



**NC STATE**

THINK AND DO  
THE EXTRAORDINARY

# Administrative Leadership Meeting

Kevin Howell

Chancellor

Tuesday, September 9, 2025

# Upcoming ALMs

## Next Meeting

November 18

OIT Update: Cybersecurity and  
Service Management

Titmus

## Following Dates

- January 13, 2026
- March 10, 2026
- May 19, 2026

# New Leadership in Chancellor's Cabinet and Direct Reports



Krista Walton, Vice  
Chancellor for Research  
and Innovation



April Norris, Interim  
Chief Communications  
and Marketing Officer



Vanessa Collins,  
Interim Chief Audit  
Officer

# BOT Updates

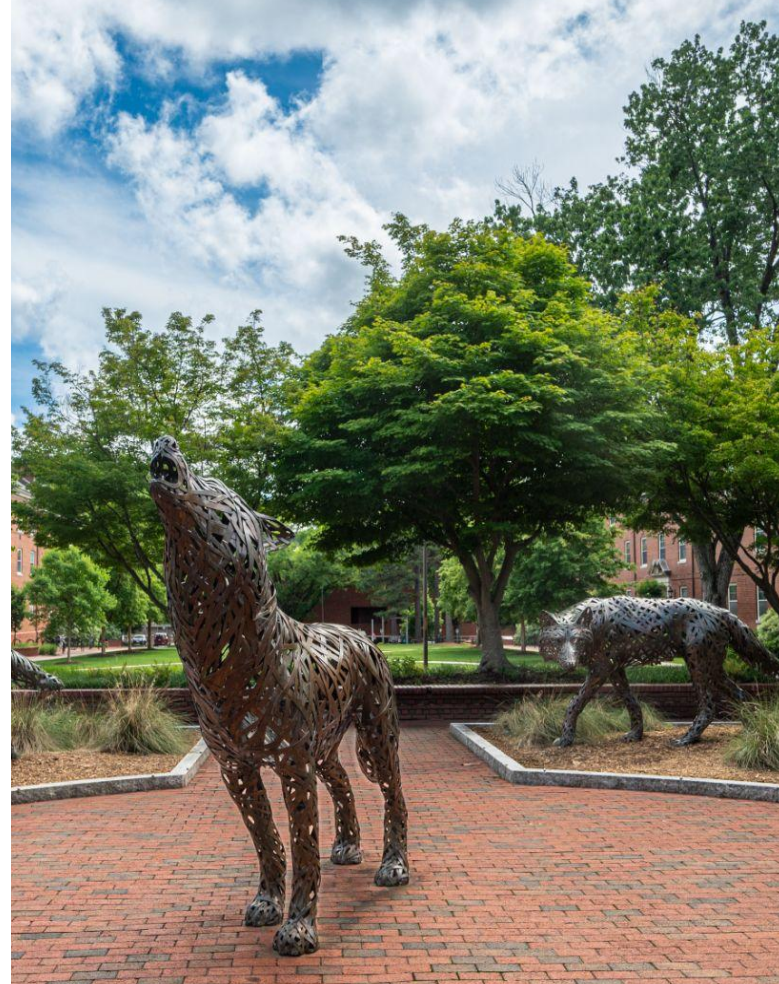
- Three new members:
  - Robin Perkins
  - Harry Shaw
  - Isaac Carreno
- Elected Officers:
  - Ed Stack, Chair
  - Tim Humphrey, Vice Chair
  - Ghazale Johnston, Secretary



# Budget Planning Update

Charles A. Maimone  
Executive Vice Chancellor, Finance and Administration

Administrative Leadership Meeting  
September 9, 2025



# Agenda

- Defense and Offense
  - Mission Focused - Leveraging Growth and Opportunities
- Budget Update
  - Federal Funds
  - State of North Carolina - State Budget, “The DAVE Act”
  - UNC System
- Recent Directives - Vacant Positions, Personnel Caps
- Discussion

# S&P Rating Upgrade

- On July 2, 2025, NC State's S&P long-term credit rating was upgraded to AA+ from AA.
- The upgrade reflects S&P's view of NC State's stronger demand profile, with enrollment growth and increased selectivity as well as growth in Cash and Investments under a strong finance team.
- The table below outlines the historical metrics that S&P identified in its report as factors supporting the upgrade.

Metric	FY 2021 (Fall 2020)	FY 2022 (Fall 2021)	FY 2023 (Fall 2022)	FY 2024 (Fall 2023)	FY 2025 (Fall 2024)
FTE Enrollment	32,277	33,043	33,447	34,169	35,311
First-Year Acceptance Rate (%)	46.2%	47.2%	47.0%	39.6%	41.6%
Cash and Investments (\$000s)	2,062,687	2,148,705	2,222,764	2,550,981	2,739,322

- S&P additionally cited strong philanthropic support as a credit strength, with the last major campaign raising \$2.1 billion compared with a target of \$1.6 billion.

# Impact of an Upgrade

- NC State's existing debt has interest rates that are fixed rate to maturity, meaning there is no financial impact to the existing debt payments from the rating upgrade.
- NC State will experience an impact on the interest rates it receives the next time the University borrows in the bond markets.
  - NC State would pay approximately 5 basis points lower interest rates as a result of the AA+ rating.

S&P Rating Chart	
AAA	
AA+	Current Rating
AA	Rating Prior to the Upgrade
AA-	
A+	
A	
A-	
BBB+	
BBB	
BBB-	

# Leveraging Growth and Opportunities

## Preserve and Protect

- ➔ **Preserve intellectual capital and core infrastructure**
- ➔ **Ensure financial stability**
- ➔ **Steward resources**

- Manage uncertainty with caution
- Monitor and reduce risks, contain costs
- Streamline, consolidate, stabilize
- Build reserves
- Repurpose resources to higher priorities

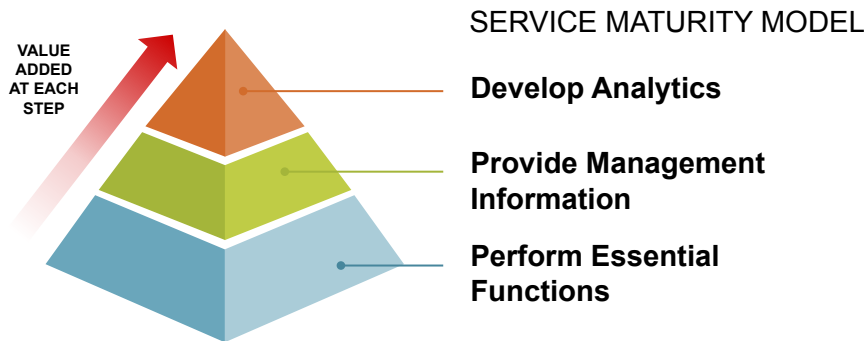


## Invest and Grow

- ➔ **Advance NC State's mission and strategic plan**
- ➔ **Sustain competitive position**
- ➔ **Prepare for the future**

