



House Bill 5006

Budget note response

January 2026

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Executive summary

The closure of the Oregon National Primate Research Center is achievable, but would be a significant undertaking for OHSU and would require a significant amount of time and financial support to make possible.

ONPRC currently runs a deficit, which is a result of several years of rising personnel costs and relatively flat animal funding and recoveries. In FY 2026 approximately 78% of operating expenditures at the ONPRC were dedicated to clinical, colony, site, and administrative operations. Despite this deficit, OHSU certifies that no state general funds are used to backfill operations at the center. State general funds make up less than 1 percent of OHSU's more than \$6 billion in annual revenue.

Scenarios and costs

This budget note report demonstrates possible paths forward in the event a closure becomes necessary and a plan that could be put in place to achieve a desired scenario. Each of these options presents their own unique challenges and costs.

- **Immediate transition to closure** would involve sunsetting all operations and transitioning all animals to other sites. The timeline to transition directly impacts the financial investment. The ability to carry out this scenario is dependent on the ability to transition NHPs. **Estimated cost over eight years: \$241m.**
- **Sustain current grants only and then move to closure** would keep primates on current research studies until the natural end date of those grants. Primates not being actively used on grants would begin transitioning out of the primate center. Once all grants have ended, move to full closure. **Estimated cost over eight years: \$118m.**
- **Conversion to a sanctuary** would retain animal colony, clinical, and site management, while eliminating all research operations, either immediately or after the end date of current research studies. Conversion of an NPPRC to a sanctuary would be a novel pursuit that will require additional planning. While federal funding through the P51 grant may be available to help transition, it does not currently cover the full cost of operating the ONPRC and would not in the future.³ **Estimated cost over eight years: \$220m to \$291m (costs would continue beyond the eight-year period).**
- **Continuing operations** will require reducing the colony footprint to the optimal size for reduced financial investment and risk, while remaining viable as an independent animal colony. **Estimated cost over eight years: \$50m to \$70m.**

³ NOT-OD-25-163 grants.nih.gov/grants/guide/notice-files/NOT-OD-25-163.html

Disposition of animals

The disposition of the animals would present unique challenges and could take more than five years. The current census for animals at the ONPRC is around 4,793. The transition of a large number of non-human primates in a closure will require distribution across many recipients (e.g. NRPCs, zoos, sanctuaries, universities, industry).

In the event of a closure, OHSU commits to engage outside organizations, which could include those proposed by the proponents of the budget note (Born Free USA and Chimpanzee Sanctuary Northwest) to validate any transition logistics.

Staff transitions

Currently, the Oregon National Primate Research Center has about 267 full-time employees who work across a variety of departments that serve the center. Of those, about 212 are union represented.

Internal transfer options within OHSU will require more intensive engagement and would be dependent on the timing of any closure. The majority of employees at the ONPRC manage animal care and do not offer comparable transfer opportunities within the institution.

Disposition of property

The ONPRC encompasses about 154 acres in Washington County. The National Institutes of Health has legal interest in the land and the structures. Any sale of the property or closure of the center would require negotiation with NIH on its ultimate financial interest. OHSU also owns additional parcels of land that make up West Campus that the NIH does not hold an interest in.

In order to make the West Campus property available for sale in certain closure scenarios, OHSU would have to relocate the Vaccine and Gene Therapy Institute and OHSU data center that are co-located on the ONPRC parcel. In addition, there would likely be necessary remediation of the land and deconstruction of existing facilities.

It is projected that the sale of the whole of OHSU's West Campus property would net between \$28 million and \$45 million.

In total, disposition of West Campus, including all three parcels of land along with the relocation of other OHSU infrastructure and remediation work, would cost between \$316 million and \$583 million. **This cost would be in addition to any of the closure scenarios.**

Impacts to OHSU

Absent new investments in other scientific areas, closure of the primate center would reduce OHSU's research portfolio by over \$100M annually, inclusive of current P51 and other primate direct and indirect expenditures. OHSU will need to make significant added investments into its scientific endeavors to replace this amount of the portfolio.

Background

During the 2025 session of the Oregon Legislature, a budget note was included in House Bill 5006 tied to an appropriation of \$100,000. A budget note is direction from the Legislature on how to spend a specific appropriation. This budget note directed reporting around the Oregon National Primate Research Center, a center of Oregon Health & Science University, and a potential plan for closure in the event of a 25% cut in funding from the National Institutes of Health. The budget note does not direct the closure of the ONPRC, nor does it require the closure of the ONPRC. OHSU is a public academic health center established under ORS 353.

Budget note

The Oregon Health & Science University (OHSU) will study and review the current and future financial viability of the Oregon National Primate Research Center (ONPRC). OHSU shall complete a report and submit it to the House Emergency Management, General Government, and Veterans Committee of the Oregon State Legislature by no later than January 1, 2026. The report shall include:

- All funding sources used for ONPRC operations since 2023, and including projected funding sources through the 2027 fiscal year. (response on pgs. 12–15 of report below)
- The projected impact of funding reductions from the National Institutes of Health (NIH) and any other federal sources. (response on pg. 16 of report below)
- Confirmation that no state general funds (including direct appropriations, indirect allocations, or pass-through funds) are or will be used for any costs associated with the operation, maintenance, administration, or research activities of the ONPRC. Such costs include, but are not limited to, personnel costs, infrastructure support, utility expenses, or any institutional overhead that directly or indirectly support ONPRC activities. (response on pg. 16 of report below)
- A comprehensive plan and a proposed agreement for timely closure in the event that ONPRC experiences a reduction exceeding 25% of its total NIH grant income compared to fiscal year 2024 levels, or if state general funds (including direct appropriations, indirect allocations, or pass-through funds) are needed to be used for any costs associated with the operation, maintenance, administration, or research activities of the ONPRC. Such costs include, but are not limited to, personnel costs, infrastructure support, utility expenses, or any institutional overhead that directly or indirectly support ONPRC activities. (reponse on pgs. 19–36 of report below)

The plan for closure shall include:

- A detailed timeline for closure. (response on pgs. 25–32 of report below)
- Disposition of animals. (response on pg. 33 of report below)
- Staff transition and retraining planning. (response on pg. 34 of report below)
- Reallocation or repurposing of state-supported infrastructure. (response on pg. 35 of report below)
- Potential impacts to university operations and mitigation plans. (response on pg. 36 of report below)

How OHSU developed the budget note report

OHSU began a review of the operations of the ONPRC in early 2025. The goal of this review was to achieve financial sustainability for the ONPRC to continue research at the ONPRC in order to continue.

