGEMENT SYSTEM

The Opportunity and Why It's Important

Modernizing Oregon's water management system will give Oregon a comparative economic advantage over other western states, helping Oregon grow and sustain its economy, protect and enhance natural systems, and enable all Oregonians to live more prosperous lives.

At the same time, Oregon has an opportunity to greatly mitigate the risks of water shortages, with their adverse impacts on community safety, public health, and economic livelihood. Alleviating water shortages will go a long way, especially in rural areas, to improve local livability and economic activity. This is especially pertinent as climate change pushes parts of Oregon into their third consecutive summer of drought and wildfire danger, which bear most heavily on Oregon's economically stressed communities and families.

Current Status

In 2021 an Oregon Business Council task force on water policy concluded that the water challenges facing Oregon stem largely from our reliance on a water management system designed to serve another era. This system is ill suited to the demands of a growing urban and suburban population, to shrinking rural communities, and to the effects of climate change. The task force report recommended that Oregon:

1. Move to a more regional approach to water management
2. Modernize its water data infrastructure to increase water data use and usefulness
3. Reform Oregon's water permitting process to be more responsive to unsustainable conditions
4. Ensure water affordability and equity for all Oregonians.

In 2021 the Oregon legislature, recognizing this issue, allocated over \$400 million to improve water infrastructure, collect more data on water use, and build capacity to manage water more effectively at the regional level. County commissioners are working with local constituents to better understand the water challenges at the local level, and nearly 50 water stakeholders are working to agree on a set of recommendations that will accelerate the regionalization of water management. The Oregon Business Plan supports timely action on these efforts.

Recommendation

- By December 2023 launch a governor-led, ten-year plan to modernize Oregon's water systems management. Empower water stakeholders to seek creative solutions to water management challenges by moving away from traditional regulatory oversight to performance-based objectives.



THIN OREGON'S FORESTS AT SCALE TO AVERT CATASTROPHIC WILDFIRES

The Opportunity and Why It's Important

Oregon must modernize its approach to wildfire in the face of climate change. Across the globe, we have reached an inflection point; climate change is no longer a future threat, but a clear and present danger. Heat, drought, and changing weather patterns are causing wildfire to escalate with devastating impacts. Our most vulnerable populations face the greatest threats.

In the U.S. West, global trends are exacerbated by excess fuel loads stemming from a history of fire suppression and management practices. Together, climate change impacts and fuel loads are creating a perfect storm for unnaturally hot wildfires that destroys communities, ecosystems, and economies. The U.S. Forest Service states that, each year, wildfires now cost the nation hundreds of billions of dollars, implying several **trillion** dollars are at risk over the coming decade. Oregon sits at the center of this crisis.

To mitigate this risk, we must thin forests to reduce fuel loads. In doing so, we also create extraordinary public values including rural jobs, building materials to address our affordable housing crisis, and biomass for renewable energy. Every Oregonian will feel the effects of our success or failure.

Current Status

In 2019, the Governor's Wildfire Council developed the state's first-ever comprehensive wildfire strategy, which was translated into historic legislation in 2021. The strategy serves three goals:

1. Modernize Oregon's communities to better adapt to the climate-wildfire threat.
2. Modernize firefighting and emergency response.
3. Modernize land management to build fire-resilient landscapes.

Oregon has made significant progress on the first two goals – modernizing communities and response – which must be sustained. However, the third goal – land management to reduce fuel loads – only established targets without funding or implementation plans. The Council identified a staggering 13.2 million acres in Oregon at high fire risk and concluded that treating a portion of these 5.6 million acres at a cost of \$4.2 billion would mitigate wildfire's worst effects. However, without funding or implementation plans, this backlog will continue to grow and threaten our way of life in Oregon.

Recommendations

- Oregon should set a 10-year goal to complete its backlog of untreated forests and rangelands. This would necessitate a several-fold increase over current pace and scale of treatment.
- Oregon should designate a team tasked with modernizing our funding and delivery systems to meet this goal. Given the significant federal ownership in Oregon, (60 percent of all forests, 25 percent of the entire state) modernization efforts must include federal, state, local, and private stakeholders.
- Oregon must step up with meaningful investment to reduce our \$4.2 billion backlog, seek far greater federal investment, and unlock the potential of the private sector through timber monetization. Such investment in effective land management will mitigate the downstream costs of wildfire from its impacts on infrastructure, watersheds, public health, atmospheric carbon, and vulnerable communities.



SECURE OREGON'S SHARE OF FUNDING FOR THE INTERSTATE BRIDGE REPLACEMENT

The Opportunity and Why It's Important

The Interstate 5 Columbia River crossing is one of the worst choke points for interstate travel and commerce in the nation. Not only is it a bottleneck that restricts the Oregon economy, it is also a potential disaster. Over 100 years old, it is vulnerable to total collapse in the event of an earthquake. Federal infrastructure funds will likely be available to support this project if Washington and Oregon can agree on a design and secure matching funding.