- Lean into volatility, use as a catalyst
- Galvanize action around opportunities
- Invigorate bold movement
- Rejuvenate strategies
- Strengthen strengths

# Leading University Effectiveness



## STRENGTHEN

- Leadership, strategy, tools
- Communication, collaboration, coordination, change management

## DRIVE

- Organizational and process improvements
- Reduce administrative tasks
- Slow resource consumption

## REDIRECT

- Allocate resources to highest and best use
- Free staff time to focus on programmatic tasks



Effectively Managing the **Physical Campus**



Effectively Leveraging **Data and Technology**

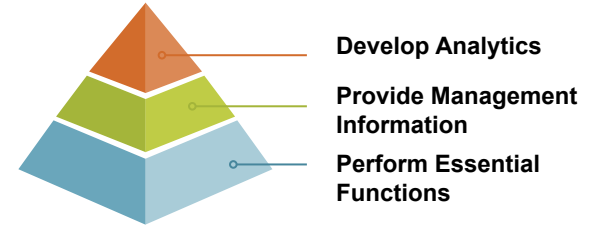


Effectively Building Our **Workforce**



Effectively Stewarding **Financial Resources**

# Effectively Managing the Physical Campus



## New Facilities Service Portal

Web-based centralized work order intake and transparent processing, leading to faster resolution and more balanced workloads.

## Utilities Performance Modeling

Energy modeling to optimize building HVAC systems, reducing energy consumption and operating costs.

## Campus Development Process

New governance structure for physical campus development aligned with NC State's Physical Master Plan, ensuring highest and best use of resources aligned with university priorities. Campus Development Committee chaired by the Provost with leadership from ORI and OFA.

## New Space Standards for Offices

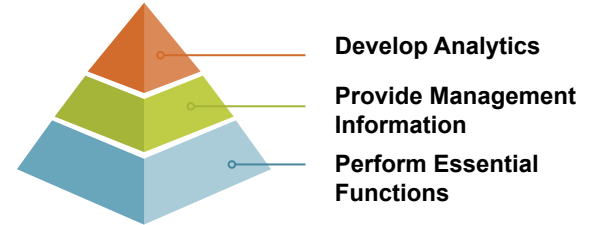
To promote the most effective and efficient use of campus space resources, adopted new space planning standards for administrative offices that factor in flexible work, right-sized spaces and shared campus resources.

## Targeted Safety Programming

Mishap reporting providing actionable data to identify training needs. Monitoring training compliance and effectiveness.



# Effectively Building Our Workforce



## HRNow

Case management tool, enabling employee inquiries 24/7 and boosting same-day case resolution by 29%.

## HR Analytics and Personnel Dashboard

Trend analyses and comparison reporting to inform workforce planning, manage recent HR directives (collaborative effort between University Human Resources and University Data and Analytics).

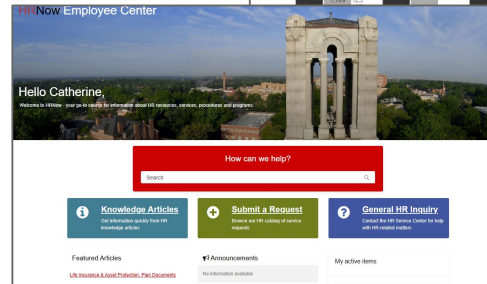
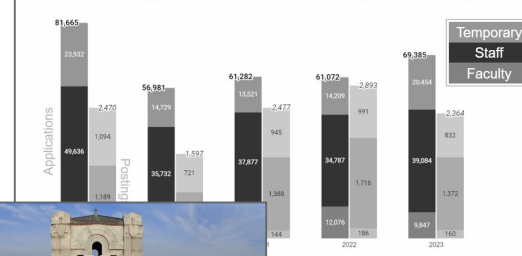
## OneHR

Piloted streamlined approval tasks with four colleges and Campus Enterprises to quicken recruiting process.

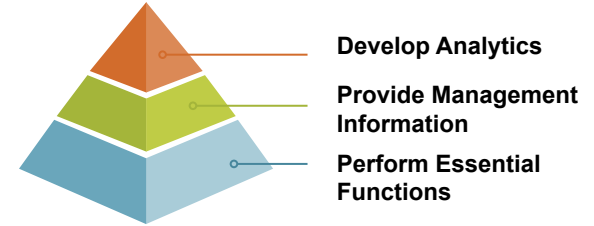
## Business Officer Academy and HR Academy

New training curriculum for administrative professionals, building competencies, effectiveness and compliance.

Recruitment: Applications and Postings by Position Type



# Effectively Leveraging Data and Technology



## New Research Awards Reports

Four new standing administrative reports generated in early 2025, driven by federal funding concerns. Cross-functional effort across OIT, ORI, and OFA.

- F&A Balances by Unit
- F&A Payroll
- Grant Expenditures by Agency
- Grant Payroll by Agency

## Course Ready (digital course materials)

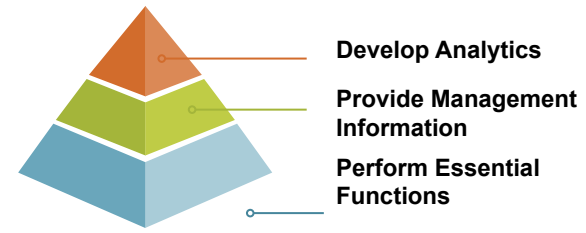
New digital-first, flat-fee course materials program, reducing attendance costs for nearly 17,000 undergraduate participants (\$279 per semester flat-fee for required undergraduate course materials).

## Upgraded websites and e-manuals

Knowledgebase, digital guides and websites improved user experience and access to timely, accurate information.