OHSU retained Huron Consulting Group, a national expert in the operations of national primate research centers to help develop the budget note report. Huron undertook that work. To inform the budget note, Huron conducted an operational and financial review of the ONPRC. Huron conducted a detailed review of operations, payroll, and grant financial data to identify historical trends and the future drivers of expenditure and cost recovery. They interviewed ONPRC and other OHSU leaders to understand current operations, future operating plans, and to better understand the potential impact of proposed alternative scenarios. Huron additionally provided insights into future closure scenarios based on direct experience with closure and turnaround projects at other primate research operations. Outcomes of their work included financial projections for future operating scenarios and planning considerations in the case of closure.

Overview

The Oregon National Primate Research Center (ONPRC) is one of seven national primate research centers currently operating in the United States. ONPRC was formally dedicated in 1962 as part of the Regional Primate Research Centers Program established by Congress in 1959. The ONPRC merged with OHSU in 1998, becoming an institute of OHSU.

The ONPRC is located on approximately 154 acres in Washington County, about 20 minutes west of downtown Portland on OHSU's West Campus. In addition to the ONPRC, the Vaccine and Gene Therapy Institute (VGTI) and OHSU's data center are co-located on OHSU's West Campus. In total, OHSU's West Campus comprises 217 acres.

ONPRC operations, core facilities, animal colonies, research and scientific leadership have been continuously supported by the National Institutes of Health (NIH) for the past 65 years. Scientific projects conducted at ONPRC are predominantly supported by research grants from the NIH and other government agencies, private philanthropy and corporations. ONPRC has five research divisions:

- Genetics Division
- Metabolic Health & Disease Division
- Neuroscience Division
- Pathobiology & Immunology Division
- Reproductive & Developmental Sciences Division

Currently, there are 561 employees on OHSU's west campus, including:

- 73 faculty members
- 38 postdocs and students
- 187 AFSCME-represented members of Research Workers Union
- 181 animal care team members represented by AFSCME 328
- 82 unclassified administrative staff

Of those employees, 267 are assigned to the ONPRC.

FY25 ONPRC Income Statement

OHSU has an overhead and cost methodology that allocates indirect costs on a consistent basis across all revenue producing units of OHSU, generally using standard cost accounting metrics such as allocating costs by dollars, square feet and FTEs.

FY25 ONPRC Income Statement (thousands)

Grants and contracts	\$65,445
Gifts applied to operations	\$363
Other revenues	\$185
Research support from hospital revenues	\$1,935
FY25 operating revenues	\$67,928
Faculty and manager salaries	\$24,170
All other salaries (represented staff)	\$12,816
Employee benefits	\$12,396
Total salaries and benefits	\$49,382
Supplies and services	\$19,936
Allocated overhead costs, net	\$10,787
FY25 operating expenses	\$80,105
FY25 operating income (loss)	\$(12,177)

Note that grant receivables of \$9,070k from FY21 through FY24 were also written off during FY25.

Total salaries and benefits at ONPRC rose 36% between FY22 and FY25 as OHSU increased pay for front-line staff. At the same time, the federal P51 core grant – the major source of infrastructure funding for the Primate Center – remained flat.

ONPRC salaries and benefits (millions)



All funding sources used for ONPRC operations since 2023, and including projected funding sources through the 2027 fiscal year

Funding sources, FY23–FY25 (3 years total)

ONPRC is funded primarily through external sources. Funding for deficits, federal compliance restrictions, and some development funds may be provided from internal, non-state sources.