Current Status

A bi-state commission is working on the design. A locally preferred alternative should be ready by mid-summer, 2022. Washington State has committed \$1 billion to the project and federal funding will likely be available for at least half of the cost if Oregon and Washington can agree on a proposal. Oregon will need to come up with its share of the state match, probably equal to Washington at \$1 billion.

Recommendations

- Complete a cost-effective design that accommodates freight, light rail transit, and automobiles. The design should address critical freight needs that affect commerce throughout Oregon and the entire West Coast.
- Review funding options and secure adoption of a funding strategy by the 2023 Legislature. Ensure that funding does not crowd out other projects called out in the 2019 Oregon Transportation Program, including the Rose Quarter project.



REORGANIZE OREGON'S APPROACH TO ECONOMIC DEVELOPMENT

The Opportunity and Why It's Important

It's time to rethink how we organize for economic development. Effective economic development efforts bring community leaders together to provide responsive services and to make the case for doing business here. Currently, Oregon's public and private efforts are well-meaning, but scattered and misaligned. As a result, Oregon is missing opportunities to create, recruit and grow businesses.

Current Status

Oregon currently has many organizations involved in economic development, yet they aren't knitted together effectively. Business Oregon, the state's lead agency for economic development has been asked to handle a multitude of grant programs along with the critical functions of connecting with businesses, coordinating retention and recruitment with local entities. Local economic agencies provide excellent services, but often are disconnected from state government and education resources. K-12 schools, community colleges and universities offer critical talent and research services but are not organized effectively to meet industry needs. Industry association representing sectors could support their members much more effectively if they were more closely aligned with other economic development partners.

Still, we have much to build upon and many leaders are already engaged in that effort. The Futures Commission has completed an innovation strategy which includes recommendations relating to roles of state and regional economic development organizations, including public and private higher education institutions. There is widespread agreement among existing economic development leaders on the importance of focusing on traded-sector businesses, especially those that are concentrated here.

Recommendations

1. Create a forum for elected, business leaders, economic development, and education leaders to articulate a commonly held "north star" strategy for the economy and to set priorities. The Oregon Business Plan provides a logical forum for this effort.
2. Support Business Oregon and the regional development partners to:
 - Systematically ascertain and communicate regional needs, ensuring that the state plays an active role in support of regional efforts.
 - Create forums and capacity to organize industry clusters and connect industry with partners on matters of workforce, university research, market access, technology innovation and transformation, infrastructure development, capital access, and more.
 - Trouble shoot on issues of regulatory policy that may unnecessarily burden businesses.
 - Adopt a marketing and branding program.
3. Create a state-level forum to identify and address the specific challenges of minority and women owned businesses.

ADOPT A LONG-TERM FISCAL PLAN AIMED AT ACHIEVING KEY PRIORITIES FOR OREGON

The Opportunity and Why It's Important

When it comes to long-term fiscal planning, Oregon flies blind. While policymakers keep a close eye on the ten-year outlook for General Fund revenue, expenditure forecasts don't go beyond the upcoming biennium. As a result, the Legislature lurches from biennium to biennium with limited understanding of long-term implications. We don't understand the relationships between revenue and spending trends and aren't able to forecast the benefits of actions and investments that could increase revenues or reduce costs in the long term. The state budget is a powerful tool for meeting state objectives. We need to put it to better use.

Current Status

It is particularly important to create a long-term plan now. Oregon is entering an extended period of slow growth in traditional-aged school and college attendees, as well as high growth in elderly populations. Spending on 5- to 24-year-olds has long dominated the General Fund. However, as growth in that population slows, lawmakers should be thinking strategically about how to invest in a new era. Aging Baby Boomers will demand some of the resources, but their needs are disproportionately addressed by the federal government. The bottom line: most budget observers recognize Oregon's fiscal future will be very different than its fiscal past but have only a vague understanding of *how different*.

Recommendations

- **Consolidate caseload forecasting capabilities in the Office of Economic Analysis (OEA).** State Government's technical forecasting work is uncoordinated and scattered all over the executive branch. OEA produces revenue, demographic, and corrections' forecasts while health, human service, and education agencies maintain their own estimates. Some forecasts are widely shared while others require a public records request to access. Forecasting work should be consolidated under the state economist and released twice-annually.
- **Produce a 10-year General Fund budget outlook, projecting revenues and expenditures, in advance of long sessions.** Each biennium, the OEA should produce a budget report modeled on the U.S. Congressional Budget Office's *Budget and Economic Outlook* and should make underlying data easily available to the public.