Grant Expenditures by Agency					
Fiscal Year: 2026   Department: xx- College Example   Federal Agency: ALL   As of Date: 08/28/2025					
Parent Agency Code	Parent Agency Name	Agency Code	Agency Name	Expense Type	Total Expenditures Amount
DOE	Department of Energy	DOE	Department of Energy	EPS & Non Teach Faculty	\$7,826.04
DOE	Department of Energy	DOE	Department of Energy	EPS & Non Teach Faculty / Post Doc	\$12,817.47
DOE	Department of Energy	DOE	Department of Energy	Grads-Research Assistants	\$4,848.64
DOE	Department of Energy	DOE	Department of Energy	Staff Benefits	\$2,838.72
DOE	Department of Energy	DOE	Department of Energy	Post Doc Health Insurance	\$863.21
DOE	Department of Energy	DOE	Department of Energy	Fringe Benefit	\$107.78
DOE	Department of Energy	DOE	Department of Energy	Indirect Costs	\$13,080.95
DOI	Department of the Interior	NPS	National Park Service	EPS & Non Teach Faculty	\$11,795.28
DOI	Department of the Interior	NPS	National Park Service	Staff Benefits	\$2,536.20
DOI	Department of the Interior	NPS	National Park Service	Fringe Benefit	\$58.98
DOI	Department of the Interior	NPS	National Park Service	Indirect Costs	\$2,518.33
DOL	Department of Labor	ETA	Employment and Training Administration	EPS & Non Teach Faculty / Post Doc	\$3,296.60
DOL	Department of Labor	ETA	Employment and Training Administration	Staff Benefits	\$1,342.32
DOL	Department of Labor	ETA	Employment and Training Administration	Fringe Benefit	\$8.24
DOL	Department of Labor	ETA	Employment and Training Administration	Indirect Costs	\$463.47
ED	Department of Education	ED	Department of Education	EPS & Non Teach Faculty	\$42,302.71

# Effectively Stewarding Financial Resources



## University Strategic Budget Initiative (USBI)

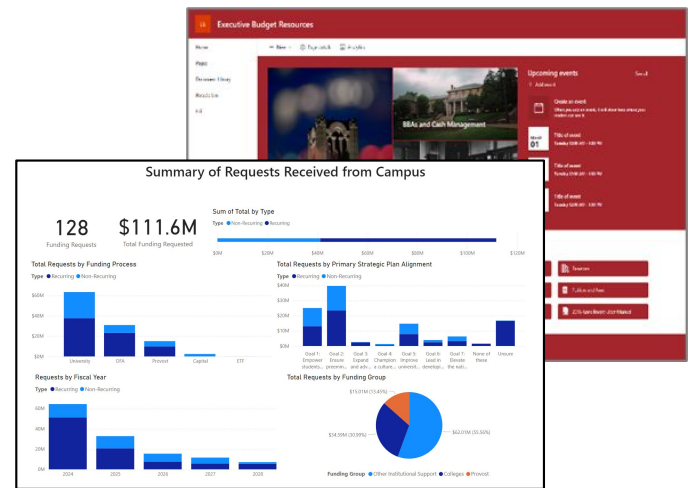
Implemented third year of NC State's new comprehensive and strategic budget planning process and resource reallocation strategy across a five year planning horizon. Simplified and streamlined FY26 USBI timeline to then shift FY27 USBI timeline to the spring, enabling approval of the five-year budget plan at the start of each fiscal year and ensuring all funding sources are incorporated into the budget planning process.

## Strategic Budgeting Dashboards

Real-time dashboards and integrated reporting rolled out to colleges and units, providing comprehensive budget information to effectively steward the university's \$2B operating budget aligned with NC State's strategic plan.

## Enterprise Budgeting System

Implemented first phase of the new budgeting software system (OneStream) for all colleges and units.



# Budget Update

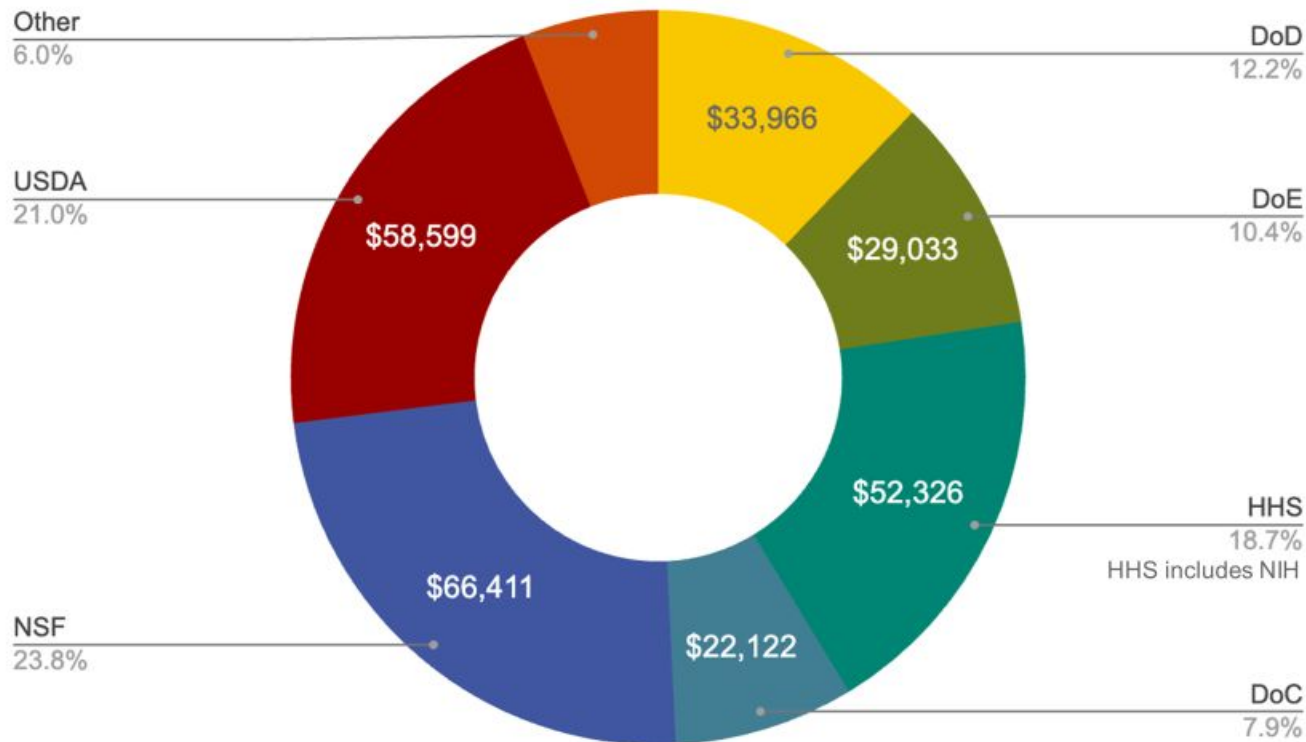
- Federal Funds
- State of North Carolina
- UNC System