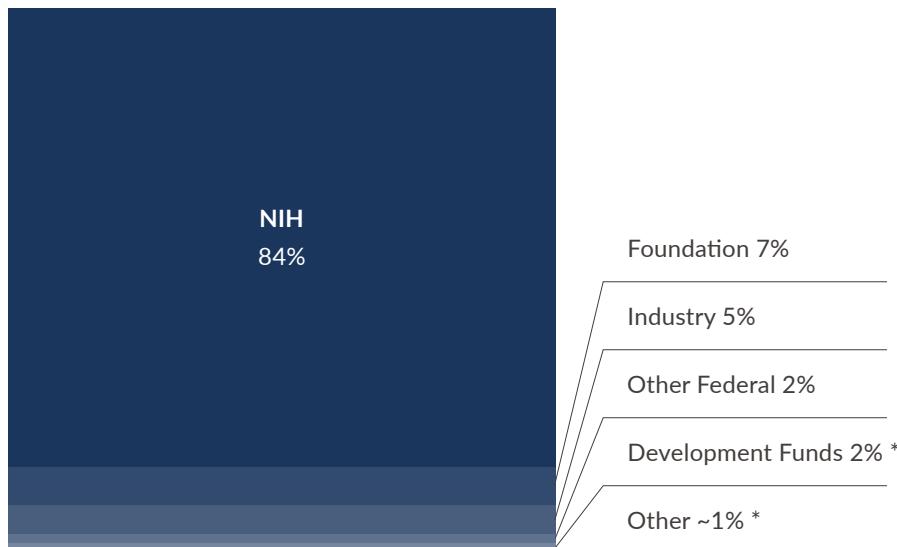
Deficit \$16,953,220 *

Internal NIH Cap \$3,512,311 *

External Sales \$3,041,539

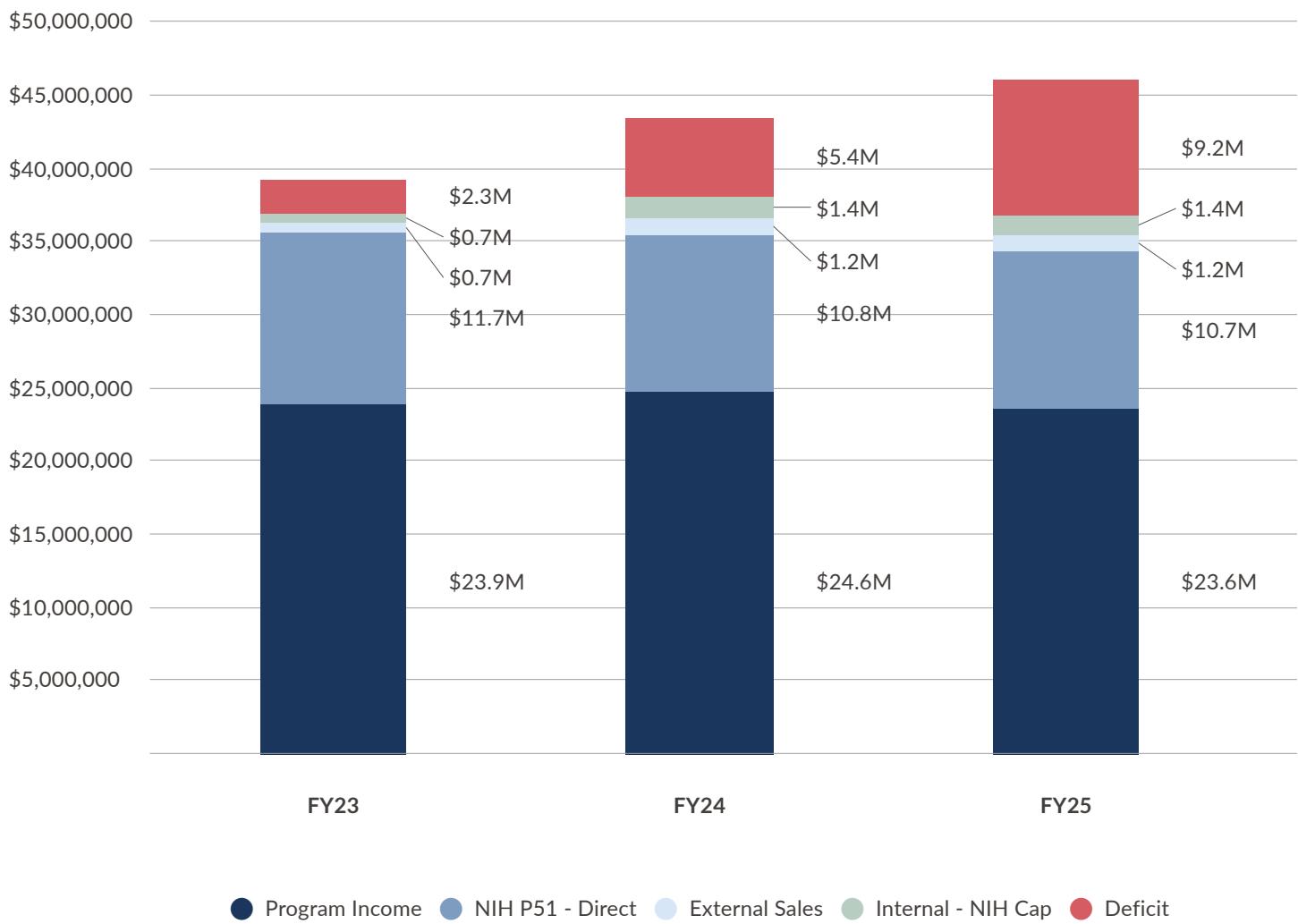
NIH P51 Direct \$33,150,241

Program income sources



* Denotes funds provided from internal, non-state sources

Funding sources, FY23–FY25



Projected funding sources, FY26–FY27 (2 years total)

For FY26–FY27, federal money continues to be budgeted as the primary source of future funding. Funding for deficits, federal compliance restrictions, and some development funds may continue to be provided from internal, non-state sources. These are only projections and could change depending on a variety of unforeseen factors.