# Federal Actions Causing Uncertainty in Higher Education

- Federal funding:
  - Spending freezes
  - Termination of contracts and research grants
  - Reducing indirect cost rates(?)
- Executive Orders and litigation
- Reduction in workforce
- Immigration policy and focus
- Winding down of Department of Education
- Federal enforcement actions
- New federal legislative changes

# Federal Expenditures by Agency FY23 - \$279.2M

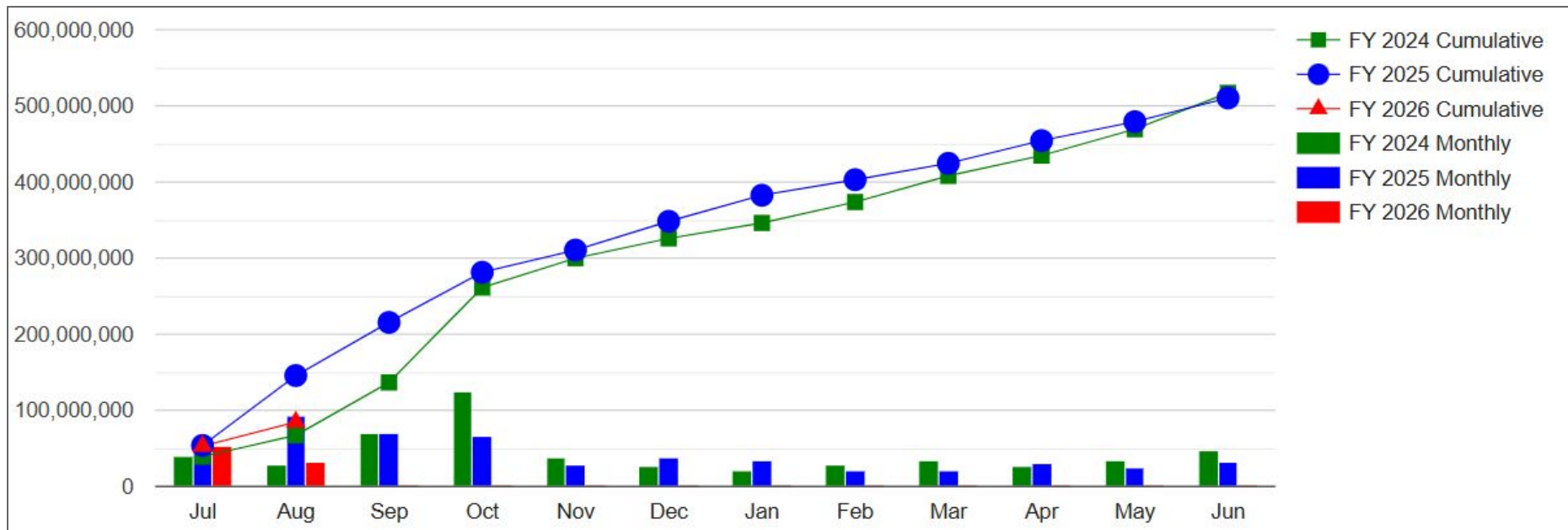


# FY 2026 Federal Research Funding

Agency	FY 25	President (FY26)	House	Senate
NSF	\$9 B	\$3.9 B	\$7 B	\$9 B
NIH	\$48.6 B	\$27 B	?	\$49 B
NASA	\$7.3 B	\$3.9 B	\$7 B	\$9 B
NOAA	\$656 M	0	\$667 M	\$657 M
NIST	\$173 M	0	\$175M	\$175 M
DOE	\$8.2 B	\$7 B	\$8.4 B	?
NIFA	\$445.2 M	\$405 M	\$445 M	\$445 M
NEH	\$207 M	\$38 M	\$135 M	\$207 M

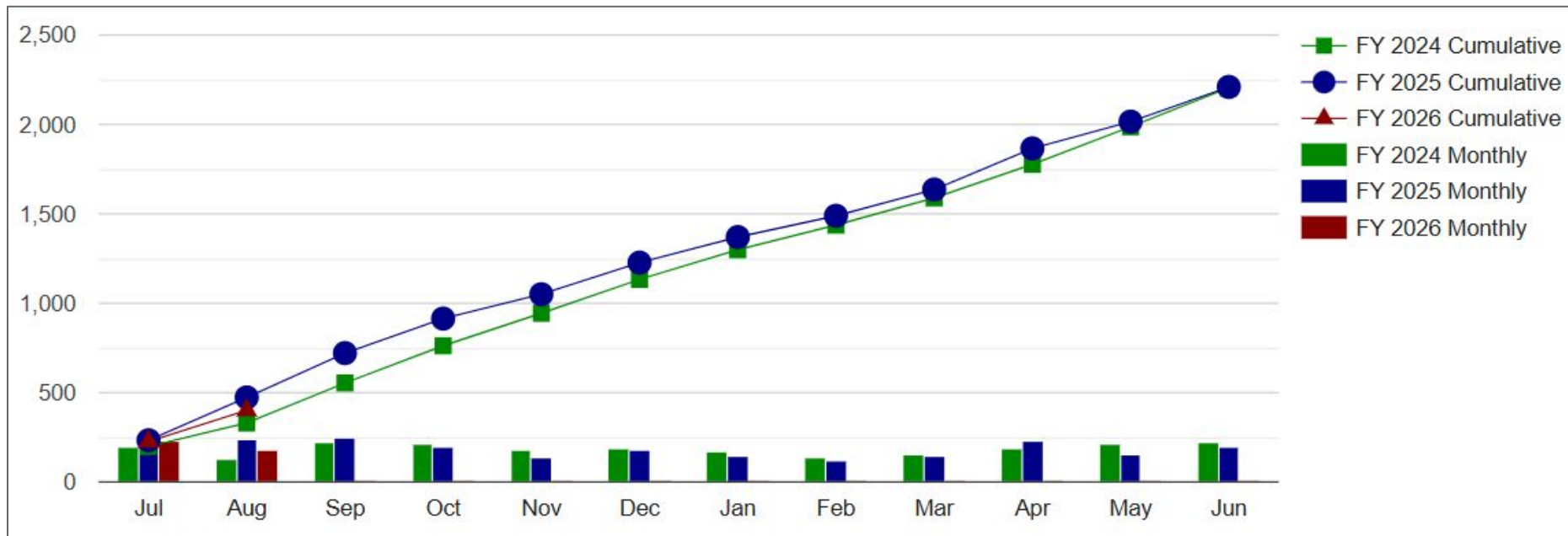
# Sponsored Programs Awards: FY Comparison