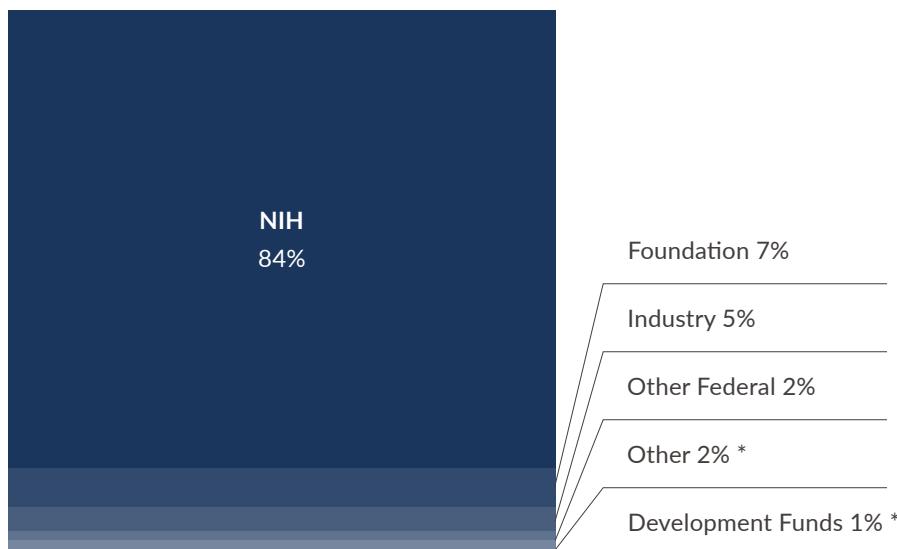
Deficit \$10,928,313 *

Internal NIH Cap \$2,745,537 *

External Sales \$5,149,926

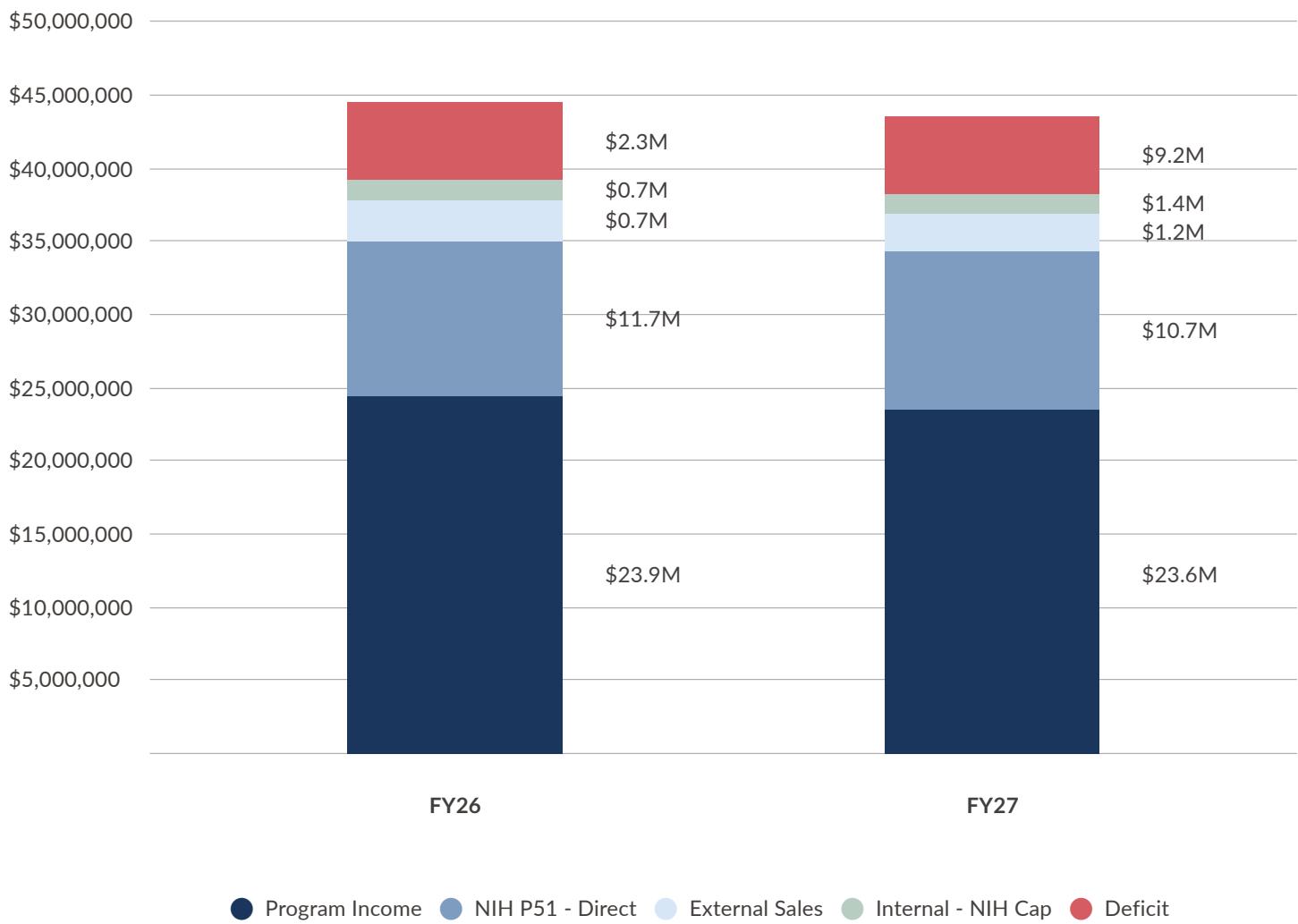
NIH P51 Direct \$21,400,000

Projected program income sources



* Denotes funds provided from internal, non-state sources

Projected funding sources, FY26–FY27



The projected impact of funding reductions from the National Institutes of Health (NIH) and any other federal sources

OHSU is in close contact with the National Institutes of Health and will report any significant changes to funding to the ONPRC to the Oregon Legislature.

Federal funding will remain the primary source of funds for ONPRC.

Confirmation of No State General Funds Use

As negotiated with the proponents of the budget note and is commonly understood under Oregon state law and in the legislative budget making process, "state general funds" are the unrestricted dollars the Oregon Legislature has to allocate during a budget cycle. Oregon's Chief Financial Officer defines "State General Funds" as:

Money available for the state budget that is not dedicated to a specific agency or purpose and that can be used for general purposes of state government. Most General Fund money in Oregon derives from personal and corporate income taxes. Some revenue from liquor, cigarettes, and other sources go into the General Fund.¹

In the 2025–27 Legislatively Approved Budget, general funds accounted for about 11.7% of \$37.7 billion dollars of the total \$138.9 billion state budget.²

Using the above definition, which is also the negotiated agreement of the meaning of those funds for the purpose of this budget note, OHSU receives an annual State General Fund appropriation from the Oregon Legislature. **These vital resources for OHSU's education mission make up less than 1% of OHSU's overall annual revenue.** Specifically, state general fund dollars go to the schools of medicine, dentistry and nursing, the Area Health Education Center and Office for Rural Health and OHSU 30-30-30. In addition, they support programs including the Child Development and Rehabilitation Center, Oregon Poison Center, Children's Integrated Health Database, the Statewide Behavioral Health Capacity Dashboard and Oregon Perinatal Collaborative. OHSU also receives state general funds through the Oregon Health Authority to support Graduate Medical Education across the state.

¹ www.oregon.gov/das/Financial/Documents/Budget-Glossary.pdf

² www.oregonlegislature.gov/lfo/Documents/2025-2 LAB Summary 2025-27.pdf

2025-27 Legislatively Approved Budget

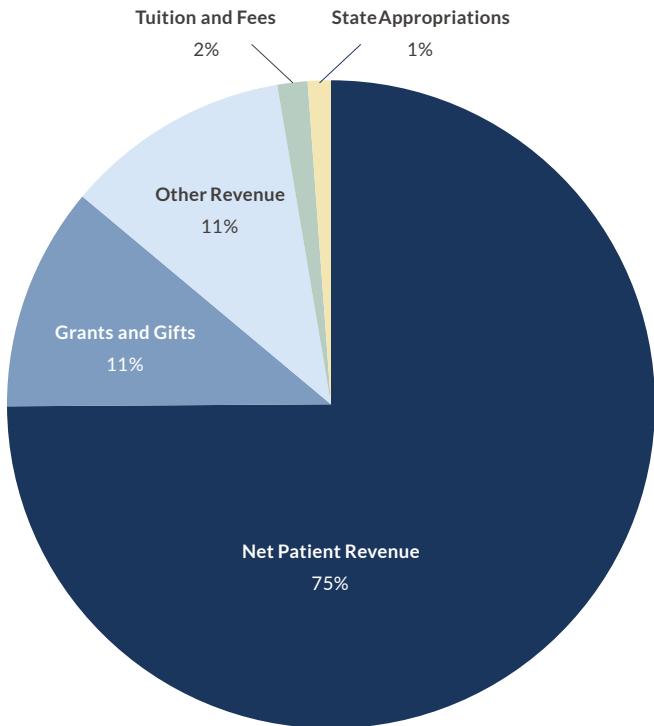
Education and General	\$125,359,752
School of Medicine	\$32,355,546
School of Nursing	\$27,981,933
School of Dentistry	\$13,113,519
Area Health Education Center and Office for Rural Health	\$5,732,885
OHSU 30-30-30	\$46,175,870
Child Development and Rehabilitation Center	\$10,403,097
Oregon Poison Center	\$4,291,994
Children's Integrated Health Database	\$2,140,000
Statewide Behavioral Health Capacity Dashboard	\$4,280,000
Oregon Perinatal Collaborative	\$500,000
Total	\$146,974,843

OHSU confirms that no state general funds (including via direct appropriations, indirect allocations, or pass-through funds) are or will be used for any costs associated with the operation, maintenance, administration, or research activities of ONPRC. Such costs include, but are not limited to, personnel costs, infrastructure support, utility expenses, or any institutional overhead that directly or indirectly support ONPRC activities.

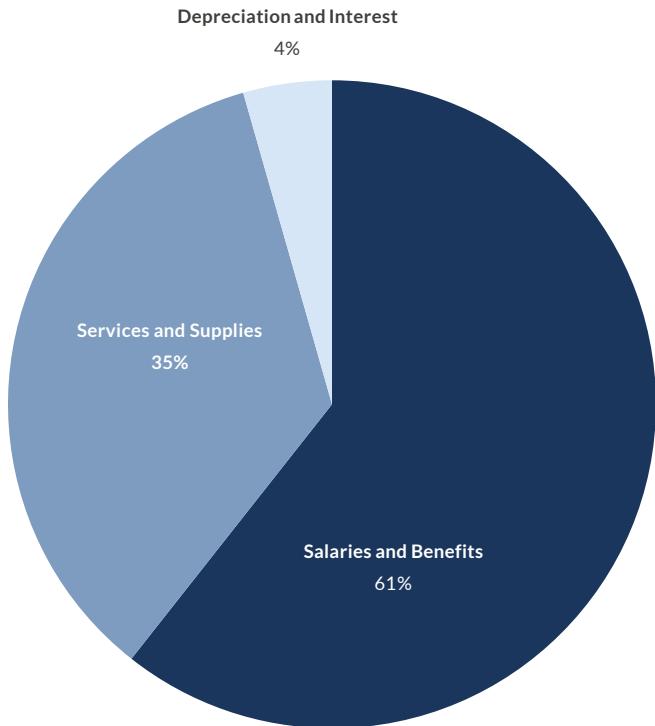
OHSU's overall budget and revenue

OHSU's board of directors approved an annual budget for the current fiscal year totaling \$6.194 billion with \$6.149 billion in operating revenue. This budget includes the \$147 million general fund allocation from the state of Oregon.

Operating Revenues
\$6.15 Billion



Operating Expenses
\$6.19 Billion



Any revenue to support budget shortfalls at the ONPRC comes from the roughly \$6 billion in non-state general fund revenue at OHSU.

Possible plan and timeline for ONPRC closure

Huron Consulting Group developed four scenarios to explore potential future plans for ONPRC, encompassing options for immediate transition to closure, phased closure, conversion to sanctuary, and continued operations. The purpose of developing these scenarios was to identify expected funding and operating requirements, and to determine estimated financial impacts over a comparable timeline.

Scenario projections

Huron projected the costs of each scenario based on expected expenditures and revenues, and the costs of executing future plans.

Scenario	Investment required (8-year period)	
1 Immediate closure	~\$241 million	Immediate transition to closure would involve sunsetting all operations and transitioning all animals to other sites. Accomplishing this timeline requirement would require significant investments by OHSU and would be dependent on identifying willing recipients with sufficient infrastructure to accommodate.
2 Sustain current grants only	~\$118 million	Sustain current grants only and then move to closure would keep primates on current research studies until the natural end date of those grants. Primates not being actively used on grants would begin transitioning out of the primate center. Once all grants have ended, the Center would then transition to full closure.
3 Sustain current grants and convert to sanctuary	~\$220-291 million	Conversion to a sanctuary would retain animal colony, clinical, and site management, while eliminating all research operations. Conversion of an NRPC to a sanctuary would be a novel pursuit which would require additional planning.
4 Continued operations	~\$50 million (70% closure)– \$71 million (20% closure)	Continuing operations would require reducing the colony footprint to the optimal size for reduced financial investment and risk, while remaining viable as an NIH-funded NRPC.

To assess each of the scenarios and develop an associated cost estimate, a series of assumptions were made to assess future state. Those assumptions were:

- 3% inflation on expenses (salaries and benefits).
- F&A rates remain at current rates, 75.5%.
- NIH P51 funding is used in support of both ongoing operating expenditures and planned transition costs, except in an immediate transition to sanctuary or immediate closure. Projections do not assume future renewal of P51 funding in sanctuary or closure scenarios.
- P51 funding through the current award term (4 Years) is included in the current projections for continuation, closure, and sanctuary scenarios. Closure and sanctuary scenarios, projections do not assume P51 funding for future competitive cycles beyond 4 Years.
- Implementation of near-term changes identified by the Center (e.g., 10% rate increases, specific faculty retirements, sunset of selected cores, select reduced payroll allocations)
- Certain costs are variable with colony size, facility footprint, and scientific volume. Other costs will be fixed and require adjustments reasonable for new operational size.
- Relevant facilities will be decommissioned in closure scenarios.
- Rhesus macaques will be sold if possible. Species other than rhesus macaques will be donated, at a cost to OHSU. The donation assumption reflects the historical difficulty of placing other species to new external recipients for either research or non-research purposes. For example, ONPRC has been pursuing opportunities to transition the colony of Japanese macaques for nearly a decade.
- Decrease in research volume in the years leading up to close for anticipated closure options
- One-time costs will apply across scenarios as applicable (e.g., severance and PTO payout for personnel departures).

Not included in the assumptions but potentially impactful to any scenario are:

- Union requirements outside of policies for PTO payout and severance.
- Operational or financial data after the project start date of FY2025.
- Targeted reductions in specific scientific divisions, outside of identified retirements.
- Costs for the disposition of the land and the relocation of the data center and VGTI.

Scenarios

1 Immediate transition to closure

The immediate closure scenario assumes an immediate end to primate research at ONPRC. A primary objective in the immediate closure scenario would be to transition the animals to other sites on an accelerated timeline. Huron's projection assumes a two-year timeframe, which is significantly aggressive, and would be subject to adjustment based on further engagement with external recipients.

To meet the most accelerated timeframe, the projection assumes that ONPRC would donate the entire colony to external recipients. It also assumes:

- NIH P51 funding would end immediately, coinciding with the stoppage of research activities
- Payback of NIH-funded capital investments
- Retaining the West Campus site
- Remaining facilities are physical plant and non-ONPRC buildings

2 Sustain current grants only and then move to closure

The primary closure scenario will allow continuing operations for a transition term, followed by full closure of ONPRC. During the transition term existing research would be allowed to finish through natural endpoints, and the entire colony would be transferred to external recipients. The projection for this scenario assumes that the full transition from the initial decision to completed research and full colony transfer will require 4–5 years. After the transfer of the animals, the project assumes a post-closure stabilization of 1 year for site decommissioning, remaining staff transition, and project management.

Due to a longer period of time to transition the animals, the projection assumes that some of the rhesus macaque colony may be sold to external recipients for research purposes.

The scenario projection also assumes:

- End of P51 funding after the current competitive segment, year 4 of the projection. Based on existing awards terms, the majority of research will be completed by year 4.
- Payback of NIH-funded capital investments
- Retaining the West Campus site
- Remaining facilities are physical plant and non-ONPRC buildings

3 Sustain current grants and convert to a sanctuary

Conversion of an NRPC to a sanctuary site would be unprecedented and would be a significantly complex undertaking. Current sanctuary expenditure projections are based on the feasibility of transitioning existing ONPRC operations to meet the needs of a future sanctuary, i.e., retaining clinical and colony operations, administrative management of the campus, and phasing out scientific expenditures. In Award Year 65, approximately 78% of operating expenditures were dedicated to clinical, colony, site, and administrative operations. As a result, conversion to a sanctuary is not expected to significantly reduce the current overall operating costs of ONPRC.