(Award Dollars as of 8/27/25)

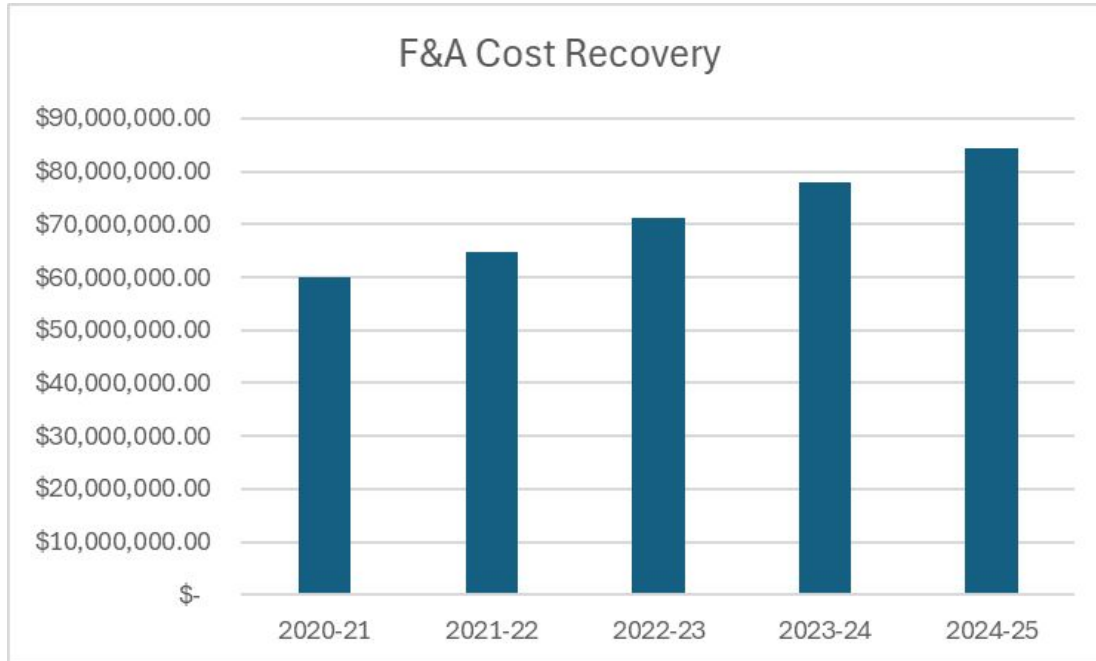


# Sponsored Programs Awards: FY Comparison

(Award Count as of 8/27/25)



# Facilities & Administrative (F&A) Budget



Note: F&A Cost Recovery for FY 2024-25

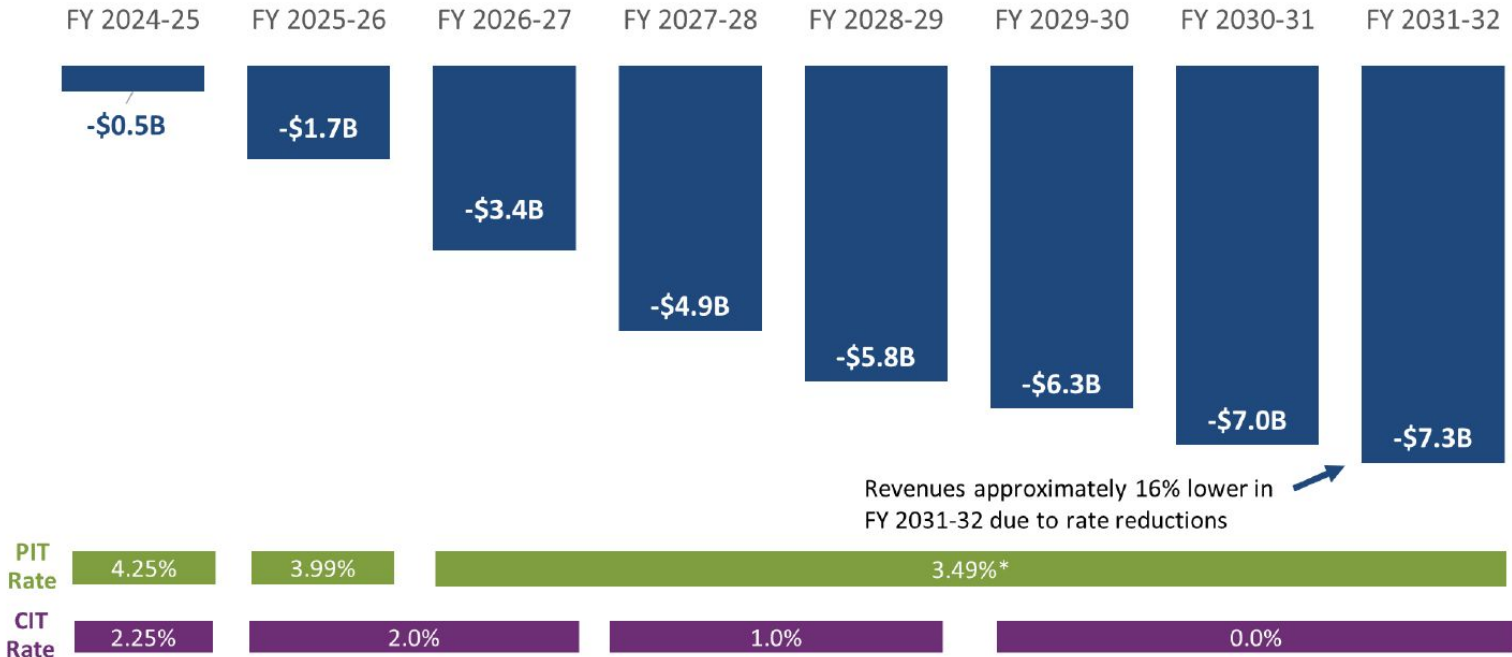
FY24-25 F&A Budget Allocation	
College Support	\$16,697,372
Library Support	\$2,221,697
OFA	\$16,286,289
OIT	\$2,665,113
Research Administration	\$13,457,262
Chancellor's Office	\$175,519
Provost's Office	\$4,123,553
Building Use and Interest	\$4,886,810
External Affairs	\$530,627
General Counsel	\$175,519
Strategic Reserves	\$8,780,239
<b>FY24-25 F&amp;A Budget Total</b>	<b>\$70,000,000</b>
<b><i>FY25-26 F&amp;A Budget Total</i></b>	<b><i>\$66,000,000</i></b>



## Reduced Revenues from Upcoming Tax Cuts

Upcoming Income Tax Reductions in Current Law Will Reduce Annual Revenues by \$7 Billion in FY 2030-31

Revenue impacts in billions compared to 2024 policy (4.5% personal income tax rate and 2.5% corporate income tax rate)



Source: OSBM revenue-impact estimates and projected revenues; Note: Tax rates listed are those in effect as of January 1st in each fiscal year.

\*OSBM non-consensus projections anticipate hitting the first personal income tax reduction threshold (trigger) in FY26 but no subsequent rate-reduction triggers.

## 2025-27 Biennial Budget Summary for NC State

#	Item	Senate Budget		House Budget		Conference Mini Bill (H125)	
		FY 2025-26	FY 2026-27	FY 2025-26	FY 2026-27	FY 2025-26	FY 2026-27
	<b>Base Budget<sup>1</sup></b>	674,320,389	674,684,322	674,320,389	674,684,322	674,320,389	674,684,322
1	<b>Enrollment Change</b>	14,048,265 R	14,048,265 R	14,048,265 R	14,048,265 R		
2	<b>Performance Funding</b> Senate: \$30M for UNC System to be allocated annually House: Not funded	TBD	TBD	-	-		
3	<b>Engineering NC's Future</b>	5,000,000 R	5,000,000 R	5,000,000 R	5,000,000 R		
4	<b>Apiculture Facility Building Reserve</b>	84,164 R 57,951 NR	112,218 R	84,164 R 57,951 NR	112,218 R	84,164 R 57,951 NR	112,218 R
5	<b>UNC Systemwide Reduction<sup>4</sup></b>			(11,500,000) R (360,000) NR	(11,500,000) R (1,700,000) NR		
6	<b>Legislatively-Directed Tuition Increase<sup>2</sup></b> Senate limits increase to non-resident tuition rates		(10,600,000) R		(6,900,000) R		
7	<b>Centers and Institutes Reduction<sup>3</sup></b>	(7,700,000) R	(7,700,000) R				
8	<b>Academic Program Review Reduction<sup>4</sup></b>		(4,000,000) R				
9	<b>Eliminate Non-Faculty Vacant Positions<sup>4</sup></b>	(900,000) R	(1,300,000) R	(900,000) R	(1,300,000) R		
10	<b>Eliminate 20% of State-Funded Vacant Positions</b>			(10,352,572) R	(10,352,572) R		
11	<b>Labor Market Retention and Adjustment Reserve</b>			10,352,572 R	10,352,572 R		
12	<b>Graduate Tuition Waiver Reduction<sup>7</sup></b>	(1,025,363) R	(1,025,363) R	(1,025,363) R (100,000) NR	(1,025,363) R (200,000) NR	(1,025,363) R	(1,025,363) R
13	<b>Faculty and Staff Salaries<sup>5</sup></b> FY 2025-26 Senate: 1.25% House 2.5%	9,300,000 R	9,300,000 R	18,600,000 R	18,600,000 R		
14	<b>One-Time Bonus<sup>5</sup></b> Senate: \$1,500 in both years	11,700,000 NR	11,700,000 NR				
15	<b>State Retirement and Health Plan Rate Adjustments<sup>5</sup></b> NR funds are for retiree cost of living adjustments <sup>4</sup>	5,700,000 R	11,700,000 R	5,700,000 R 900,000 NR	11,700,000 R 1,700,000 NR	5,200,000 R	5,200,000 R
16	<b>Athletics Support from Sports Wagering Receipts</b>	\$24.4M from Sports Wagering Receipts	\$31.5M from Sports Wagering Receipts	\$12.1M from Sports Wagering Receipts	\$14.2M from Sports Wagering Receipts		
	<b>Total Recurring</b>	24,507,066 R	15,535,120 R	30,007,066 R	28,735,120 R	4,258,801 R	4,286,855 R
	<b>Total Non-Recurring</b>	11,757,951 NR	11,700,000 NR	497,951 NR	(200,000) NR	57,951 NR	- NR
	<b>Total Requested Increase</b>	36,265,017	27,235,120	30,505,017	28,535,120	4,316,752	4,286,855
	<b>Total Percent Change</b>	5.4%	4.0%	4.5%	4.2%	0.6%	0.6%

### Notes:

<sup>1</sup> NC State's Base Budget includes 16030, 16031, and 16032.

<sup>2</sup> Amount estimated using the assumption that NC State accounted for 23% of the total UNC System non-resident tuition in FY24.

<sup>3</sup> Amount estimated using the assumption that NC State's \$24M state appropriated budget supporting centers and institutes is 23% of the \$104M total for the UNC System.

<sup>4</sup> Amount estimated using the assumption that NC State accounts for 18% of the overall UNC System base budget.

<sup>5</sup> NC State's amount reflects an estimated allocation amount based on Peoplesoft Financial data updated in March 2025.

<sup>6</sup> Yellow shading represents items that provide additional state appropriated resources to the institution which are not salary and benefits adjustments.

<sup>7</sup> Reduction based on relative proportion of UNC System's FY24 General Fund nonresident graduate assistant waiver expenditures.