Planning for a sanctuary would need to include additional design and validation logistics. Future planning would include developing a design that utilizes the existing operations (site, facilities, equipment, personnel), closing or converting specific components of current operations that may not be needed for a sanctuary, and building infrastructure where gaps may still exist to meet sanctuary requirements. In the event of a conversion to a sanctuary, OHSU would engage other sanctuaries across the country to validate the significant amount of work that would be needed to be undertaken.

A recent change to the allowable uses of the NIH's P51 grant will allow support of sanctuary transition expenditures. However, the current ONPRC deficit and projected diminishing recoveries will require that P51 funding be used for its primary purpose, funding of the Center, rather than to support new transition costs. Projections also assume that ongoing P51 funding support will be dependent on the ongoing pursuit of the established programmatic goals of the award.

The timeline and assumptions for the conversion of ONPRC to a sanctuary will depend on decisions regarding the completion of existing research. If existing research is allowed to continue through the established award terms, there will be a longer transition period to sanctuary. During the completion of existing research, projections assume that P51 funding will continue through the next competitive cycle. Animals may be donated or sold during this transition period. During this period, other research funding will continue to support ongoing research while the center transitions a portion of the colony to other facilities.

If existing research is not allowed to continue, scenario projections assume that P51 funding will end immediately. Any animal reductions in the colony will be dependent on donations only.

Other assumptions for the sanctuary scenario include:

- NRPC will seek a 20% decrease in the colony through a combination of animal use and donation.
- The West Campus site would be retained. Only buildings with a scientific focus will be decommissioned.
- The Center would incur one-time costs in the transition to a sanctuary, including facility conversion and HR transition costs.

4 Continuing operations

The scenario to continue operations assumes that the ONPRC would reduce the animal colony to the size to optimally meet current and future research demands. Research would continue in this scenario, although may be reduced based on the targeted colony size through sales and donations. This period of reduction would require a multi-year transition period, where the primary activity would require sale or donation of animals to external sites.

Projections for this scenario are further modeled on two sub-options, a modest reduction of 20% of the starting animal colony and a more significant reduction of 70% of the starting colony. In the modest (20%) reduction scenario, the projection assumes that rhesus macaques may be sold at their current market rates over 3-year period to reach the target colony size. In the more significant (70%) reduction scenario, rhesus macaques may be sold at a modest discount over a 5-year period to reach the target colony size.

Other assumptions for continuing operations, regardless of target colony size, include:

- Continuation of the NIH P51 funding
- Reduction of research to align with target colony size
- Reduction of facilities to match the new operating size

A detailed timeline for closure

An exact timeline and plan for closure of the ONPRC would be wholly contingent on a number of factors including, but not limited to, the circumstances under which a closure is occurring, what federal funding may be made available in a closure, what state funding may be available in a closure, and which closure scenario is pursued. For the purposes of planning for how a closure could occur, the timeline spans five years of active closure, followed by post-closure activities. That timeline could be longer or shorter depending on the facts and circumstances that arise.

Plan and timeline for closure

Closure would occur in three primary phases. Specific timing will depend on Phase 1 planning.

	Phase 1 Planning YEAR 1	Phase 2 Execution YEARS 2-5	Phase 3 Closeout YEAR 5+
Program Management	Establish teams and workplans	Ongoing management	Finalize program and closeout
Animals	Evaluate viability and create plan	Transition animals	
Grants/Science	Timing needs for science, NIH planning	Finish science, transition researchers, assets	
Human Resources	Leadership coordination, phasing plan	Retention programs, phased transition	
Facilities/Site	Site and facilities disposition plan	Transition buildings/equipment	TBD – Transition VGTI, Data Center, prep site, as needed
Administration	Inventory records, knowledge transfer plan	Record disposition and retention, IT closeout	

Any plan for closure would involve the close engagement of staff from across OHSU and experts from outside OHSU, as the impacts will touch every portion of the university. In considering a plan for closure, workstreams would be established to be staffed by key experts and staff to do detailed planning and evaluation of each workstream area. Each of these will be vital in assessing how to orderly and efficiently wind down operations. Those include:

	
Program Management , which will coordinate workstreams and report to OHSU leadership.	Human Resources , which will create and execute on a phasing plan while managing retention.
	
Animals , which will oversee the care and transfer of animals in preparation of closure.	Facilities/Site , which will consider the final disposition of facilities, equipment and the site.
	
Grants/Science , which will coordinate transition of researchers and scientific researchers.	Administration , which will emphasize knowledge and IT transfer activities.

[REDACTED]

Program Management

The Program Management workstream will coordinate workstreams and report to leadership.

Year 1	Year 2	Year 3	Year 4	Year 5	Years 5+
Establish teams and governance					
Establish workstreams					
Set key milestones for overall plan					
Develop budget					
	Weekly engagement and management				
	Quarterly budget review and adjustment				
			Final budget and reconciliation		
				Close workstreams	
					Project capstone



Animals

The Animals workstream will set and execute on timing for the overall closure plan.

Year 1	Year 2	Year 3	Year 4	Year 5	Years 5+
Establish viable transfer options – assess, engage, inform timeline options					
Develop a phase out plan based on options					
	Continued external outreach for ongoing placement				
	Manage individual deals, transition animals				
	Identify and coordinate on special needs				
	Close small animal operations				
	Close and decommission animal space				



Grants/Science

Grants/Science workstream will coordinate transition of researchers and scientific resources.

Year 1	Year 2	Year 3	Year 4	Year 5	Years 5+
Engage divisions to understand timing needs, retention needs		Manage faculty transitions, partner with HR			
Engage with NIH to confirm payback arrangements					
Identify scientific assets to transfer, e.g., tissue banks, databases		Transition scientific materials			
Develop a phase out plan with Center and Division leadership	Identify study and grant endpoints, animal needs				
	Sunset cores				
		Close out base grant			
	Close out awards, studies				
		Memorialize achievements			
		Science complete			

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Human Resources

HR workstream will create and execute on a phasing plan, while managing retention.

Year 1	Year 2	Year 3	Year 4	Year 5	Years 5+
Assign and HR partner and team					
Initiate planning with unions, division and Center leadership					
Evaluate union requirements, retention needs, transfer opportunities	Continued external outreach for ongoing placement				
Develop phasing plan for staff	Execute transition plan				
	Identify and address vulnerabilities				
	Conduct retention programs, issue retention bonuses				
	Oversee internal and external placement				
	Manage well-being programs				
	Transition staff until stable state				



Facilities/Site

Facilities/Site workstream will determine the final state of equipment, facilities and site.