# 2025-27 Biennial Budget Summary

	Senate Budget		House Budget	
	FY 2026	FY 2027	FY 2026	FY 2027
<b>New State Appropriated Funds</b>	\$19.2M	\$19.2M	\$19.2M	\$19.2M
<b>Reductions</b>	(\$9.6M)	(\$24.6M)	(\$24.2M)	(\$33.0M)
<b>Salary and Benefits Increases</b>	\$26.7M	\$32.7M	\$35.6M	\$42.4M
<b>Total</b>	<b>\$36.3M</b>	<b>\$27.3M</b>	<b>\$30.6M</b>	<b>\$28.6M</b>

## Capital Budget Summary for NC State

Item (New Projects and Changes in Total Authority in Red)	Senate Budget			House Budget			Conference Mini Bill H125 Appropriations
	FY 2025-26	FY 2026-27	FY28 - FY31	FY 2025-26	FY 2026-27	FY28 - FY31	FY 2025-26
<b>SCIF Named Projects</b>							
Woodson Hall (STEM Building) - \$180M <sup>1</sup>	22,224,800			22,224,800			22,224,800
Mann Hall Renovation, Phase 2 - \$30M	27,000,000		10,000,000	27,000,000		10,000,000	27,000,000
Dabney Hall Renovation - \$80M	24,000,000	28,000,000	20,000,000	24,000,000	28,000,000	20,000,000	24,000,000
Polk Hall Renovation - \$63M	18,900,000	22,050,000	15,750,000	18,900,000	22,050,000	15,750,000	
Large Animal Hospital - \$120M <sup>1</sup>	35,000,000	35,000,000		35,000,000	35,000,000		
Engineering Classroom Building - \$200M			200,000,000	5,000,000		195,000,000	
Poe Hall - \$185M (\$5M authority increase)	25,048,753	74,957,880	79,993,367	25,048,753	74,957,880	79,993,367	
Advanced Research & Test Reactor - \$16M (\$13M authority Increase)	6,500,000	6,500,000		6,500,000	6,500,000		
SCIF Major Repair and Renovations (\$57M for 5 Projects) <sup>2</sup>	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SCIF Minor Repair and Renovations <sup>3</sup>	7,600,000	7,600,000		7,600,000	7,600,000		3,800,000
<b>Total Capital Appropriations</b>	<b>166,273,553</b>	<b>174,107,880</b>	<b>325,743,367</b>	<b>221,371,059</b>	<b>324,023,640</b>	<b>480,730,101</b>	<b>77,024,800</b>

### Notes:

<sup>1</sup> Additional non-state matched required by session law

<sup>2</sup> UNC BOG allocates funding based on cash flow requirements

<sup>3</sup> Estimated amount based on previous UNC BOG allocations

# “The DAVE Act”

- House Bill 125 “Continuing Budget Operations” includes [“The DAVE Act”](#) provision.
- State Auditor to establish a Division of Accountability, Value and Efficiency (DAVE).
- By October 1, 2025, every state agency shall report to the division
  - Explanation of how the agency utilizes public monies.
  - Description of all vacant positions (six months or more).
- Division to assess the continued need for each state agency and vacant positions within each state agency.
- By December 31, 2025, division shall report assessment results to the General Assembly with recommendations to dissolve state agencies (or any divisions or offices within the agency) and recommendations to eliminate positions.

## Recent Directives

- Vacant Positions
- Personnel Caps



# Managing Vacant Positions

- System Office directive (January 2025) to abolish long-term vacant positions.
- House and Senate budget proposals include substantial funding cuts to the UNC System based on vacant positions across the System.
- “The DAVE Act” (HB 125) requires reporting of all vacant positions greater than six months to the State Auditor’s Office by October 1, 2025, for review.
- Positions vacant for six months or more must be abolished unless they are under active recruitment per [NC State 3D Memo \(8/18/25\)](#).

# Managing Vacant Positions

Positions vacant **12 months or longer**, and not under active recruitment

- September 2024 = 1,438
- February 2025 = 623
- August 2025 = 29 (estimate, not final until 9/9/25)

Positions vacant **6 months or longer** but less than 12 months, and not under active recruitment

- August 8, 2025 = 827
- September 3, 2025 = 60

NC State total positions (filled and vacant) is 10,458 as of 9/3/25. Vacancy rate is less than 5% of all positions.

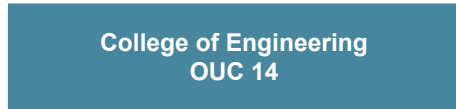
# UNC System Directives (June 2025)

- Cap the university's **total annualized base salary spending** at levels NC State reported to the System Office on April 24, 2025, in the HR DataMart, regardless of funding source.
- Cap the university's **total employee headcount across specific administrative positions** at April 2025 levels, regardless of funding source.
- Require the chancellor (or designee) to approve all **new faculty and staff hires**.
- Require the chancellor (or designee) to approve **all new contracts over \$100,000 in value**.

# Organizational Unit Codes (partial example)

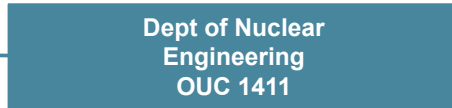
## Two-digit OUC

*College, unit or large division*



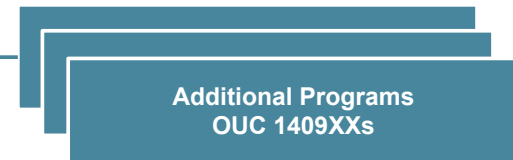
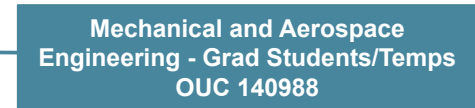
## Four-digit OUC

*Department within a college or unit*



## Six-digit OUC

*Office or program within a department*



Organizational Unit Code (OUC) is an internal numeric identifier for each operating unit across NC State's administrative, financial and personnel systems.

Budgets, expenditures and personnel are categorized at the two-digit, four-digit and six-digit OUC level.

- First two digits identify a college or unit.
- Second two digits identify a department within the college or unit.
- Next two digits further define the department.

# Planning at the Two-Digit OUC Level

- 01 - Chancellor
- 02 - Office of Executive Vice Chancellor and Provost
- 04 - Graduate School
- 06 - Office of Research and Innovation
- 08 - University Advancement
- 09 - NC State Continuing and Lifelong Education (NCSuLE)
- 10 - Athletics
- 11 - College of Agriculture and Life Sciences
- 12 - College of Design
- 13 - College of Education
- 14 - College of Engineering
- 15 - College of Natural Resources
- 16 - College of Humanities and Social Sciences
- 17 - College of Sciences
- 18 - Wilson College of Textiles
- 19 - College of Veterinary Medicine
- 20 - Poole College of Management
- 21 - University Core Research Facilities
- 23 - University Interdisciplinary Programs
- 24 - Division of Academic and Student Affairs
- 25 - NCSU Libraries
- 26 - External Affairs, Partnerships and Economic Development
- 27 - Office of General Counsel
- 31 - University Data and Analytics
- 32 - Division of Enrollment Management and Services
- 33 - Digital Education & Learning Technology Applications (DELTA)
- 35 - Office for Faculty Excellence
- 36 - Institutional Effectiveness
- 37 - Institute for Emerging Issues
- 38 - Office of Equal Opportunity
- 39 - Office of Global Engagement
- 41 - Executive Vice Chancellor for Finance and Administration
- 42 - Environmental Health and Public Safety
- 43 - University Real Estate and Development
- 44 - Facilities
- 46 - Budget and Resource Management
- 47 - Campus Enterprises
- 48 - University Human Resources
- 49 - Finance Division
- 51 - Office of Information Technology

# Managing to April 2025 Personnel Caps

## (Progress to Date)

Permanent Base Salaries  
By Institution

	July 2024			April 2025	May 2025	June 2025	July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025
NCSU	\$800,872,865			\$815,290,483	\$813,491,953	\$815,948,348	\$814,696,297	\$808,497,878				

Permanent Administrative Headcount  
By Institution

	July 2024			April 2025	May 2025	June 2025	July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025
NCSU	4,746			4,930	4,912	4,913	4,875	4,829				

# Personnel Caps

- Planning has been effective in meeting the UNC System directives.
- New personnel data dashboards and advanced reporting capabilities elevated management insights and enabled more strategic, data-driven decisions.
- Colleges and units have autonomy and flexibility to hire and grow aligned with university priorities - as long as they adhere to personnel caps directives.
- Colleges and units able to reorient staffing to more effectively support NC State mission and strategic goals.

# 3-Tiered Approach to Resource Management

**Department**  
(4-Digit OUC)

Departments and programs realign existing funds to pursue strategic priorities and adapt to new conditions and opportunities.

**College / Unit**  
(2-Digit OUC)

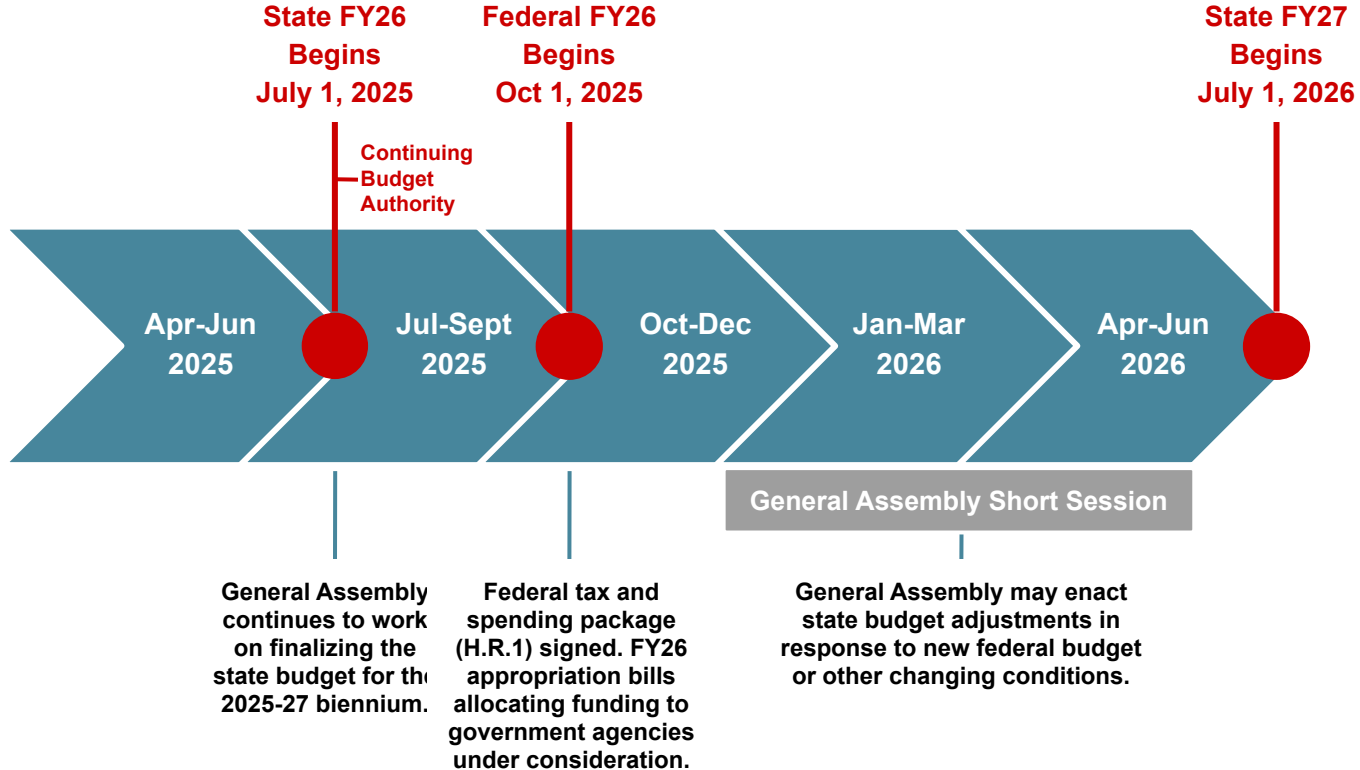
College and unit leadership assess and realign resources across their organizations to address matters that cannot be resolved with department level resources.

**University**

University-level resources address:

- Priorities that impact or serve the entire university
- Strategic goals for which college and unit resources are insufficient.

# Fiscal Year Biennial Timeline: Funding Impacts



# Resources

## Personnel Caps

- [Personnel Caps Memo from UNC System President Hans \(6/12/25\)](#)
- [Personnel Caps Message from Chancellor Howell \(6/19/25\)](#)
- [Personnel Caps Memo from EVC and Provost Arden and EVC Maimone \(6/30/25\)](#)
- [Personnel Caps Overview Meeting Presentation \(7/2/25\)](#)
- [Personnel Caps Overview Follow-up Meeting Presentation \(7/16/25\)](#)

## Vacant Positions

- [HB125 and “The DAVE Act”](#)
- [3D Memo - Abolishment of Positions Vacant for Six Months or More and Lifting of OSBM Compensation Restrictions \(8/18/25\)](#)



# Discussion