Year 1	Year 2	Year 3	Year 4	Year 5	Years 5+
Conduct physical asset inventory / confirm current records					
Prioritize near term space consolidation options					
Evaluate decommission, demolition, transition needs	Prepare site, buildings, capital assets for final intended state		Prepare site for final intended state		
Develop phasing plan for facilities/site	Transfer physical equipment to end state				
	Develop hazardous waste disposal plan				
			Develop site coverage plan		
				Transition VGTI/Data Center as needed	
					Transition staff until stable state



Administration

Administration workstream will emphasize knowledge and IT transfer activities.

Year 1	Year 2	Year 3	Year 4	Year 5	Years 5+
Conduct high level inventory of records to inform plan					
Create high level plan, emphasis on near term needs	Coordinate with researchers to retain necessary records				
		Expanded Inventory			
		Detailed plan	Execute plan		
	Finalize P51 records				
	Sunset cores				
		IT Equipment Transfer			
			Transition of records, administrative personnel		

Disposition of animals

The current census for animals at the ONPRC is around 4,793. The transition of a large number of non-human primates in a closure will require distribution across many recipients. Reduced capacity for non-human primates in existing sanctuaries and NRPCs could challenge the ability to reduce the colony within the four-to-five-year timeframe considered in closure scenarios and could push closure and cost out beyond that timeframe.

Limits on external placement would significantly impact timeframe and costs, e.g., a limit of 480 per year (4x sales volume of AY 65) would extend closure to a 10-year period.

Current projections assume that a higher volume of animals could be possible by engaging industry and other recipients in addition to sanctuaries and NRPCs. These volumes may additionally require lower sales prices or donations to accomplish.

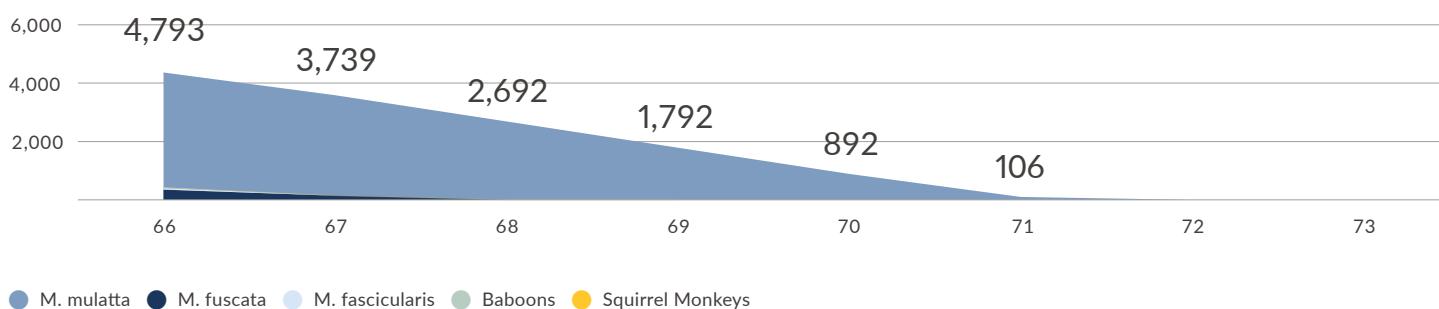
Considerations for NHP transition

Transition of a large number of NHPs in a closure (see below) will require distribution across many recipients which will require significant time and ongoing engagement.

Destination	Risks
NRPCs	Optimal destination based on P51 requirements, limited capacity exists requiring time and investment to place animals.
Universities	Placement for rhesus macaques possible at limited volumes.
Zoos	Placement for Japanese macaques and species with less research application, but very limited volumes.
Sanctuaries	Placement for larger volumes. May require significant investment.
Industry	P51 restrictions on transition, pending no other recipients. Rhesus macaques are less utilized in pharma.

NHP census projection in closure

In the event of the forced closure or reduction scenario, OHSU would engage outside organizations, which could include those proposed by the proponents of the budget note (Born Free USA and Chimpanzee Sanctuary Northwest) to validate any transition logistics.



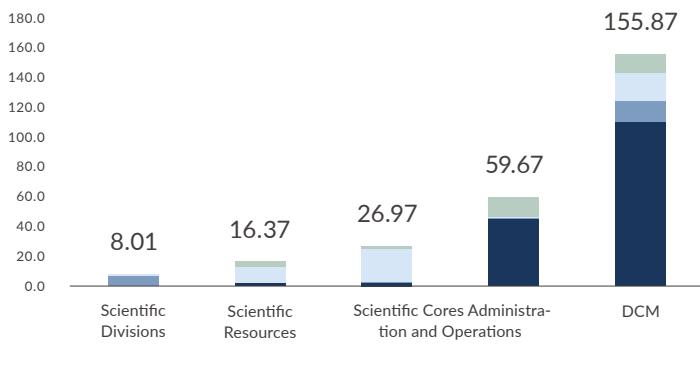
Staff transition and retraining planning

Currently, the Oregon National Primate Research Center has about 267 full-time employees who work across a variety of departments that serve the center. Of those, about 212 are members of AFSCME 328 or the Research Workers Union, which is an AFSCME affiliate.

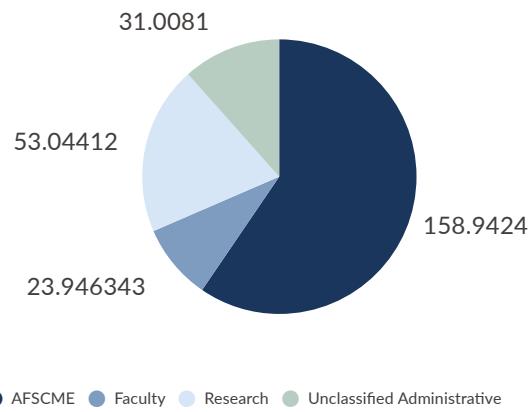
Internal transfer options within OHSU will require more intensive engagement and would be dependent on the timing of any closure. The majority of employees at the ONPRC are in the Division of Comparative Medicine, which largely manages animal care at the ONPRC. Those positions require highly specialized skills that are less aligned with other OHSU operations and do not offer comparable transfer opportunities within the institution.

A large percentage of the current workforce is affiliated with AFSCME, and workforce reductions or transfers would require much more additional planning and discussion, in alignment with labor contract terms. Depending on what closure scenario were to be made, key personnel would need to be identified for continued operations in the short and long term.

Total FTEs by Component AY66



Total FTEs by Classification AY66



● AFSCME ● Faculty ● Research ● Unclassified Administrative

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Reallocation or repurposing of state supported infrastructure

OHSU's West Campus is home to multiple OHSU facilities, including the ONPRC. Disposition of the property would not be required in any of the scenarios, especially in the event the ONPRC became a sanctuary. In the event the disposition of the property becomes necessary, relocating OHSU West Campus operations to other locations would require significant financial investment, projected at approximately \$316 million to \$583 million. **Note that a sale of the approximate 154-acre ONPRC property will not provide material net proceeds to fund ONPRC closure costs.**

Site disposition considerations

Sale of the West Campus site would not fund closure efforts. Disposition of the site would require significant investment after payback of interest on NIH purchased assets, site decommissioning, and relocation of non-ONPRC operations.

			Projected Investment
✿ Capital equipment	\$5.3M net book value of grant-purchased assets – Yr 65	NIH payback. Depreciates to \$0.23M by Year 72	\$0.2M
▣ Buildings and improvements	Costs to move and rebuild non-ONPRC operations	Costs to relocate Data Center, Jay Nelson Building, NIH payback for remaining interest	\$343M-\$629M
⌚ Site	Estimated sale amount of West Campus	Projected sale price less building decommissioning and site preparation costs	\$(28M)-\$(45M)
			\$316M-\$583M

Considerations for the disposition of the ONPRC property that is part of OHSU's West Campus, includes interest the National Institutes of Health maintains on the property and buildings that were partially or fully funded by the NIH. In addition, other OHSU facilities are co-located on the ONPRC property, including OHSU's data center and the Vaccine and Gene Therapy Institute (VGTI), housed in the Jay Nelson building. Relocating both the data center and VGTI would cost between \$343 million and \$629 million (the cost estimate is the cost to replace the existing Jay Nelson building on the ONPRC campus and data center facilities), depending on the scope and scale of those projects.

NIH interest in the existing ONPRC property would be the subject of negotiation and the amount could vary, depending on the claim the NIH wished to make on the property. For the purposes of this analysis, we assume that the NIH might claim up to \$16 million, which is about 50% of an assumed \$33 million median-value of the ONPRC property.

The sale of the ONPRC property also assumes cost of site cleaning and building decommissioning on campus. These projections include the sale of three parcels of land, including parcels that do not have a federal interest. It is projected that the sale of the whole of OHSU's West Campus property would net between \$28 million and \$45 million.

In total, disposition of the entirety of OHSU's West Campus property, including the 154-acre ONPRC, assuming the sale of the property along with the relocation of other OHSU infrastructure, would cost between \$316 million and \$583 million. **This cost would be in addition to the cost projections for any of the closure scenarios.**

Potential impacts to university operations and mitigation plans

The timelines, plans and strategies contained within this budget note report provide the steps that would be undertaken in the event a closure of the ONPRC becomes necessary. This report outlines how OHSU would seek to minimize to the greatest extent possible impacts to the broader institution, its workforce and the animals at the ONPRC. A number of factors would need to solidify in order to add additional detail and steps, including the circumstances of the closure, the scenario identified for closure, and availability of existing and new resources to OHSU to close the ONPRC.

One of the most significant potential impacts to OHSU through closure of the ONPRC, absent new investments in other scientific areas, would be an estimated reduction in OHSU's research portfolio by over \$100m annually, inclusive of current P51 and other primate direct and indirect expenditures. OHSU will need to make significant added investments into its scientific endeavors to replace this amount of the research portfolio.

OHSU would work with the National Institutes of Health to identify other opportunities to invest in research to support the institution's research mission.

Proposed agreement

A number of material issues, uncertain at this time, would need to be determined and resolved satisfactorily before terms of an agreement between OHSU and the State of Oregon (the "State") can be negotiated.

Resolution of such issues would allow OHSU to determine:

- Which scenario for closure or operations reduction of the ONPRC (the "Selected Closure Scenario") could apply,
- The projected timeline (the "Projected Closure Timeline") for the Selected Closure Scenario, and
- The federal and state funding amounts OHSU would need to receive in order to pursue the Selected Closure Scenario (the "Closure Funding").

Assuming the issues are resolved satisfactorily, such agreement between OHSU and the State could include terms and conditions covering, among other things:

1. OHSU intent that if the subject conditions precedent are met, to pursue the Selected Closure Scenario chosen by OHSU and the Proposed Closure Timeline, as set forth in exhibits to be attached to the agreement.
2. Conditions precedent to OHSU's obligations to pursue the Selected Closure Scenario could include:
 - (i) A reduction exceeding 25% of the total NIH grant income received by the ONPRC compared to the total NIH grant income received by the ONPRC for fiscal year 2024 provided that the ONPRC is not expected to have revenue sources from private industry or others available to replace NIH grant income, or (ii) if state general funds are needed to be used for any costs associated with the operation, maintenance, administration, or research activities of the ONPRC .
 - Receipt by OHSU of governmental and third-party approvals, consents, waivers and other actions, with acceptable terms, necessary to pursue the Selected Closure Scenario and the placement and care of NHPs under such scenario, including (i) approvals from NIH and the Institutional Animal Care and Use Committee (IACUC), and (ii) any amendment to Oregon laws, rules and regulations required to allow OHSU (or applicable other party) to operate a NHP sanctuary at the OHSU West Campus property.
 - No violation of law, rule or regulation shall arise from pursuing the Selected Closure Scenario, including assurance that the Selected Closure Scenario will be compliant with OHSU's obligations under the Animal Welfare Act.
 - No breach of any agreement affecting ONPRC's operations shall arise from pursuing the Selected Closure Scenario.
 - Receipt by OHSU of appropriate measures to reduce the impact on affected OHSU and ONPRC learners and programs.
 - Receipt by OHSU of an acceptable plan to limit impacts to represented OHSU/ONPRC employees (with appropriate funding of such plan included in the Closure Funding).
 - Confirmation that the Closure Funding will be available to OHSU.
 - Receipt by OHSU of appropriate indemnity and hold harmless assurances (i) for complying with the agreement and (ii) from claims of breach of contract with respect to any ONPRC research grant or contract.
 - Review and approval by the OHSU Board of Directors of the Selected Closure Scenario, the Proposed Closure Timeline, the Closing Funding, and the terms of agreement.

3. Termination Rights could include:

- OHSU's right to terminate the agreement if it appears that the entire Closure Funding will not be available to OHSU.

4. Other terms and conditions mutually agreed to by OHSU and the State.

The above is not a contract or binding obligation, but rather a description of items that could be addressed in a mutually acceptable definitive agreement negotiated and executed between OHSU and the State.

